



## **Ecotourism as a tool for natural and cultural heritage conservation: A case study of Alhoceima and Talassemrane National Parks from Northern Morocco**

**Yassir Lamnadi**

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**Ecotourism as a tool for natural and cultural heritage conservation:  
A case study of Alhoceima and Talassemtane National Parks from  
Northern Morocco**

Yassir Lamnadi

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UNIVERSITAT  
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FAIG CONSTAR que aquest treball, titulat "**L'ecoturisme com a eina per a la conservació del patrimoni natural i cultural: un estudi de cas dels parcs nacionals d'Alhoceima i Talassemtane del nord del Marroc**", que presenta **Yassir Lamnadi** per a l'obtenció del títol de Doctor, ha estat realitzat sota la meva direcció al Departament **Turisme i Oci** d'aquesta universitat.

---

HAGO CONSTAR que el presente trabajo, titulado "**El ecoturismo como herramienta para la conservación del patrimonio natural y cultural: un estudio de caso de los parques nacionales de Alhoceima y Talassemtane del norte de Marruecos**", que presenta **Yassir Lamnadi** para la obtención del título de Doctor, ha sido realizado bajo mi dirección en el Departamento **Turismo y Ocio** de esta universidad.

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I STATE that the present study, entitled "**Ecotourism as a tool for natural and cultural Heritage Conservation: A case study of Alhoceima and Talassemtane national parks from northern Morocco**", presented by **Yassir Lamnadi** for the award of the degree of Doctor, has been carried out under my supervision at the Department **Tourism & Leisure** of this university.



Tarragona, 12 / 01/2020

Ells director/s de la tesi doctoral  
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Doctoral Thesis Supervisor/s

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## List of abbreviations

|         |  |
|---------|--|
| ADR     | Agence de Development Rural (Rural development Agency)                 |
| ADS     | Agence de Development Sociale (Social development Agency)              |
| ADT     | Agence de development Territoriale (Territory Development Agency)      |
| ATED    | Association Talassemrane pour l'environnement et le development        |
| CBD     | Community Based Development  |
| CMTR    | Charte Marocaine du Tourisme Responsable                               |
| CPT     | Centre Provincial de Tourisme  |
| ESA     | Ecotourism Sustainability Assessment                                   |
| ESSI    | Ecotourism Site Success Indicators                                     |
| ETIS    | European Tourism Indicators System                                     |
| GDP     | Gross Domestic Product   |
| HCEFLCD | (Haut Comissariat aux Eaux, Forets, et lute contre la desertification) |
| ICDPS   | Integrated Conservation And Development Projects                       |
| ICT     | Information Communication Technology                                   |
| IUCN    | International Union for Conservation of Nature                         |
| MLA     | Morroacans Living Abroad   |
| NGO     | Non-Governmental Organisation  |
| NR      | Natural Reserve  |
| OFPPT   | Office Of Vocational Training  |
| ANAPEC  | NATIONAL AGENCY FOR THE PROMOTION OF EMPLOYMENT                        |
| OMNT    | Office National Marocain du Tourisme                                   |
| PA      | Protected Area   |
| PAC     | Programme D'amenagement Cotiere  |
| PAME    | Protected Area Managment Effectiveness                                 |
| PAT     | Pays D'acceuil Touristique   |
| PDAG    | Plan Directeur d'Amenagement et Gestion                                |
| AHNP    | Alhoceima National Park  |
| TSNP    | Talassemtane National Park   |
| PUP     | Public Use Plan  |

RODPAL Réseau des ONGs du Development Oeuvrent dans le Parc National d'Alhoceima.

SI Sustainability Indicators

SIBE Site d'interet Biologique et Ecologique

SMIT Societe Marocaine de l'Ingenierie Touristique

STD Sustainable Tourism Development

CRI Centre Regional D'investissement

TIES The International Ecotourism Soccity

TO Tour Operators

UNWTO United Nations World Tourism Organisation

ZAP Zone d'Amenagement Prioritaire

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## I. CHAPTER ONE: INTRODUCTION

### 1.1 History of tourism

Tourism is a quite new phenomenon to the human history. It did not really start as a real experience, years after the WWII ended. Since that time, its evolution has been so quick that the world today would be hardly imaginable without tourism (Bennett & Strydom, 2005). According to (Keyser, 2002), there are three main reasons for the growth of the tourism: capacity, mobility and motivation to travel. Ability refers to have enough time and money for travel, mobility is linked to progress in the efficiency and reliability of transportation, and motivation to travel relates to an increased awareness of travel and a willingness to travel. In order to really understand the phenomenon of tourism, it must be defined in order to appreciate what this really means. (Middleton & Hawkins, 1998) cites the definition of tourism which: "tourism is reputed to mean any activity concerned with temporary traffic in the short term of people to destinations outside the place where they live and work normally ". The activities in the course of their stay in these destinations. " (Neiman, 2013) add to this definition the installations created to meet the needs of the tourist. Tourism includes therefore the following four important elements: daily activities and routines outside the normal work and life, transport to and from the destination, the activities carried out during the stay at the destination, and the facilities provided to meet the needs of the tourist.

Tourism success at any destination is dependent on the tourist product, which is available to attract and accommodate tourists in this specific area. The tourism product is composed of five important elements that must be present for tourism succeed in a particular area. The five elements are reviewed below. (i)Tourist attractions: Attractions form the basis of tourism and are the major pull factor. According to (Ferrario, 1981), the attractions are the things that are interesting or unusual to see or do. There are three types: natural, artificial or socio-cultural attractions. (ii)Tourist facilities: facilities themselves do not generate or attract tourists in a particular area, but their absence can considerably hinder the development of tourism. Tourist facilities include all accommodation, leisure, transport and other services that are necessary to meet the needs of the tourist. (iii)Accessibility: All the elements that affect the cost, speed and

the ease of access to a tourist destination determine its accessibility. It's transport infrastructure, equipment, operation and management of this transport infrastructure. (iv)Image: The image of a tourist destination is on the expectations and perceptions that may have tourism potential of a particular destination. It is the major function of a tourist marketer to sustain, alter and develop a particular image that will entice tourists to a particular area or destination. (v)Price: Price includes all the fees and charges that are associated with a visit to a tourist destination. The tourism product in its broader sense goes far beyond the individual destination or tourist enterprise. The need for co-operation and collaboration between the various role players in a destination region is evident. Despite differences between specific enterprises the entire tourist destination region is often seen as a collective experience (Bennett & Strydom, 2005). Aronsson (2000) adds that the travel and tourism industry is currently one of the largest industries in the world together with the oil industry and building and construction.

## 1.2 Tourism trends

Tourism is a relatively recent phenomenon. Although tourism can be traced back to Sumerian times (4000 BC), tourism did not really take off until after World War II. Since then, however, developments have been rapid and today's world is difficult to conceive without tourism (Bennett & Strydom, 2005). According to Keyser (2002) there are three primary reasons for the growth in tourism: the ability, mobility and motivation to travel. Ability refers to having sufficient time and money to travel, mobility relates to advances in the efficiency and reliability of transport, and motivation to travel relates to an increased awareness of travel and a willingness to travel.

In order to truly understand the phenomenon of tourism it has to be defined in order to appreciate what it actually means. Middleton (1994) quotes the Tourism Society's definition: "Tourism is deemed to include any activity concerned with the temporary short- term movement of people to destinations outside the place where they normally live and work, and activities during their stay at these destinations". Cooper et al., (1993) add to this definition the facilities created to cater for the needs of the tourist. Tourism therefore encompasses the following four important elements: the daily activities and routines outside normal work and life, travel to and from the destination, the Activities undertaken during the stay at the destination, and the facilities provided to cater for the

needs of the tourist.



*Figure 1. Total international tourism arrivals and tourism receipts UNWTO (2019)*

The success of tourism in any destination is dependent on the tourism product that is available to attract and cater for the tourist in that specific area. The tourism product is made up of five important components, all of which need to be present for tourism to be successful in a particular area: Tourist attractions, tourist facilities, accessibility, image, and price. The tourism product in its broader sense goes far beyond the individual destination or tourist enterprise. The need for co-operation and collaboration between the various role players in a destination region is evident; (Bjork, 2000) sets four central groups that should cooperate to achieve sustainable tourism: the local people, authorities, tourists and companies.

The tourism industry worldwide has been monitored over the last 57 years using two primary indicators, namely tourist arrivals and tourist receipts. The tourist arrivals and the tourist receipts will both be discussed in the following sections.

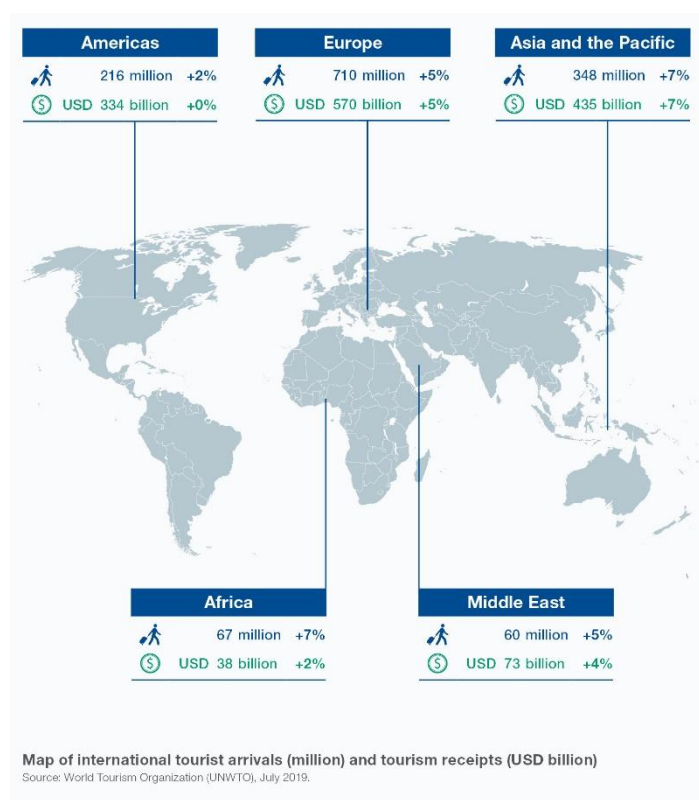
### 1.3 Study background

The tourism sector achieved in 2018 the highest growth in international tourist arrivals in seven years since 2010. This recovery was marked by many regional improvements in tourism services quality such as rising of destination which had been subject to security challenges; outbound markets economical rise; and a similar rise in the featured emerging outbound markets like Brazil and Russian Federation (UNWTO 2019). The total international tourist arrivals reached 1,4 billion with a 5% change rate over the previous rate. Total international tourism receipts reached USD 1,7 trillion with a 4% increase over 2017. Europe had the lead both in arrivals and receipts with a share of 51% and 39% respectively.

Europe accounts for half of the world's international arrivals (51%), followed by Asia and the Pacific (25%). Respectively, the both continents maintain the same ranking concerning tourism receipts; Europe takes the lead with almost 40% followed by Asia and Pacific with 30%. However, the most significant improvements over last year's numbers, were shared by Africa and Asia/Pacific in terms of tourist arrivals (7%) and solely by Asia and Pacific in terms of tourism receipts (7%).

The achieved positive numbers by global tourism industry stands as a model success story if seen from the sole economic level. It is already providing 1 out of 10 jobs globally, besides 10% of the world's GDP and 7% of world's exports. However, in the back of image lays other key criteria to measure the global tourism market success. Cultural/environmental preservation, development, peace and security might be the other key concepts to evaluate global tourism market as a whole or its distribution over each region. Some regions that achieved highly positive number in terms of both arrivals and receipts may be due to its exotic natural potential like in the case of Asia and the Pacific, Africa, south and central America. Nevertheless, this benefits of tourism from biodiversity potential can be clearly noted, while on the other hand biodiversity preservation benefit from tourism remains at low rates and negative in a lot of cases.

Between the governments and business community bet on tourism as a key pillar of economic growth, empowerment and wealth; and the sectors side effects on the biodiversity in its mass forms. The key might lie in a more structured form of tourism practice which creates environmental awareness, empowering local communities, increases employment, and enhances infrastructure and livelihoods. This managerial scheme improves tourism development and may also improve the contribution level of local communities in biodiversity conservation. In the tourism literature in general, much has been written on reuniting tourism, conservation and sustainability. It is the need for responsible form of tourism that in parallel with economic growth and empowering, takes in consideration the contribution of local communities, enhancing their livelihoods and ultimately conserving their surrounding environment. Definitely, the process of establishing the said tourism model requires coherent effective managerial plans by the governments which implies or allows private and public stakeholders to cooperate and offer a proper use of a tourist destination seeking to preserve its biodiversity and formulate tourist behaviour into that direction.



**Figure 2.** International tourist arrival and tourism receipts (UNWTO 2019)

The previous actors and parameters in their interaction for the sake of tourism destination managements are which constitute the of tourism development process. This process has been subject to many phases, models, and ethics. Mainly, as seen by (Mowforth & Munt, 2008), it did undergo three packages: Mass Package; Exploration Package; and adventure, Nature and Sustainable Package. This last package would be the closet to the core of this thesis. While it belonged to post-modernist cultural trend from within tourism development process and Post- Fordist Economics trend, this package was designed to fit inside the conservation ethic which establish a tourism model based on nature and sustainability. This model empowers Socio- environmental organizations and landing organizations.

Munanura et al. (2016) see that stakeholders are key actors to achieve sustainable development through ecotourism activities. All stakeholders from the basis of which ecotourism stands and its success is dependent on the cooperation, communication, and involvements of different stakeholders. The term stakeholders was defined in 1984 by Edward Freeman as key groups or individuals that can affect or be affected by a company's activities. The term has been going through discussions and modifications (Agüera, 2014). Yet the term reached a mostly agreed on form summed up in Byrd

2007 definition which describes them as ‘a series of voluntarily agreements between adults who voluntarily affirm their commitment to the objectives and purposes of the corporation as well as entering cooperative agreements with other individuals or groups’. Major Ecotourism stakeholders, in this case, would be: tourists, suppliers, local governments, accommodation, tourism agencies, local communities, NGOs, Ecological Groups (Natali Dologlou Researcher, 2016). (Garrod, 2003) states that the stakeholder theory has proved to be an efficient ecotourism management tool as it allows for identification of key players and emphasises the need of involvement. Along with the efforts made by public authorities or governmental bodies in charge of creating and designing management plans, there is also a highly important role which is played by the academic research frame working the main principles of tourism management process. This research, as seen by Moscardo & Murphy (2014a), neglected for a long time the essence of sustainability in tourism management conceptualisation. Jafari et al. (1990) initially proposed four platforms for tourism research and policy that established different approaches in analysing and planning tourism. The Advocacy platform, the Cautionary platform, the Adaptance platform, Knowledge Based platform. Then (Macbeth, 2005) argued that tourism and sustainability could be established as a fifth platform taking in consideration the attention it received from tourism research since early 1990s. Indeed, in spite of its potential ambiguity from within tourism management literature, sustainability as seen in its most agreed on concept is considered to be key in a successful tourism management especially in most delicate or fragile destination such as protected areas.

Seen the considerable growth of nature-based and ecotourism, and associated tourism activities in protected areas acquired more importance as tourism destinations (Dharmaratne et al., 2000) and became most widely known and well accepted strategy for conserving biodiversity in the face of the ecosystem fragmentation (Chape et al., 2005). They consequently became key instruments for conserving biodiversity (Juffe-Bignoli et al., 2014; Waterton & Watson, 2014). However, this conservation model was criticised by scholars for some limitations such as the isolation from the broader territorial matrix, lack of support by local communities, and inability to prevent land use change beyond their administrative boundaries (Venter et al., 2014). The reconciliation of tourism activities and conservation, especially protected areas, might be a tough challenge that both tourism academics and business managers been trying to

solve for decades.

One of the most effective and validated approaches for this situation approved by wide range of scholars and academics is the ecotourism. However, between all the proposed definitions of the term, yet there a certain form of agreed on concept that implies the same components. Given its aspects (principles and characteristics) ecotourism is set by many scholars as the most valid form of tourism to achieve biodiversity and cultural conservation inside protected areas despite the complexity of tourism and protected areas relationship due to the distinct economic focus of tourism and the contrasting conservation focus of protected areas (E. Wilson et al., 2009). This difference in needs by the conservation procedures and the needs of local people created some kind of conflict that generated one of the greatest and longest running debates in conservation science. This debate is risen by two main approaches; Fences-and-fines approach, while it tends to succeed at conservation, local population must be excluded even forcibly. Form the process (West et al., 2006). The opposite approach considers this exclusion as ethically troubling because they frequently result in PAs disadvantageous social outcomes for local people that ultimately results in ineffective long-term conservation outcomes (Adams et al., 2004). However, recent conservation literature increasingly focused on the in between solution of both approaches that seeks to achieve long-term environmental protection with the participation of local people. Nevertheless, profound research into protected areas effectiveness, even if it is yet in beginning stages, various studies rises the significant underperformance in effectiveness; it found that only 20-50% of evaluated protected areas were found to be effectively managed (Laurance et al., 2012) (Leverington et al., 2010a); (Blom, 2004). Inadequate financing was seen as one of the main reason behind the ineffectiveness in protected areas, especially in developing countries; even though some of the richest countries found facing the same problem (Venter et al., 2014).

The values of national parks range from the protection of natural habitats and associated flora and fauna, including the maintenance of environmental stability of its surrounding regions (CBD, 2008). At this point there might be an ambiguity between the two terms; national parks and protected areas. Different international conventions and organizations take different approaches in defining them. Rio Summit convention (UNCED 1992) considered to be one of the most significant and far reaching environmental treaties ever to have been developed. In the Convention f Biological

Diversity (CBD) the importance of protected areas is recognised as it performs many functions in protecting biodiversity and ecosystems integrity.

Surely, the need for environmental protection policies in development planning practices has led to promote sustainable development WCED 1987. This concept has been moulded in the last two decades to include public health, population growth and migration, and global poverty alleviation in developing countries. There were different approaches and strategies followed in these countries in order to manage sustainable development inside protected areas applying the academic or theoretic existing approaches and locally developed by the governments. However, with the increasing amount of case studies from developing countries reporting on the failure of sustainable development to achieve the ideal interactions between environment, economy and society.

Sustainable development is seen to be an ideal development approach. However, the absence of universality accepted and clear fixed meaning is associated with a lack of consensus regarding the distinctiveness of sustainable development and the extent to which it differs from other development concepts (Connelly, 2007; Kates et al., 2005). The case is that in many developing countries sustainable development is still not clearly distinguished from other types of developments (Hopwood et al 2005). The same author observes significant gaps between the expectations of the Bruntland Commissions report WCED 1987 and the reality in many countries. This situation of sustainable development in developing countries can be categorized into two main challenges: Poverty and rapid urbanization. But still, academically speaking, literature about poverty-urbanisation ramifications on sustainable development in developing countries is considerably low (Cobbinah, 2015).

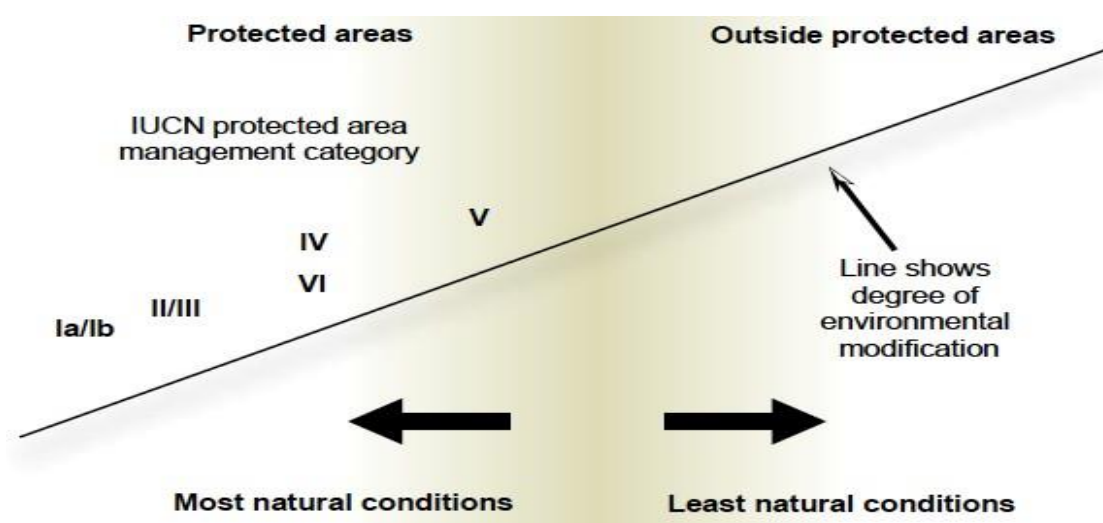
Indeed, urbanization is an unavoidable consequence of economic development, but a determining factor of inter-regional disparities, by its impact on the work and living conditions. Morocco has a balanced urban framework but the hierarchy of cities that play an important role in wealth creation, contributes to the appearance of contrasts between the different regions. On the other hand, migration in general and the rural exodus in particular contribute to formation of regional disparities not only in demographic terms but also according to productivity and wealth creation. Most inter-regional migrations mainly to highly urbanized areas such as Casablanca, are



motivated by looking for work and improving the standard of living. The vulnerability of the rural environment linked to the dependence of agricultural activity on climate hazards favours the concentration of poverty and strengthens regional imbalances.

Urbanization in Morocco has many important effects on the environment such as the disappearance of farmland equipped for irrigation for the benefit of new neighbourhoods on the outskirts of agglomerations. A few hundred hectares have been lost from this way in a few years in some zones (Haouz, Moulouya, Ouarzazate, Gharb, Souss Massa, Tadla and Tafilalet); the spreading of wastewater in the natural environment, that is to say in general in the wadis. Also, the rural exodus to the big cities which affects in particular the southern regions (Haouz, Ouarzazate, Tafilalet, etc.). Shortages of manpower are recorded during the peak periods in agricultural work in certain areas.

National strategy of environment protection, established in 2003 seek to implement the so called "*programme de développement socio-économique intégré des populations de montagne et la valorisation des produits de montagne*" targeting many other operations. A famous case where considerable debate was generated, in the process of creation of national park of Tazekka on closed reserve of 500 ha who's main objective was the protection of Atlas deer (*Cervus elaphus barbarus*). The reserve deprived the local population of a part of agricultural territory obliging them to turn to illegal practices. The logic behind this initiative was stood contradictory in itself. (Ansari, 2013) Until the 1990s, the mountain did not make a priority in the touristic development operations on the national level (Bellaoui, 2005).



**Figure 3.** IUCN protected area categories (IUCN 2008)

Depending on an advantageous geographic situation, mountain areas known with little presence in touristic development. Likewise, the induced effects of the development of the tourism economy on other sectors of activity, particularly the agricultural economy, the socio- cultural life of the native people (question of social change) as well as the environment and the landscape, are not really taken into account. The development of this tourism function presents the risk of increasing the vulnerability of the environments and by incidence that of a part of the local populations. The programs try to avoid new equipment, such as motorized tracks, favouring penetration into the forest. Despite these precautions, a more general problem is needed to manage the implications of increased attendance and its dissemination in sectors already marked by the scarcity of vital resources such as water. In Ifrane region, there is a growing competition between domestic (growing urban centres) and agricultural (extension of arboriculture), which can weaken the development of the tourist economy development programs.

The International Union for Conservation of Nature and Natural Resources (IUCN) has presented its new official definition for protected areas as “A clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values”. Under this definition, the IUCN has designated a number of different categories for protected areas as shown in Figure 3 above, differing from Ia/Ib, II/III, IV, VI, and V. Most of this classifying approach focus on conservation and wilderness protection, with only two categories: The

national Park category and protected landscape/seascape intended for purposes such as tourism or ecotourism.

The UICN developed a management effectiveness guide which is generally achieved by the assessment of series of criteria (represented by carefully selected indicators) against agreed objectives or standards. In the report (Leverington et al., 2010b) they present a set of definition of the context of management effectiveness. One of which is the following: the assessment of how well protected areas are being managed – primarily the extent to which management is protecting values and achieving goals and objectives. The term management effectiveness reflects three main ‘themes’ in protected area management:

1. Design issues relating to both individual sites and protected area systems;
2. Adequacy and appropriateness of management systems and processes;
3. Delivery of protected area objectives including conservation of values.

In the same guide (Leverington et al., 2010b) and based on IUCN-WCPA has developed four approaches for the PA management effectiveness evaluation framework which provides a consistent basis for designing evaluation systems for protected areas: 1) Protected area extent and location, 2) Large scale assessment, 3) Protected area management effectiveness, 4) protected area outcomes.

Components of the IUCN framework include design of systems and individual protected areas (context and planning), appropriateness of management systems and processes (inputs and processes), and delivery of protected area objectives (outputs and outcomes). These components are divided into six elements, elaborated below, each comprising a number of evaluation indicators to assess management effectiveness. As indicated in figure 4, each one of these approaches has its own underpinning questions.

**Table 1.** IUCN-WCPA Framework for assessing management effectiveness of protected areas and protected area systems

|                            |   | Design                                 |  | Appropriateness/<br>Adequacy       |   | Delivery   |  |
|----------------------------|---|--|--|------------------------------------|---|--|--|
| Element                    | Context   | Planning                               | Inputs                                 | Process                            | Outputs   | Outcomes   |  |
|                            | Importance, threats and policy/cultural environment | Design and planning                    | Adequacy of resources needed to manage | How management is conducted        | Implementation s of management programmes and actions | Extent to which objectives have been achieved    |  |
| Evaluation Focus           | -Values   | -Protected area legislation and policy | Resources available for management     | -Suitability of management process | Results of management actions                         | -Effects of management in relation to objectives |  |
|                            | -Threats  | -Protected area or system              |  |                                    |   |  |  |
| Criteria that are assessed |   |  |  |                                    |   |  |  |

As a purpose for this management effectiveness evaluation the UICN report suggest several of which: enable and support an adaptive approach to management, assist in effective resource allocation, promote accountability and transparency, involve the community in supporting and promoting protected areas...etc. in the same context, many scholars and countries adopted PAME to assess entire or partial PAs (Gill et al., 2017) (Nolte et al., 2013). The CBD also adopted it as one of the protected areas indicators used to assess progress towards meeting biodiversity conservation targets.

### 1.3.1 Tourism, Ecotourism and the regional context

In parallel with the increasingly growing tourism industry, there are growing niche markets, one of which is ecotourism. Many developed and developing countries now have focused their tourism development policy toward alternative forms of tourism due to their lower environmental impact and benefits on local communities. However, this focus on alternative tourism forms depends on the general tourism potential of each country and its resources to offer such a tourism product. Presently, ecotourism-based destination are distributed all around the five continents; marking special destination such as Costa Rica, Peru, Brazil, Paraguay in which the experience is based on natural resources waterfalls, and wild exploration. Another marked region is the southern / south-eastern Asia where countries such Malaysia, Philippines, Indonesia

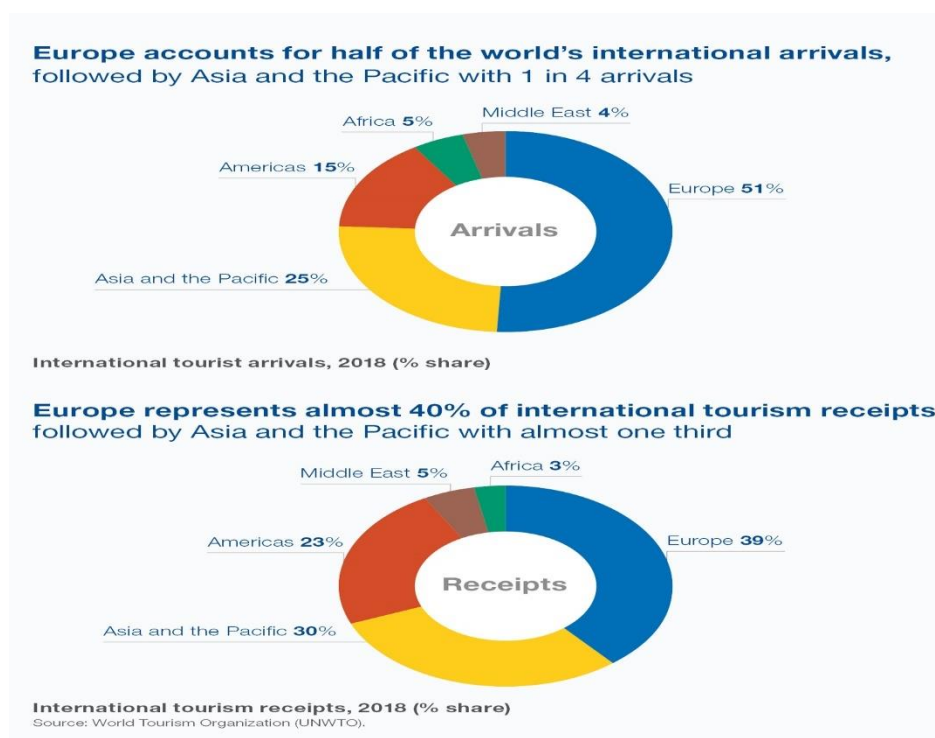
offer generally exotic natural resource product with luxury accommodation styles in volcanic islands and whale watching. Africa, on the other hand, present a different touristic product based mainly on Safari trip made to observe wild life featured in countries Rwanda, Kenya, South Africa etc... Most developing countries recognize tourism at the ministerial level and there are a host of agencies addressing policy issues such as promotion and marketing, infrastructure and training. Virtually every country has an association catering to private sector tourism interests, and many also have joint government-private consultative bodies.

### **1.3.2 The Afro-Mediterranean context**

Ecotourism is continuously connected to the vital distinctive nature of its location. It is also seen as a potential sustainable development tool resulting from the growing threat to cultural and biological diversity posed by the growth of global tourism. For instance, the declaration of the year 2002 as International Year of Ecotourism by World Tourism Organisation reveals the importance of ecotourism in a global tourism industry. Thus, Ecotourism is usually considered for its sustainable results. Effective ecotourism management can in fact be one of the most powerful tools for protecting the environment; while its basic pillars are: 1) its attractions are primarily nature-based, 2) it is educational and 3) it follows socio-cultural, ecological and economic sustainability principles and practices. Even though accepting the main features and ranges of ecotourism activities is important, the exact definition of ecotourism is less important than the impacts and interactions among the ecotourist, the ecological systems and the local populations at the destination.

The ecotourism academic research base, through different studies in different places around the world, suggest in its general orientation that ecotourism could provide more goods and services through increased income and jobs to local residents than agriculture or cattle grazing in developing countries. Nevertheless, such benefits and positive impact of ecotourism are often linked with effective management plans which tend to include local communities in the process of planning and managing the destination. Local participation is seen as crucial socioeconomic empowering and poverty alleviation. Throughout the years, much change has been made to the concept of ecotourism management with a continuous addition of other parameters such as conservation and social empowering.

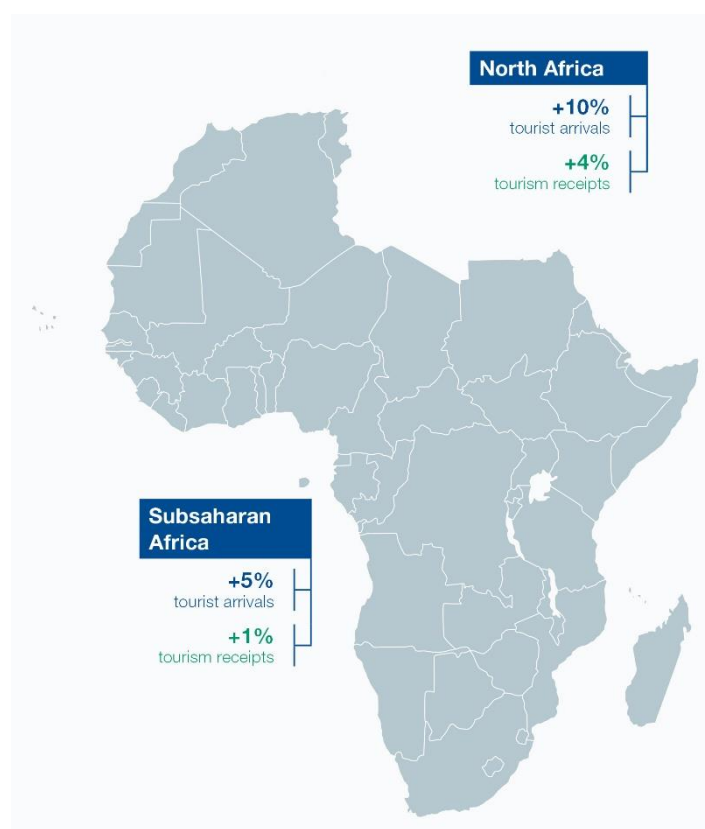
Europe, as a whole, is the world's leading tourist destination (Figure 4); It receives 51% of tourist arrivals and 39% of the total income from global tourism, with 48% of the global outbound tourists. Economically speaking, these numbers are translated to the fact that tourism plays a key role in the region's economic development, but it is a double-edged weapon in the sense that it puts considerable pressure on natural resources and the environment. The southern Mediterranean Europe where growth was driven by extraordinary results (+13%) over the previous year (UNWTO 2019).



**Figure 4.** Tourism arrivals and receipts continents overview (UNWTO 2019)

Countries sharing the Mediterranean Basin like Spain, France Italy, Croatia etc... are leading tourism arrivals and receipts. These countries may significantly differ in their destination categories and touristic products but at the very end, the impact on the environment is the same; at least in terms of resource degradation and overconsumption even if it defers in terms of levels due to different tourist inbound corresponding to each country. On the other cost of the Mediterranean, North African countries tend to have a similar tourism growth-considering the competition from within the same continent-. This region featuring Morocco, Algeria and Tunisia and mainly, had the most important share from the continent arrivals and receipts. These countries achieved received 63 million arrivals in total (5% of the global arrivals) achieving 9% of growth over the previous year. These numbers are reflected as well

in terms of receipts achieving 3% of global receipts and 8% growth rate over the previous year (Figure 4). The improvement might be due to the re-established political and security stability in these countries after it got affected by 2011 social movement which affected the region on the main economic sector for the following few years.



**Figure 5.** International Tourists Arrivals and Receipts to Africa (UNWTO 2019)

The impact of instability in Tunisia and Egypt presented a very valuable chance to Moroccan tourism to flourish. This chance, however, was wisely taken advantage of by Moroccan public authorities which had already ambitious management plans to develop the sector namely the 2020 Vision, whose launch coincides with the start of the “Arab Spring” in Tunisia and Egypt. This coincidence was such a push to tourism sector in Morocco. Seeing the success achieved by the Turkey in the sector, many voices rose in Morocco from both within and out of the tourism sector to adopt the Turkish example to develop tourism sector. The incredibly fast Turkish tourism development was seen by Moroccan experts as draining to Morocco’s visitors and considered Turkey their main competitor in the region. While others insisted on looking at the bright side; analyse the Turkish success and try to puzzle out its main success secrets. In the same context, many conferences organized and debates raised

during the last few years in different occasion.

### **1.3.3 History of tourism in Morocco**

The tourism sector in Morocco as it is today, witnessed various drastic changes to its structure, principles and nature. These changes were formed through the years to political, economic and social transitions that the country went through the years. The evolution of the sector was marked by main stations such as the protectorate phase where management policies were drawn by the French protectorate, to the escalating takeover of the Moroccan authorities after Independence.

From the first years of its installation, the French protectorate in Morocco included tourism in its development policy for the country along with the modernization of agriculture, exploitation of mineral wealth or the installation of some processing industries. Even if, at the very beginning, tourist were just related families of settlers, civilian and military officials of the Spanish and French Protectorate. Moreover, the sectors evolution could be divided into two main phases:

#### **A. Protectorate phase**

As to Bélanger et al. (1996) the real tourism began in the country thanks to the first political General Resident Lyautey, whose policies aims "to offer a resting place for the French and wealthy tourists. Thus, investments were oriented luxury hotel construction to better meet of travellers' requirements".

At this stage, the protectorate's major investments were focused only on some strategic areas, either due to their colonial importance to the French or for the political sake to the Moroccan established authority then. This distribution will provoke next what divided the country into utile and inutile Morocco. It already faces a particular direction due to the orbiting of where the politically independent Moroccan economy; some areas were favoured while others remained underinvestment sectors (Gourija, 2007). As their departure approached, the protectorate left a large potential in tourism infrastructure, (roads, ports, airports and railways) which was implemented, primarily, to allow a better military control for the sake of the plundering of the country's natural resources. And then as a secondary objective, to promote the early settlement of the country, which in the end, one way or another, is serving the primary purpose. This infrastructure had enabled subsequently, the development of international tourism in Morocco.



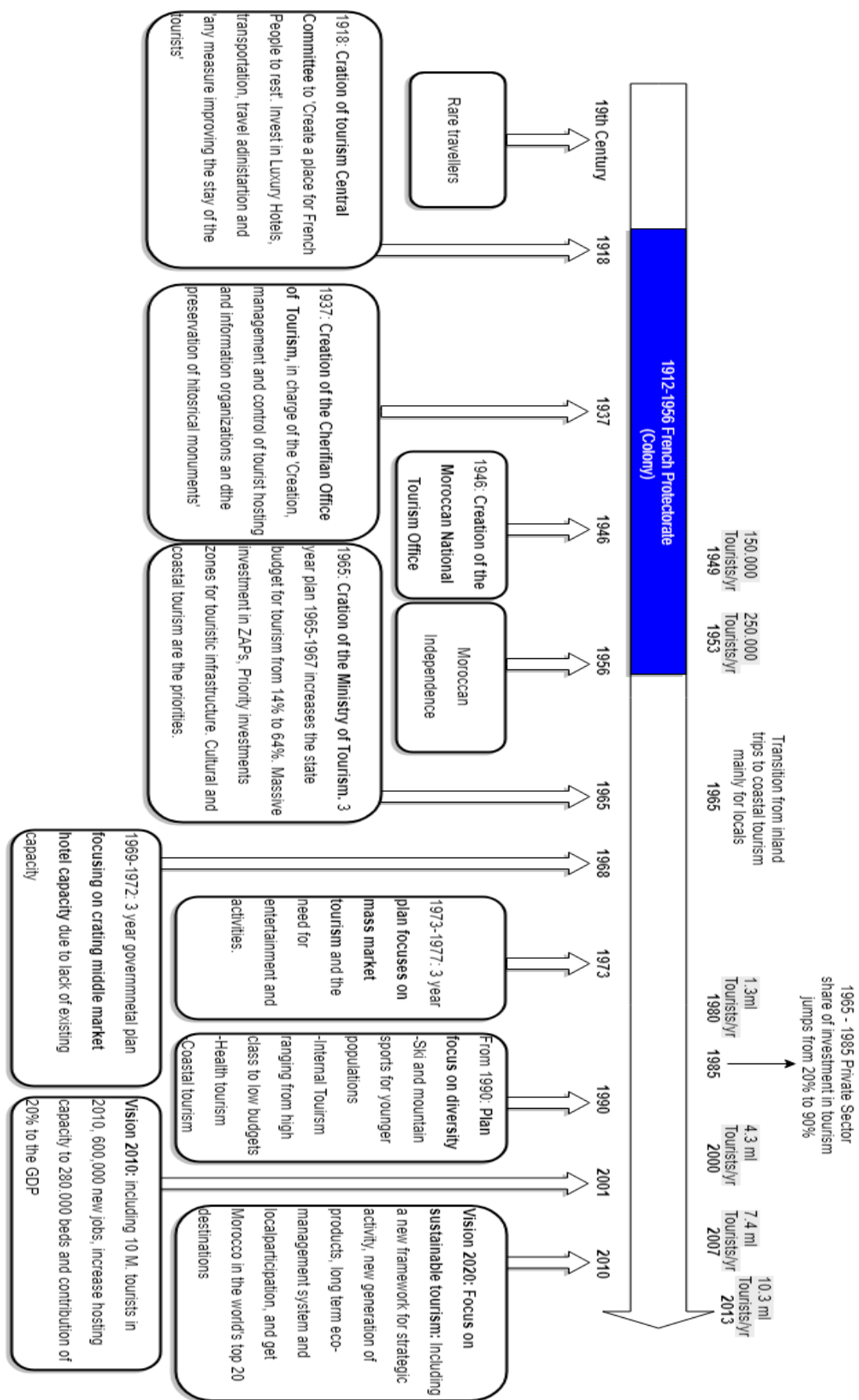


Figure 6. Evolution of Moroccan tourism sector (Own elaboration).

As their departure approached, the protectorate left a large potential in tourism infrastructure, (roads, ports, airports and railways) which was implemented, primarily, to allow a better military control for the sake of the plundering of the country's natural resources. And then as a secondary objective, to promote the early settlement of the country, which in the end, one way or another, is serving the primary purpose. This infrastructure had enabled subsequently, the development of international tourism in Morocco.

This period, as the founding era of Moroccan tourism took advantage from the protectorate experience in the country and consequently continued the infrastructure path by contributing to the creation of the first hotel chains in Morocco, which were characterized by a luxury hotel infrastructure encouraged in its realization by the Moroccan Office of Tourism. Later on, the office will encourage private investments which will bring more and more touristic facilities and end up opening Morocco as an international tourism destination.

#### B. Post-protectorate phase

After independence (1956), the Moroccan State had left with many stuck matters concerning tourism sector as any other sector, a normal situation for such an emerging State. This caused the country to enter in a 'touristic coma' that lasted almost a decade. Morocco did not officially enter the international tourism market until the year 1965 by the creation of the Tourism Ministry, as well as the massive investment of the state in the tourism sector. Then, the ministry developed a three-year plan (1965-1967) in order to create the principle foundations for Morocco to become a busy tourist destination.

The Ministry of Tourism will develop during this period ZAPs, i.e. management areas priority. As (Bélanger et al., 1996) points out, these areas are privileged places where one intends to concentrate tourism development . Mainly focused in the resort of Agadir and the circuit of the imperial cities (Marrakech, Rabat, Fez and Meknes). Symbolically, this distribution illustrates the types of tourism were established in Morocco by that time namely seaside and cultural tourism.

But generally speaking, the late 70s see a marked decrease government investment in the tourism sector, and that until the early 90's the private sector that took the relay. The privatization process helped to diversify the Moroccan touristic product,

especially with the emergence of domestic tourism. National tourism brought back balance to tourism sector in general and reached levels beyond competitiveness. Berriane (2010) describes the relationship between the two as complementary rather than competitive. This completion lays in the distribution of tourists (national and international) on cities, on one hand, and their distribution on months of year on the other hand.

#### **1.3.4 State of ecotourism in Morocco:**

Affected directly by the general status of the tourism sector as a whole, ecotourism development in Morocco has been subject to the sectorial and managerial parameters surrounding the tourism sector in the country. However, considerable efforts were made both on the public and private level to carry on a structural development of the ecotourism product; various initiatives in this sense were usually started by private stakeholder, NGOs and civil society associations. The inconsistency in public management policies and incoherence with private stakeholder's perception made the ecotourism product struggling to emerge strongly. It has been always just included or annexed to mass tourism management plans; the government yet approaches the ecotourism sector, at its best practice, as a secondary matter. The intention was always turned to only towards a seaside mass tourism that can bring a maximum of visitors. Morocco has simply followed the classic scheme which consisted of receiving the maximum tourists, with a minimum care for the impacts on natural resources. Consequently, until recent years, and as direct reflection of the State's policy, Moroccan tourism is highly concentrated on the shoreline. This concentration translates the whole Moroccan tourism sector into a 3S tourism (Sea, Sand, and Sun) despite its rich and varied potentials. However, through the social media projection and word of mouth Morocco was portrayed as a cultural and natural destination.

One of the complications as well resides in the low diversified offer of the Moroccan tourism product. This lack of diversity in touristic product offer makes the geographical distribution of tourists highly concentrated in the shoreline and imperial cities. This results directly in the accommodation capacity to be concentrated in the same highly targeted points. In the last few years the situation started to change gradually, with tourist flow going more and more to imperial cities and desert product, these areas started to flourish in terms of touristic investment and management including the creation of new accommodation at small scale and

innovating by creation of new tour services and product like Berber night music chills and similar creative activities for tourists. These individual initiatives along with the valuable contribution of NGO associations begin to make their way in ecotourism development. Even if these initiatives start isolated, with the support of some foreign operators who find refuge in local particulars; have started to develop this segment of sustainable tourism.

Another directly related factor to the ecotourism segment, is degree of contribution of protected areas. These areas are the main attraction of ecotourists, therefore, well managed and developed protected areas, in which preserving the environment is the above all priority, are one of the main pillars of this type of tourism. Morocco's resources, in this sense, are numerous and diversified all across the country, between national parks, Sites of biological and ecological interest, and biosphere reserves: 10 national parks, 154 SIBE (Sites of Biological and ecological Interest) and, 3 Biosphere reserves.

In Morocco Many factors can be considered as indicators that can favour such an orientation choice, and their intelligent combination can reinforce this tendency:

- Offering a diversified flora, fauna, and landscape without counting the Mediterranean west coast.
- The presence of rare species.
- Offering cold and glacier mountains environments near the hot burning deserts.
- Very wide marine frontals.

These areas are undoubtedly of great quality and of vast diversity, but remains fragile and above all insufficiently protected. The valorisation of these natural spaces through ecotourism will allow offering a real economic alternative that can help to decrease the degradation process which continues to endanger Moroccan natural spaces. The conservation of natural areas has become a decisive issue. Especially in promoting local community development in terms of economic alternatives.

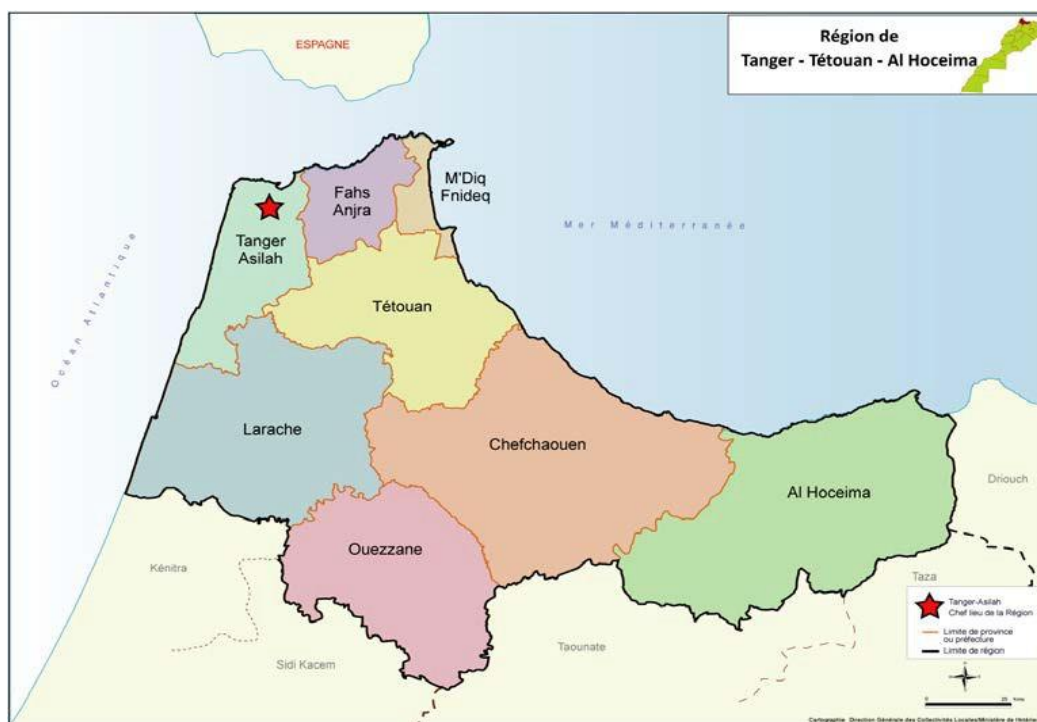
#### 1.4 Study area

The cases of ecotourism and protected areas national parks in Morocco are various, there many success stories and failure ones as well. The country public policies started to shift towards this kind of tourism after the beginning of the decline in the

traditional mass tourism numbers (Bélanger et al., 1996); Ansari, 2013); Ratsimbanierana et al., 2013). The exiting national parks which have a highly considerable ecotourism potential in empowering local population and the contribution to natural and cultural conservation like Souss Massa National Park and Tazekka National Park. According to many studies (Harif et al., 2008; Aboutayeb, 2014; Billand, 2016) were performed in these cases investigating the different aspects, impacts and implementation of ecotourism inside protected areas. However, the northern region is yet to emerge as a destination of alternative tourism in general. This area has been known for a long period for its beaches and summer activities. And this was one of the main reasons these two national parks were chosen as a case study:

- The alternative tourism in this area is still at its emergence stage, it is undeniable that the activity of natural, rural, or mountain tourism has been practiced in the area for a long time but still to be categorised and managed within the context of an ecotourism context.
- The management plans exiting for the area do not clearly state the touristic activity inside the protected areas as a principal point of interest.
- The area has not gone through an academic research process or have been studied from the same perspective before.

Two national parks were chosen to be the axis of this study for their importance and uniqueness among all the regions in Morocco, this region which administratively belong to the Section of Tangier Tetouan Alhoceima (Following the new territorial administrative division 2016). On the contrary of the other more economically weights regions in Morocco, this region generally did not receive much share of national investments and management policy (Except Tangier city which is one of the biggest cities in the country and holding many important economic projects). However, after the new administrative division, the state adopted new approaches toward public management in the region.

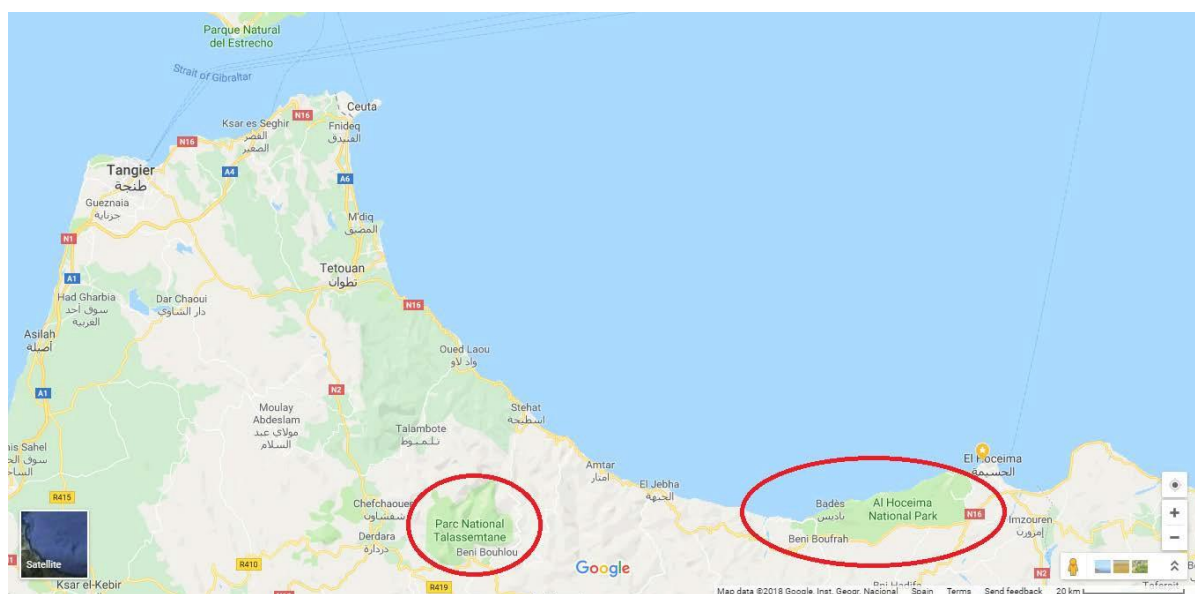


**Figure 7.** Study Area administrative region division (Ministere de l'Interieur 2015)

Generally speaking, one of the most important approaches was implementing a development strategy seeking economic balance between all the cities of the region (given considerable grades of economic and natural resource of the cities). On that basis, many projects and vision were development for the socioeconomic empowerment of the region. Mainly speaking of Tangier Grand Project and Alhoceima Menara. Basic pillars of these projects were boosting the economy through investment that create jobs and developing the infrastructure in general. Tourism, however, was one of the main pillars intended as well in the development strategy.

These programs included also reforestation operations which certainly helped to increase the size of the canopy providing the region with a total area of considerable surface of replanted forest. However, the natural forest and the pace of afforestation are insignificant in the region. The replanted proportion in 2011 remains relatively modest, or 14% of the total area of reforestation, the triple which concerns only the territory of Al Hoceima. The socio-economic and environmental benefits offered by this natural heritage are threatened constantly by: 1) wildfires which are frequent in this area; 2) intensive demand for arable land for the benefit of the grain; 3) urban growth in the small, medium and large cities; 4) tourist heavy infrastructure projects

distorting the landscape.



**Figure 8.** Alhoceima and Talassemtane National Parks (Google Maps)

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On air services, the region of Tangiers - Tetouan - Al Hoceima is connected to the national and international network by two airports (Ibn Battouta in Tangier and Saniat R'mel in Tetouan; and Al Hoceima Airport of Al Sharif Al Idrissi. The region is also open on the double coastline on the Mediterranean and Atlantic Ocean, 447 Km in length. It has in terms of maritime media, eleven ports (Mediterranean Tanger, Tangier city, Port of Al Hoceima, Marina Smir, Larache, M'diq, Port of Assilah, and Kabila. Ksar Sghir, Jebha. And Cala Iris which are used in the transport of goods and passengers.

### 1.4.1 Alhoceima National Park

#### A. General Monography

The Al Hoceima National Park is located in northern Morocco along its Mediterranean coast, about 150 km east of the Strait Gibraltar, near the city of Al Hoceima (4 ° N, 35 ° 14'N). The National Park was established in October 2004 south of the Alboran Sea an area of 48,460 ha including 19,000 ha in Marine area. This is the largest protected area of the Mediterranean coast Morocco and it is the only National Park in Morocco on the Mediterranean coast that includes a marine part with several islets and rocks.

At the Mediterranean, Moroccan biodiversity is second after that of the Anatolian region (Turkey), with an overall rate of 20% endemic species. For this sake, the governmental entity which is in charge of the management of protected areas - the High Commission for Water and Forests and Combat Desertification (HCEFLCD)- has developed a national strategy for the conservation of wildlife and flora at 150 the of Biological and Ecological Interest Sites (SIBEs) and 10 national parks including the National Park Al Hoceima (AHNP).

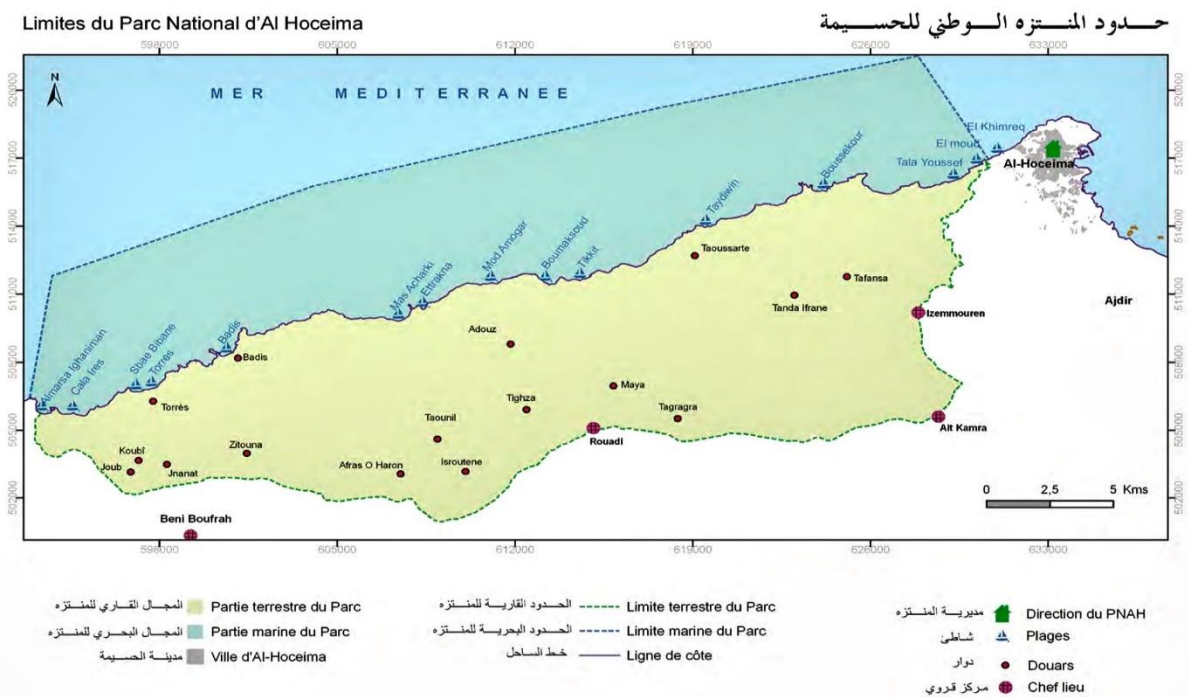


Figure 9. Alhoceima National Park zoning (UICN 2012)

This is a region of contrasts, with varied landscapes and exceptional physical biodiversity. Its location, geology, and its exposure to the marine influences; wetlands



are the main factors of its natural originality. The park encompasses a large set of biological environment values. The dominant features of this National Park are the presence of a portion of wild rocky coast. The Limestone Mountains that make up this portion coastal plunge into the sea as very high cliffs, constituting a magnificent natural landscape.

#### B. Communities and Population

The AHNP hosts 12,529 inhabitants (Census 2014) grouped in about 37 Douars (Rural scattered towns). Main activities of its inhabitants are family farming, livestock and artisanal fisheries. Commercial, agricultural and artisanal fishing with regard to agricultural activity, one of the recurrent elements of the rural landscape of the AHNP is the presence of large millstones having a characteristic shape and being able to represent a special attraction for foreign visitors.

Fishing activity in and around the AHNP may be considered as the main economic activity for local populations (Mellouli et al., 2004). This activity is exercised at the two main ports of Al Hoceima and Cala Iris and seven artisanal fishing sites (Torres, Badès, Taoussert, Tikket, Boussekour, Inouaren and Adouz). Weekly markets offer various manufactured products useful for agricultural, forestry and pastoral activities, food products basic such as oil, flours, meat, foods for animals, palm or wood craft products and, in recent years only, fresh fish.

#### C. Activities and attractions

Taking into account the natural environment and its inhabitants in leisure, recreation and discovery activities. The main activities practiced in the park are those in form of tourism focused on the natural history of the visited community and which endeavours to the ultimate preservation of the surrounding environment. Because of the wealth and the diversity of its ecosystems; the cultural value and landscape of its territory, the AHNP can be considered an ecological tourist area with great potential. The richness of its fauna and its flora, the great value of its landscapes and its historical heritage make it an ideal area for nature/green/rural/adventure/cultural tourism rather than 3S or mass tourism. Intact ecosystems of the AHNP become attract various activities: hiking-discovery, exploration, sports activities, etc. The interest of the visitors of this tourism is increasing for most remote spaces, best- preserved and most undisturbed which can

foster spontaneity and originality of the discovery.



Figure 10. Cultural interests inside AHNP (UICN 2012)

To encourage demand for ecotourism in the marine environment, fishing-tourism activity is a potential alternative in the AHNP. It integrates with small-scale fishing and allows fishermen to host people on their boats for tourism and recreational activities. It is the same as a program of activities of nautical tourism that does not disturb or harm the biodiversity of the sea area: scuba diving, snorkelling. Bird watching is also practiced inside the park, the site of Tala Youssef offers a unique local area for this purpose. These alternative tourism activities in the Park, fits into the context of Eco-development. It is considered to be a tool of economic, efficient and sustainable development, taking into account the objectives of preservation and development of the environment. It can contribute to the protection of valuable natural areas by providing the necessary revenue to their development and their management. It stimulates the economy, with tourism expenditures, and helps create jobs and opportunities for local people. This kind of tourism is able to foster economic development at the local level than at the national level.

#### D. Services

The National Park of Alhoceima offers different circuits and tours to visit the most interesting historic areas and natural landscapes. These circuits allow the observation of beautiful landscapes as well as the local flora and fauna. They can also support the development of different leisure activities. Through these channels, visitors can move across the Park on foot or by bike, accompanied by guides authorized officially by the AHNP or members of local associations. These trails are particularly interesting because of their proximity to the city centre of Al Hoceima. They extend over a site rich in typical landscapes of Wadi (valley) Boussekour. This area includes a great diversity of fauna and floristics to discover. These circuits may also interest people, students and academics of Al Hoceima because they present a pedagogical interest and easy access.

#### E. Products

The development of tourism in the National Park of Al Hoceima includes the development of a network of rural accommodations (Ecolodges. Actually, there are 4 major ecolodges: - Taoussert, - Adouz, - Taounil -, Jnanate. Basically, the remodelled houses of the inhabitants of the local community constitute the main element of the cultural heritage, because they are of great architectural interest.

The inhabitants of the Park are known for their handicrafts, including products made by the skilled hands of artisans of Adouz, Tighza and other communities of the Park of the fan Palm (*Chamaerops humilis*). They also make beautiful products using Straw (alfa); and beautiful pottery pieces made exclusively by women of Tighza. These products are very well known in the Morocco by their originality and authenticity, especially Palm crafts, the best and the most advanced in the country. Tighza pottery is characterized by a specific craft production.

Traditional pottery is exclusively produced by women and with main purpose to satisfy the domestic needs. Only a few women expose their small production to the rural markets for sale, as is the case for Rouadi rural market. A ceramic centre equipped with all the necessary material for the manufacture of ceramic parts was built by the Spanish NGO 'M.P.D.L' for women of the community of Tighza to improve the quality of the product and reduce pressure on resources in woods of the Park. The production is varied: jugs, containers for curdled milk, honey, ovens,

cups...

The basketry: Straw, the Alfa and the Straw Palm is very common in the national park, it grows especially in sunny areas. During the period of the Spanish Protectorate, exploitation of the Straw was very intense; and they used to export it to Spain. Among the products developed with the Straw: baskets, trays, bags for donkeys, covers and brushes. Basketry from the leaves of the dwarf Palm is highly present in the Park. It is a completely manual work which men exclusively undertake. This know-how is passed on from father to son. In the Community of Adouz, almost the entire male population works saw palmetto. Men make baskets, brooms, hats, bags, etc.

Rural Markets (Souk) in Bni Boufrah Valley, South of the Park, we find the only women- exclusive souk still in activity. The Souks offer different useful manufactures agricultural, forest and pastoral activities, basic groceries such as oil, flour, meat, animal feed, Palm or wooden handicrafts and, since a few years' fresh fish. The arrival of fresh fish on the stalls of the souks reflects the intensification of the communication between the coast and the villages of the hinterland.

Small-scale fishing, within the AHNP and its surroundings can be considered as the main economic activity for local people (Mellouli et al., 2004). This activity is carried out at the level of the two main ports of Al Hoceima and Cala Iris and seven sites of fishing craft (Torres, Bades, Taoussert, Tikket, Boussekour, Inouaren and Adouz).

#### F. Management and legal framework

Being a protected area, the direct governmental body in charge of its planning and management is the HCEFLCD. It covers the environmental, juridical, and logistic aspects of the park. However it also can cooperate with other governmental bodies for the sake of the management of the park. Such as Ministry of Interior, Tourism and Environment. Along with regional and provincial agencies in charge of development and investments.

Regulations in view of the various constraints analysed in the context of topography, geomorphology and concern for the environment, specific to each area regulation is proposed for structure patterns of different poles of development. Thus, any real estate or tourism-related investment project must include clearly

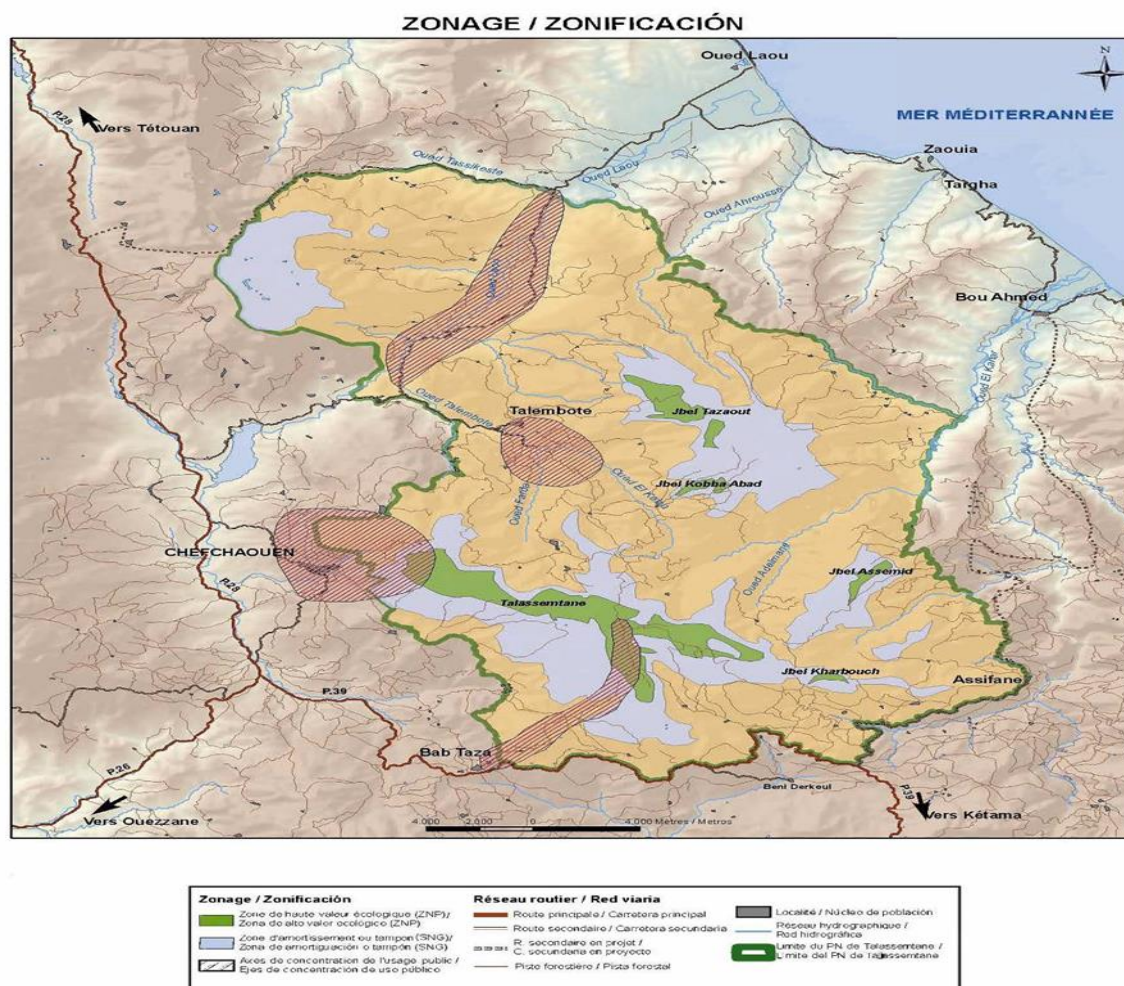
defined solutions on sanitation of the components of the project as well as the proximity necessary to its operation (road equipments, parking, etc.). This presentation are submitted to a committee of provincial aesthetics to decide on the architectural framework of the project. The objective is to provide in each category, in addition to the shelter facilities, entertainment facilities, green areas, parking and circulation sufficient overall giving year environmental aspect fits the developed sites.

Cooperation Programmes: Cooperation project with the Andalusian Government: for the development of a 21 local solid waste management plan and improving the quality of beaches to the city of Al Hoceima.

- PAP/RAC project: Study mapping and control of erosion and desertification processes in the catchment area of Beni Boufrah (International Technical Assistance to PAP/RAC and FAO body for developing a program of control of) erosion and desertification).
- CAMP project: Realization of a coastal program (Cap) in the framework of the Mediterranean action plan (map) for the area pilot located between oued Laou and Wadi Nekkour.
- MEDPOL program: this program is part of the action plan for the Mediterranean (PAM) is the monitoring and assessment of pollution of telluric origin in the Mediterranean.
- Project GEF/PAS Med: (background global environment + strategic Mediterranean Action program) for the determination of priority actions and for the implementation of a programme of Mediterranean strategic action for the improvement of the quality of the marine environment and the adoption of the approach, and priority measures, currently two balance sheets are under development: the basic national balance sheet, and assessment national diagnosis including sheets of pollutant emissions-release basis.
- These studies are being finalised and it is expected to organize meetings of presentations in the Mediterranean regions.
- National plan of action for the protection of the coastal environment (PANPEL): annual report on the quality and hygiene of the beaches.

The launch of the tourism development scheme of the Province of Al Hoceima. This

program, which consists in the implementation of a development plan by 2015 with tangible benefits in 2009, focuses on four priority areas: the development of a new tourist resort area of new generation to the site the level of "Cala Iris", about 84 km from the city of Al Hoceima. This project, covering year area of 339 hectares, will allow the creation of a capacity of 10,000 beds including 6,000 hoteliers. It also provides for the construction of a set of animation facilities (golf, marina, trade, etc.). The planned investment. The new tourist area of Cala Iris tourism development project offers private investors a unique investment opportunity. This new opportunity is part of the program of development of tourism in the province of Al Hoceima.



**Figure 11.** TSNP Zoning (HCEFLCD)

## 1.4.2 Talassemrane National Park General Monography

Talassemtane National Park was created in October 2004. Located in the province of Chefchaouen (Chaouen), on an area of 589.5 Km<sup>2</sup> in the eastern portion of the calcareous Rif dorsal, the park covers a territory that is individualized by its biodiversity and remarkable landscapes. With its very rugged terrain characteristic of the Rif Mountains Talassemtane National Park offers natural landscapes of great heritage value throughout the Mediterranean. It covers profound and deep valleys dug by the torrential Wadis, gorges with cliffs and frequent caves. The maximum altitude is 2159 m at Jebel Lakraâ while altitude minimum is 600 m to the city of Chefchaouen. From the total surface of the Park, 73% are public lands and 17% are private/common lands.

Talassemtane National Park is home to over 750 plant species belonging to 103 families of which 56 species are endemic. There are 11 major forest species. The Pine forest (*Abies Maroccana*) is the most original forest. Generally, forests are state-owned and represent 73% of the total area (423 Km<sup>2</sup>). Talassemtane also hosts about 40 mammals, the most remarkable are the Barbary Macaque and Otter. More than 100 bird species, some rare raptors (Golden Eagle), are seen at the site. Reptiles and amphibians are also represented by a 30 species.

### A. Communities and Population

The area of the national park is home to 20.560 inhabitants (Census 2004), which represents less than 5% of the population over 13% of the area of the province. The population is of Amazigh (Berber) origin and/or the Ghomara family group inhabiting the surrounding of the Park. However, the majority lost its original language (Tamazight).

The high degree of illiteracy, around 50% according to National Statistics (2014), hits most among the adult population, women and the elderly, especially in remote area isolated from connecting roads to schools. By gender, the level of illiteracy among women is 78% and 40% men. With regard to the main economic activities, agriculture and in particular fruit growing, beekeeping and tourism activities are most important. It is also that the cultivation of cannabis, within the park's territory exerts strong pressure on forest ecosystems by deforestation (ATECMA 2012).

| <b>Province</b> | <b>Cercle</b> | <b>Caidat</b> | <b>Commune</b> |
|-----------------|---------------|---------------|----------------|
| <b>Chaouen</b>  | Bab Taza      | Bab Taza      | Baba Taza      |
|                 |               |               | Beni Derkoul   |
|                 |               |               | Talembote      |
|                 | Bou Ahmed     | Talembote     | Talembote      |
|                 |               |               | Tassift        |
|                 |               |               | Beni Selman    |
| <b>Tetouan</b>  | Tetouan       | Beni Hassane  | Steha          |
|                 |               |               | Oulad Ali      |
|                 |               |               | Mansour        |
|                 |               |               | Al Oued        |
|                 |               |               | Al hamra       |

**Table 2.** *Communes of National Park Talassemtane (Author)*

**B. Activities and attractions**

Regarding the organization of tourists' flows and the nature of the activity, the parks administration regulates the general use of the park based on various restrictions. However, the PUP (Public Usage Plan) established a series of rules that govern the most significant activities, but in fact, they are not enforced, according to the park management:

- **Hiking and bike paths:** generally, access and traffic on the road network of the park are free unless otherwise provided. Railways scheduled public use will be marked and described in publications. Although this is not mandatory, the Park promotes the service guides and accompanying communication tools.
- **Camping:** the established PUP specifies that camping will generally be not allowed, except in the Bab Taza and Talassemtane picnic areas, during the period from October to May, on prior authorization of the administration of the Park, and the permission application to camp should indicate the exact place and date as well as the number of people.
- **Off-road vehicles:** the PUP established a regulation of the use of vehicles off-road, motorcycles cross and quad based on various restricting points.



Actually, there is no elaborated system yet that regulates the commercial exploitation of such activities; except being subject to prior authorization by the park management.

Caving and rock climbing: The PUP establishes that these activities can be practiced under the permission of park management of the, and only if they are held by people who have justified minimum knowledge in their capacity or as members of a federation or a club.

However, as these activities are still in their emergence in the park, they are being initially promoted and supported. It is nevertheless important to anticipate problems that could arise by the adoption of regulatory measures, to ensure the safety of users, but also the protection of the environment, whose application will depend on the intensity of the detected impacts. This regulation system has not been implemented, and the main difficulty that could be noticed is the lack of skills in the parks administration required by the realization of tourism activities. Currently there are more than 400 circuits that are not controlled, therefore, studies of capacity load for each one of the areas with high potential for the practice of this kind of activities are necessary.

### C. Services

One of the services that the TSNP offers lies in The House of the Park which has a double vocation: welcome and inform the visitor of the richness of the natural environment as well as its fragility and the existing infrastructure available for visitors. The Eco-museum shares facilities with the Administrative Office of the park. It is located in the Sidi Abdelhamid picnic area, near the camp site (PUP 2008). Despite the incredible landscapes, the park rely only on infrastructure specifically for observation and interpretation of the landscape, which reflected one of the most important inadequacies of this natural space. The forest circuits, which extends from Chefchaouen to Jbel El Kelaa, a rest station was recently built, with a small parking area, benches and interpretive panels (PUP 2008). The PUP proposes the creation of 5 point of view but they have not yet been created until four years later in 2012.

Marked circuits: there is a set of paths to the practice of this activity, but some are

not marked and the interpretative dimension is also lacking. Accordingly, these circuits are still simple course in nature and their huge potential as the awareness of the population remains still neglected. The circuits are not integrated into a park network, through which ensure that the transmission of the main natural and cultural values of the area. There are eight circuits at the level of Talassemtane park according to the park management. There are also two thematic routes. Many tour operators offer this product to their customers. Various mark-up and development initiatives have been implemented by local associations and cooperation agencies, including two remarkable circuits. Concerning bicycle paths, there is no record specifically proposed for the practice of cycling or mountain biking. However, the practice of this activity which, producing a very low environmental impact, there is a growing demand (PUP 2008).

Another service offered by the park is the picnic areas; there are 6 areas to picnic in the Park: Tazaout, Pierre de Cascade, Akchour, Sidi Abdelhamid, Plaza de España, Tkhlinjite, Stade. Managing these areas present problems related to the presence of garbage, the risk of wildfires and vandalism. They demand a dimensioning, careful selection of location and appropriate use of building materials (PUP 2008).

The panels of the picnic areas represent unique interpretive signs in the Park, but most of them are destroyed (ATECMA 2012). Nature Clubs operating in the Park have no infrastructure specifically devoted to environmental education of visitors, school children and the general population. So far only there the Eco-museum with an exposition room, a training room and a room of practical work could be used for that purpose. However, there is a network of Environmental Education Clubs in the province of Chefchaouen, composed by all schools, colleges and high schools who have voluntarily decided to subscribe this initiative launched by the Ministry of Education. Its objectives include the awareness of students in charge of educators' monitors who mission is to energize the various workshops through both activities in nature than in schools (PUP 2008).



**Figure 12.** TSNP Equipments and Circuits (HCEFLCD)

#### D. Products

One of the civil society association monitoring and supervising the touristic product quality is Chaouen Rural. an association of rural tourism which acts as a meeting point between the operators of the rural tourism, the tour operators, visitors and travellers with the goal the organization and the facilitation of logistical services required to meet the needs of tourists at the level of accommodation, catering, and complementary activities. The association has defined some criteria of quality for tourism businesses, and ecolodge owners annexed to Chaouen Rural. In addition, the association's personnel also verifies that these Ecolodges do meet established

operating criteria.

Certified by the Ministry of tourism, , two well equipped and modern ecolodges were created recently with a total capacity of 39-45 beds. According to the representative of the Department of tourism at regional level, in the project of the PAT five Ecolodges have been built namely: Khizana, Taourarte, Tirougane, Ametrasse and Boubnar. A convention was signed in recent years between the Mohamed V Foundation and the ADS associations for the realization of 5 more ecolodges: Zaouia, Kanar, Bni maalla, Talaitia, Afaska; to the year 2017 most of those Ecolodges were created and operational. The rural area of the province of Chefchaouen recently opened to tourism. Several ecolodges and rural houses have been rehabilitated or built in order to propose an offer of accommodation in different towns of the province.

Various experiences promoted in collaboration with the associations of local development have been implemented in several rural municipalities inside the TSNP to offer families an alternative source of income, based on the development of demand tourism growing. It is as well as initiatives to create homes to welcome visitors in reasonable comfort conditions arises. As to their legal situation, except in the case of Derdara, Caiat and Ifahsa (classified as hostels) who are duly accredited by the Ministry of tourism, the rest of the institutions are, in the best of cases, only on a simple authorization of the municipality to which they belong. There are even without any kind of permits. Some are under legalization, but many others renounce of inscription to relevant authorities from the Ministry of tourism to avoid paying taxes.

#### E. Management and legal framework

The establishment of management arrangements of spaces and of their natural resources, arises from participatory processes, which require a real community approach from the part of the operators and users of space. The current state of the relational stakeholders of the area of the TSNP, does not really offer the qualities and the necessary guarantees for the implementation of such plans. The Management Committee as part of its semi-autonomous public institution status, the Park structure is planned to have a Management Committee that will include: The Governor of the Province (Presidency), the Presidents of municipalities inside

the parks territory, the representatives of the groups of users and producers involved in the Park and the Royal Gendarmerie. Besides representative of each involved ministry. The Management Committee is planned to be created within a Standing Committee responsible for assisting the management of the Park in the execution of designed mission (PDAG, 1996)

Tourism zoning in the managed area established also a tourist zoning supported on the following: road accessibility, Type of tourism activity existing and/or potential. Current attendance and predictable the PDAG identified five main areas: Areas of intensive management adjacent to host a wider audience; intensive areas development in the natural environment of the park; areas of extensive development on main roads, natural environment without vehicle access areas, areas of habitat and rural development. According to the park management, there is a lack of realisation as to what are the tourism activities allowed and prohibited, and on how these activities if necessary be accompanied by an official guide, if one specific permissions, when The Master Plan of planning and management (PDAG) identified activities to realise in the park for the development of ecotourism. The implementation of a program of development of eco-tourism in the Park of Talassemtane will address the stated needs.

### 1.5 **Statement of the problem**

This study investigates to what extent the touristic activities insides two national parks northern Morocco (Alhoceima and Talassemtane) can fit within the framework of ecotourism and consequently contribute to the conservation of natural and cultural heritage. Ecotourism is the one of the best tools to achieve sustainability and conservation in the host area/communities. However, this process is depending on many factors and success indicators; starting with the achievement of the ecotourism itself where here under investigation the tourism activity inside both case studies and whether they can be categorised as ecotourism - this categorisation depends on the fact that the activities in question fulfil the most agreed on principles of ecotourism - (as elaborated in the next Chapter). After acknowledging that the parks could be considered an ecotourism destination based on effective involvement of local communities in the process of planning and management; and

adequate conservation policy -that is based on the same approach towards local communities- successfully reducing the ecotourism impacts to the minimum to prevent the degradation of the natural resources of the area. Now considering the previously mentioned ideal situation, throughout the study data collection and analysis and field observation suggest different outcomes on both functional and structural levels. These imperfections falls short of establishing an ecotourism activity from within the protected areas to deliver sustainable development and conservation. There are various possible scenarios that could be behind this shortage: 1) the established tourism activity in the parks does not qualify as ecotourism and consequently falls from process to continue towards sustainability and effective conservation. 2) There is actually ecotourism in the parks but the existing/applied management plans in the parks do not include or take in consideration ecotourism as an axe to achieve sustainability and conservation. 3) The authorities include ecotourism into the management plans for the parks but not with the required effectiveness so it fails to deliver sustainability and conservation. Nevertheless, these scenarios are not exclusively independent but rather possibly juncture and could even form as a whole the complete situation of the ground. However, the study finding will help clarify the situation more and deconstruct the functionality of each single element supposed to be involved on the process of sustainability and conservation in the parks.

Without taking in consideration the right scenario, there are certain general steps/procedures should be taken in order to move from the ground situation (reality) to the ideal one where ecotourism in the protected areas contribute to achieve sustainability and conservation. Based on the theoretical framework elaborated later on the next chapter exposing the general conceptual and literature content concerning ecotourism and conservation inside protected areas and deeply going through similar cases; we will clarify the difference procedures that should be applied to both cases with explicit steps and suggested changes at different levels.

The purpose of this study is to investigate to what extent does touristic activities inside protected areas contribute to the sustainable development of the region and consequently establish for a conservation process. The study area constitutes of two national parks in the north of Morocco namely: Alhoceima and Talassemtane. The

official management plans of these parks establishes for a participative management approach by the collaboration between private and public stakeholders implying the local community contribution to the conservation of natural and cultural heritage. The sustainability of this approach and tourism activity inside both parks are measured by a set of ecotourism indicators extracted from previous similar case studies. The process of selection of these indexes was done through their relevance to the cases in question.

## **1.6 Research questions & hypothesis**

### **1.6.1 Research questions**

This Study was carried out to answer the following questions:

- 1) What are the fundamental pillars of tourism activities in the study area that could classify as an ecotourism sites?
- 2) How does tourism development structures influence the establishment of an ecotourism destination in the study area?
- 3) What is the current and potential contribution of tourism to natural/cultural conservation in the study area?
- 4) To what extent does local community contribute to natural/cultural conservation, tourism management, and local livelihoods?
- 5) How can tourism be managed in the study area to ensure natural/ cultural conservation and sustainability (achieve the state of ecotourism)?

### **1.6.2 Research hypothesis**

This study was conceived on the premise that the study area is no subject to Ecotourism activity, (Could be classified as nature, rural, green tourism) and the absence of this philosophy does not contribute to the conservation in the area. It was also hypothesized that:

H<sub>1</sub> : the study area does not opt to a full ecotourism destination due to the lack of ecotourism indicators.

H<sub>2</sub> : the ecotourism development structures were not successful to establish and ecotourism destination

H<sub>3</sub> : Tourism in the study area does not contribute to the conservation of

biodiversity and heritage.

H<sub>4</sub> : Local community contributes partially to the conservation and livelihoods.

H<sub>5</sub> : Local management plans are inefficient to achieve conservation in the study area.

## 1.7 Objectives

### 1.7.1 Broad objective

The main objective of this study is to analyse and evaluate how ecotourism in protected areas can lead to a permanent and balanced conservation of natural and cultural heritage in national parks of Al-Hoceima and Talassemtane; Tools of conservation and management will be presented as well as ideas of park management and local community integration.

### 1.7.2 Specific objectives

This study was guided to achieve the following specific objectives:

- a. To determine the type and nature of tourism activities practiced inside both Alhoceima and Talassemtane National Parks assessing their validity as ecotourism activity and therefore their contribution to heritage and biodiversity conservation.
- b. To evaluate the efficiency of applied tourism development strategies in the successful management of protected area to formulate tourism activities into ecotourism and contribute to conservation of heritage and biodiversity.
- c. To assess the impact of "2010, 2020 Vision" on the study area taking into account its drawn objectives and management practices carried out to achieve ecotourism success and conservation.
- d. To determine the types and the degree of the involvement or co-operation between the local community and the other stakeholders such as tourist lodge owners, government agencies, and the NGOs regarding the management of the tourism activities generally inside the parks.
- e. To design the main guidelines for a practical management plan for the study area which brings the tourist activity in the study area into ecotourism framework and indicators; and, accordingly establish a conservation plan involving the implied actors.



f. Develop a Criteria and Indicators assessment system to evaluate the ecotourism site success inside both Alhoceima and Talassemtane National Parks; and accordingly evaluate the sustainability of those activities.

## 1.8 Methodological aspects

The specific methodological approach to be used in this study is the case study approach. The aim is to provide an analysis of the context and processes of the representative case studies that will be researched. Mouton (2001) defines case study research as being studies that are usually qualitative in nature and that aim to provide an in-depth description of a small number (less than 50) of cases. In the selection and analysis of the case studies for this research, (Borchers, 1996) (Henning et al., 2004) (Stake, 2000) and (Yin, 2011) will be used as guidelines.

A research approach is typically divided into two different categories: inductive and deductive. These are perspectives that reflect their own procedures to collect data and develop concepts (Yin, 2011). Positivist studies generally follow a deductive approach, while studies of phenomenology frequently follow an inductive approach (Crowther & Lancaster, 2008; Ghauri & Grønhaug, 2005) in (Wilson, 2013). Wilson (2013) states that a deductive approach is concerned with developing a hypothesis based on existing theory, and then designing a research strategy to test the hypotheses. In comparison, as Yin (2011) argues, following deductive approach can also be right for qualitative studies, depending on its needs and whether the approach can answer the research questions. Thus, a deductive approach can also fulfil the requirements of a study by using quantitative and qualitative methods as well as the positivism and inductive philosophies. In addition, the association of qualitative methods with either inductive or deductive theories or concepts can be beneficial (Yin, 2011).

The core methodological approach chosen for the analysis of this study's findings is to map them to a set of filtered indicators. This approach fall under an assessment system of tourism sustainability using sets of indicators referred to as themes or criteria; where each theme or criterion corresponds to one of sustainability dimension. This evaluation system were referred to by various scholars by different terms: Ecotourism Sustainability Assessment (ESA) (Sikkim et al., 2017); Integrated sustainability indicators for tourism (ISIT) (Kristjánsdóttir et al., 2018); Sustainable Ecotourism Indicator System (SEIS) (Ng et al., 2018). Despite the different terms used

to describe it, it refers generally to an evaluation system of tourism/ecotourism sustainability. Using the existing sustainability dimensions (environmental, cultural economic) to draw established criteria following those dimensions and corresponding indicators allowing to emphasise those indicators operationally.

These indicators were filtered based on a review of various studies highlighting the same issue (Aziz et al., 2015); Hassanal et al., 2016); Falatoni et al., 2016); Hassanal & Pengiran, 2009); (Ng et al., 2018; Agyeiwaah et al., 2017; Ashok et al., 2017; Pasape et al., 2015). The idea was to use the existing literature on sustainability indicators for ecotourism (or tourism in general) to scrap out case-specific indicators that are valid to evaluate the findings of the current study. The studies used for this purpose were generally generating composite sustainability indicators or case-specific indicators; however the approaches and methodologies were differing from qualitative approach (Theingthae, 2017; Hassanal et al., 2016; Hassanal & Pengiran, 2009; Pasape et al., 2015); Systematic review or meta-analysis of existing literature (Falatoni et al., 2016; Agyeiwaah et al., 2017; Kristjánssdóttir et al., 2018. Others used Delphi method (Agyeiwaah et al. 2017; Aziz et al. 2015; Ashok et al. 2017; Pasape et al. 2014) which is basically interviewing or surveying a set of experts in the absence of an exact measuring or assessment criteria, mainly these expert are represented as the main stakeholders in the studied area (Dalkey & Helmer 1984 cited in Aziz et al. 2015). The generated indicators from all the reviewed studies were filtered based on their compatibility with the current study and supported by the frequency in the studies in general

## 1.9 Organization of the study structure

This study will be developed in 8 chapters:

### Chapter I Introduction

This chapter draws a general background for the study allowing the reader to have a clear understanding of its nature, purpose and objectives.. It also, goes through the theoretical reflection over the main components and variables building up the thesis. It includes also methodological tips that were used to carry on the study, and the followed procedures. Research questions were also elaborated in this chapter along with research hypothesis and objectives.

## Chapter II: Methods and study area

In this chapter, we will elaborate the methodology followed carrying out this study, highlighting the different approaches taken in account and research design. We will also go through deep explanation of the case study method and specific aspects which have been approved to be applied in the present thesis. The chapter also highlights the different phases of the study. Including a thorough explanation of each phase and its procedures. Before closing the chapter, we highlight the different limitations this study has come across, in order to put the reader in the clear image of the study.

## Chapter III: Literature Review

This chapter consists of the theoretical framework of the study and the different concepts deployed in the study. It opens up with general introduction of the ecotourism background in the world and more specifically the Mediterranean area. A deep literature revision was introduced for the most recent literature dealing with ecotourism research and the different, related concepts. The following section was left to discuss the concept of protected areas in its interaction with ecotourism research, highlighting different concepts generated by the interaction of ecotourism activities and protected areas; such as local community concept, natural resources, impacts, planning and related organisations. The second part of this chapter discusses conservation. After clearing the main concept of conservation philosophy from within the tourism literature, the chapter moves to discuss conservation from different perspectives such as local communities and public authorities, or stakeholders' approach. A section of discussion was elaborated at the end of the chapter to synthesise both the concepts of ecotourism and conservation in their interaction with protected areas

## Chapter IV: National system of protected areas and Tourism public policies in Morocco

In this chapter, we highlight the national system of protected areas and the general public policies that were developed for tourism management in the country. A special emphasise was put on national parks as they are the category concerned by this study. In addition, the juridical framework covering protected areas was analysed and discussed to clarify its different aspects.

In the second part of the chapter, a chronological highlight was elaborate for the public

management plans concerning tourism and conservation. These plans were discussed within the general orientations of the Moroccan public policies throughout the years and pointing out the most notable deviations.

#### Chapter V: National system of protected areas & promotional / marketing strategy

This chapter presents a critical overview of the national system of protected areas in Morocco and the adopted tourism marketing strategy. The main characteristics of this system will be discussed in the light of the theoretical framework of this study; highlighting its main strengths and weaknesses. The adopted national strategy of marketing/promotion will also be reviewed in the second section of this chapter, based on a detailed elaboration of the technique, channels, and actors involved in this strategy. This chapter will close up with a small discussion summing up the main inspirations from the national protected area system and the promotional strategy.

#### Chapter VI: Results & Findings

In this chapter we will elaborate the findings of the study for each park separately constituting the two sections of this chapter. Each section will constitute three subsections corresponding to environmental, cultural and economic criteria. Within each criteria, its composing indicators will be evaluated separately.

The same process followed in the second section of this chapter for Talassemtane National Park in order to evaluate the touristic activity inside Talassemtane Park and its impacts on the natural biodiversity and cultural heritage. At the end of each section, a small conclusion is elaborated in order to allow the reach to grasp easily the most significant findings.

#### Chapter VII: Discussion & Analysis

The findings elaborated in the previous chapter will be discussed and analysed in this one. Each and every aspect of those findings will be addressed in the light of the conceptual framework and their concordance with the research questions. The case specific indicators chosen previously will be applied to the finding to analyse them and test the research hypothesis. This chapter is the base of the next one, the discussion will be the base to produce study conclusions and recommendations for the two case studies.

#### Chapter VIII: Conclusion and recommendations

Based on the previous chapter, here we try to sum up the general conclusions of the

study and form up structural recommendations for future application in both cases studies which could be valid as well for other similar cases in Morocco, o elsewhere with same parameters.

## II. CHAPTER TWO: METHODOLOGY

### 2.1 Introduction

In this chapter, we will explain the research methodology, on which the elaboration of the present thesis was based. It opens up with an overview of the research design, and some insights on the research approach, explaining the methodological strategies that guided the study. With regards the research design, Section 3.2 highlights the Case Study approach and its theoretical guidelines. In addition to the main objectives of using such an approach and its contribution to social science research. Moreover, the same section, explains why the researcher decided to use a mixed methods design, including both qualitative and quantitative methods.

Section 3.3 explains the data collection strategies used to get the needed data for the case study evaluation. These strategies were either secondary data gathering strategies (review of academic sources, international organisations and government institutions) or primary data gathering tools (semi- structured interviews, questionnaire surveys), which were designed carefully to fit within the study's conditions and objectives with a focus on Ecotourism Success Indicators as a measuring axis.

Section 3.4 presents the different steps followed after all the needed data is collected. There were three main steps; first, data management which consists of regrouping the collected data into concepts defined by the literature framework of the study, then coding again those concepts into categories that draw interactions/relations between some of them, the process applies for both primary and secondary data. Second, comes the data analysis which consists of analysing the texts belonging to each single concept and try to relate to other concepts while drawing a possible hierarchical pattern between them. Third, data verification that is the most important stage in the process.

Section 3.5 deals with limitations and issues that affronted the researcher in the field, while Section 3.6 establishes the ethical considerations that the different stages of the study were tied to. This chapter is ought to provide an extensive description of the research methods, approach, philosophy and procedures that were developed for this study, explaining the guidelines that were constructed based on analysis of the literature, including other case studies on similar issues, in order to provide a better understanding of the fieldwork surroundings, the methodology chosen, and the conditions in which the data was collected.

The first phase of the study, namely the data collection of national parks and surrounding areas as the principle task of this phase; followed with a complete analysis of all the information concerning case studies and the surrounding areas on all levels in on order to provide a mass integrated framework upon which the study will be built. A series of field visits have been conducted in both parks to determine, in the first place, the state of ecotourism in the case studies; then the ecotourism activities were highlighted in order to facilitate the extraction and deduction of the possible applicable tools of natural and cultural heritage conservation. The resultant tools and processes were then classified into types and representative data sets selected for further investigation.

The applicability of the representative case studies will be established by applying an evaluation framework employing a number of heritage conservation indicators. This multi- method approach combines formal interviews and questionnaires, informal discussions, biodiversity and cultural conditions analysis, and participant observations. This approach facilitated triangulation, providing verification of findings and the richness of detail needed in the explanation of the cases being investigated.

The final phase of the investigation consisted of a cross-case analysis of the findings as well as a review of the utility of the constructed evaluation framework. A synthesis, conclusion and recommendations were also included.

## **2.2 Ecotourism Site Success Assessment**

The overall design and plans adopted in the current investigation provide the foundations for the selection of the research methods. Just as the research problem and objectives conduct the research into a certain path, an adequate research design will lead the research process towards answering the research questions in a robust and meaningful way. The core methodological approach chosen in this research is to map the Ecotourism Site Success Assessment framework (ESSA) in the ecotourism activity of Alhoceima and Chefchaouen community, identifying leakages and linkages of the ecotourism suppliers. In order to achieve this, the study uses ESSA, supported by a case study design and a mixed methods approach. These strategies allow the study to be both exploratory and descriptive in nature. Therefore, the selection of the research design is directly linked to the characteristics of its unique problems and aims.

Nevertheless, it is important to point out here that the approach employed here is not exactly what is known as the C&I Approach (Criteria and Indicators); which is used operationally in ESA or STD and provides qualitative as well as quantitative measurement of different aspects of sustainability (Maness & Farrell, 2004); (Price et al., 2009). the C&I implies a hierarchy of Principles, Criteria, Indicators and Verifiers (Burns et al., n.d.) Where principles could be an extension of general sustainability or ecotourism principles or general societal pattern which provides justification for Criteria—even none of the literature using C&I associated with Ecotourism principles (Ashok et al. 2017) - A criterion is second level principle that provides an operational meaning for the general principle; an indicator is an accumulated measure of information (functions) on the system being assessed used to stress the status of a criterion. And then comes the Verifier which is the data of information on which the indicators are measured or weighted (Ashok et al. 2017).

Willard et al. (2010) states that most sustainability victors are confronted by frustrated people who want to know the meaning of sustainability and its relevance to them, their organization and their community. In order to achieve sustainability, coordination across social, cultural, economic, and environmental areas is required. However, in many cases, this coordination is absent, not to say unreachable at all. The United Nation (UN, 2017) in its Sustainable Development Goals Report, emphasize on three core-element that must harmonise to achieve sustainable development: Economic growth, social inclusion and environmental protection. The same report defines sustainable development as one that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Kristjansdottir et al. (2018) point out an ongoing discussion -based on researches of Butler (1999) and Sharpley (2000) - over weather sustainability indicators for tourism should address the sustainability of tourism itself or the development of tourism in line with overall sustainable development principles. Meanwhile stating that other scholars go as far as the claim that there is no such thing as sustainable tourism, but that tourism should rather be considered in terms of its potential contributions to sustainable development (Moscardo & Murphy, 2014b; Saarinen, 2014). In measuring sustainability time scale tend to be always problematic in the sense that economic sustainability can be measured on the go; on contrast, social, cultural and ecological sustainability may only be measured over many years (Agyeiwaah et al. 2017).



Given the multidimensional nature of sustainability (environmental, socio-cultural and economic), indicators are considered as an effective tool to assess the complex process of tourism / ecotourism development. The very early use of indicators in this matter might be- as noted in Falatoni et al. (2016) by the European Community Models of Sustainable Tourism (ECMST) project. However, the previous studies focused on the upgrading of tourists accommodations, host residents prosperity, and sustaining economic benefit, and cultural identity (Torres-Delgado & Saarinen, 2014). While the key features of effective indicators are relevance, availability of data to evaluate them, and the feasibility of comparing results over time ( Blancas et al., 2016) .

Sustainability indicators are established tools for assessing and monitoring sustainable development strategies (Bell & Morse, 2008). Nevertheless, various scholars suggested other principles that sustainability indicators should fulfil. Popova (2003) suggested a practical categorisation of indicators given their global practice as follows: Precautionary indicators, indicators measuring carrying capacity or stress factor, indicators measuring the state of natural resources, indicators measuring impact, actions and the consequences of management efforts; and should respect the following principles (European Environmental Agency 1999; Valentin & Spangenberg, 2000; White et al. 2009 Torres-Delgado and Palomeque 2014a Quoted in Falatoni et al. 2016) :

- Be simple to understand and directionally clear
- Be easy to communicate among various stakeholders regarding the process involved
- Promote information exchange
- Have high accuracy and transparency
- Be useable by laypersons, not only experts

In the same context and given the said debate about indicators, their nature and functions, other researchers rose another aspects aspect to be taken into account concerning indicators. Without indicators; the term sustainability becomes little more than a meaningless hyperbole (Carlsen & Butler, 2011).

**Table 3.** Selected sustainability indicators with natural and cultural conservation (Authors own).

| Criteria & Indicators |   |
|-----------------------|---|
| Environmental         | <b>ENC1: Public conservation policy and other stakeholders</b> <ol style="list-style-type: none"> <li>1. Extent of protected area</li> <li>2. Existence &amp; Implementation of action plan for conservation, zoning</li> <li>3. Extent of damaged area duo to human activities</li> <li>4. Quality improvement plan of the roads and transportation</li> <li>5. Implying of locals in environment rehabilitation / protection</li> <li>6. Inter-departmental co-ordination towards ecotourism development</li> </ol>                               |
|                       | <b>ENC2: Enabling environment and generation of environmental awareness</b> <ol style="list-style-type: none"> <li>7. Ecotourism policy and development regulation push towards awareness.</li> <li>8. Level of environmental awareness among officials/administrators</li> <li>9. Civil society's role in generating/promoting ecotourism /environmental awareness</li> <li>10. Enforcement of code of conduct for tourists and service providers</li> <li>11. Allocation of funds for conservation of nature in Parks planning process</li> </ol> |
|                       | <b>ENC3: Conservation of soil &amp; water resources management</b> <ol style="list-style-type: none"> <li>12. Existence of plan for protection of landscape and geological features</li> <li>13. Consumption of natural resources in ET sites by local community members.</li> <li>14. Level of consumptive utilization of natural resources by tourists.</li> <li>15. No. of protected water resource (river, marsh, stream, and so)</li> <li>16. Local people participation in land conservation</li> </ol>                                       |
|                       | <b>ENC4: Maintenance of scenery, natural diversity &amp; physical features natural</b> <ol style="list-style-type: none"> <li>17. Level of human settlement in ecotourism sites.</li> <li>18. Level of protection of ecotourism sites</li> <li>19. Range of natural vegetation at the ecotourism sites</li> </ol>   |
|                       | <b>ENC5: Solid waste Management</b> <ol style="list-style-type: none"> <li>20. Existing policy for waste collection and management inside the parks</li> <li>21. Solid waste management awareness to tourists and local communities</li> <li>22. Wastewater management</li> </ol>   |
|                       | <b>ENC6: Energy Conservation</b> <ol style="list-style-type: none"> <li>23. Energy conservation among tourists and local community</li> <li>24. Existing policy for Energy management</li> </ol>  |
| Cultural              | <b>CUC1: Maintenance of integrity of local community</b> <ol style="list-style-type: none"> <li>25. Retention of local cultures and traditions</li> <li>26. Authentic representation of local cultures</li> <li>27. Number of preserved cultural sites (local culture and norms, exhibitions)</li> <li>28. Existence of protecting cultural heritage values</li> <li>29. Awareness of the existence of inherited tradition</li> </ol>   |
|                       | <b>CUC2: Maintenance of local culture (local culture exposed to external impacts)</b> <ol style="list-style-type: none"> <li>30. Impact of alien culture on local community</li> <li>31. Tourists interest in socio-cultural and religious activities</li> <li>32. Ratio of tourists to locals</li> <li>33. Involvement of locals in cultural/tourism activities</li> </ol>   |
|                       | <b>CUC3: Maintenance of heritage &amp; cultural diversity</b> <ol style="list-style-type: none"> <li>34. Maintenance and management of local architectural buildings/cultural sites.</li> <li>35. Maintenance, revival &amp; implementation of local rituals and music, festivals.</li> </ol>   |
| Economic              | <b>ECC1: Tourism Flow ( Volume and value) at destination</b> <ol style="list-style-type: none"> <li>36. % of tourist nights relative to same-day visitors per Month</li> <li>37. Relative contribution of tourism to the destination's economy (%GDP)</li> </ol>  |
|                       | <b>ECC2: Quantity and Quality of employment</b> <ol style="list-style-type: none"> <li>48. % of tourism employees relative to total employment</li> <li>39. Percentage of jobs in tourism that are seasonal</li> <li>40. Employment by gender</li> </ol>  |
|                       | <b>ECC3: Viability and competitiveness of tourism businesses</b> <ol style="list-style-type: none"> <li>41. % of locallyproduced food, drinks, goods and services, by the destinations tourism enterprise</li> <li>42. Quality of tourism offre in the destination/product diversity</li> <li>43. Sustaining Tourist satisfaction (Level of visitors satisfaction, Perception of value for money, percentage of return visitors )</li> </ol>  |

However, as many scholars and official entities fell to the error of an overload of indicators where the number of alternatives or choices options is greater than the person's ability to make effective and efficient decisions. To avoid this situation, (Marzo-Navarro et al., 2015; Hak & Moldan, 2007) confirm that instead of many indicators and indicators sets which may be too broad or too complicated understand by individuals other than experts. Gourville & Soman (2005) suggest a potential solution for this situation; by the identification of a limited set of core actions that can be adopted easily and embedded in the corporate cultures. Then continuously, a small set of actions can be added later for those who have deeper knowledge of the issue (Fasolo et al 2007 Quoted in Agyeiwaah et al., 2017).

To elaborate this strategic assessment approach based on criteria and indicators, literature highlighting ecotourism sustainability and ecotourism site success was revised ETIS 2016; UNWTO 2005; (Dimoska & Petrevska, 2012; Tanguay et al., 2012; Blackstock et al., 2008; Pérez et al., 2017; Reihanian et al., 2015; Ocampo et al., 2018; Blancas et al., 2018; Agyeiwaah et al. (2017; Asmelash & Kumar, 2019; Oliveira et al., 2015; Torres-Delgado & López Palomeque, 2018; Brankov et al., 2017), filtering the most frequently stated principles, criteria and indicators. These criteria were categorised into three main categories. Environmental criteria concerning the maintenance of scenery / natural diversity, enabling environment and generating environmental awareness, conservation of soil and water resource management, etc.

In parallel, Cultural criteria consisted mainly of maintenance of heritage and cultural diversity, maintenance of local community's integrity. The third category concerning the economic aspect of sustainability including criteria such as tourism flow volume, quality of employment and viability of tourism businesses. These criteria were assessed by measuring a set of indicators corresponding to each criterion. Eventually, 43 indicators were selected corresponding to 12 criteria (6 Environmental, 3 Cultural and 3 economic criteria).

The selected indicators are varying between qualitative and quantitative, thus no concrete method was applied concerning their measuring. Rather, a simplified assessment approach was followed. Considering the challenging task of measuring sustainability, each method has its own strengths, weaknesses and applicable situations (Gan et al., 2017). Because it remains unclear which evaluation methods are more suitable for assessing sustainability indicators, Gan et al. (2017) suggests a four-step process for choosing the most suitable evaluation method:

- (1) Clearly describe the purpose of developing or using SIs;
- (2) Determine the particular spatial and temporal scales at which the SIs are to be applied;
- (3) Be explicit about the specific type of sustainability that the SIs are used to assess;
- (4) Conduct a comprehensive evaluation of the built SIs based on the previous three factors.

After carefully going through the indicated four steps, the methods adopted to evaluate sustainability indicators for this study were statistical based and participatory methods as explained in the table below:

*Table 4. Indicators measuring process (own elaboration)*

| indicators   | Methods                  | details  |
|--------------|--------------------------|--|
| Quantitative | Direct assigned values   | % calculations                                     |
|              |                          | Statistical based                                  |
| Qualitative  | Participatory evaluation | Closed group discussion                            |
|              |                          | Expert opinion                                     |
|              |                          | Cluster calculation                                |
|              |                          | Convert qualitative data into quantitative values. |

For the quantitative indicators the assessment process was as simple as applying the corresponding results value of each indicators to a percentage value representing the percentage of Sustainable / optimal indicators entries in relation to the total entries of which the indicator consists. These values are often data being acquired from official documents, Questionnaire based surveys, or focused group discussions.

*Example:*

***B27. Number of preserved cultural sites:***

In the case of quantitative indicators like this one, a percentage was calculated out the preserved cultural site in relation to the total number of cultural sites inside the national park.

For the qualitative indicators, the results were initially transformed into representative quantitative clusters, in order to follow the same process of transforming the obtained qualitative value into a percentage as done concerning the qualitative indicators.




*Example:*

***B26 Authentic representation of local cultures:***

To assess this quantitative indicator, according to field observation and focus group results with local community members, it was deduced that a certain number of cultural traditions and value were fully/partially represented and available to tourists while other cultural manifestations are not. Hence the percentage concerning this indicators was calculated.

This approach consists of three status applicable to each single indicators:

**Table 5.** Qualitative indicators assessment approach (own elaboration)

| Status                               | Percentage (%) | Symbol  |
|--------------------------------------|----------------|---|
| <i>Bad/unsustainable</i>             | 0-39           |  |
| <i>Partially sustainable</i>         | 40-69          |  |
| <i>Good / optimal sustainability</i> | 70-100         |  |

### 2.3 Deductive approach

Any given research approach is usually divided into two different categories: inductive and deductive. Some perspectives reflect their own procedures to collect data and develop concepts (Yin, 2011). Positivist studies typically follow a deductive approach, whereas phenomenology studies frequently use an inductive approach (Crowther and Lancaster, 2008; Ghauri and Grøhaug, 2005 in Wilson, 2013). According to Wilson (2013), a deductive approach is concerned with developing a hypothesis based on existing theory, and then designing a research strategy to test the hypotheses. Yin (2011), however, argues that following a deductive approach can also be right for qualitative studies; depending on its needs and whether the approach can answer the research questions. Therefore, a deductive approach can also fulfil the requirements of a study by using quantitative and qualitative methods as well as the positivism and inductive philosophies. In addition, as Yin (2011) recognises, the association of qualitative methods with either inductive or deductive theories or concepts can be beneficial.

As Crowther and Lancaster (2008) recommend, studies that are based on a deductive approach should to take the following approach on the ground. In addition, as Yin (2010) suggests, the deductive approach has many advantages, to guide the researcher from the confusion of the initial data collection stage during the fieldwork, as a

fundamental factor for investigation Ecotourism Site Success Indicators (ESSI). Moreover, in the current study, the theory to be tested is already present in other case studies and literature; this allows the investigator to seek out certain patterns, rather than to wait for these patterns to appear. Therefore, the researcher employs the collected data in reanalysing previously recognised theories. Added to that, a deductive research develops or deduces a conceptual framework and then tests the data gathered through empirical observation “reasoning from the general to the particular” (Pellissier, 2008). Consequently, the current study combines a deductive approach that is appropriate since the research is evaluated by the ESSI, which is an existing theory, and it is to be tested throughout the research process in order to confirm or reject the hypothesis.

## 2.4 The Case study method

A case study is one of the several methods that can be used to complete an investigation. There are three key conditions to take into account in order to decide what method to use: first, the type of research question; second, whether the researcher might have or might not have control over the affairs that are to be studied and; third, whether the study is within a contemporary context or if it looks into historical situations (Yin (2011). That is to say, case study is considered the best-suited method for the study of contemporary real-life circumstances that cannot be manipulated by the researcher. The current study adopted a case study as a research strategy for this thesis.

Moreover, this method is used when investigating circumstances that can contribute to the increase or/and development of the knowledge of a group, individual or/and organisation that might be political or social. Therefore, the need to follow a case study method imposes itself when the researcher seeks the comprehension of a socially complex phenomena happening in diverse circumstances, given the fact that the case study allows researchers to retain the holistic and significant variables of real- life situations such as individual life cycles, the behaviour of small groups, or even organisational processes and performances and relations (Yin, 2011). Churchill & Sanders (2007); Creswell, 2003; and Yin (2011) have proved that the case study’s most important strengths are its capability to use various types of collection tools and the way that it manages to analyse larger amounts of data collected in different styles. These are not limited by the use of certain collection tools as other research methods tend to be.

Likewise, several scholars view this approach as one of the most resilient methods, as it can combine various types of analysis into one case, by using different data collection techniques, like interviews, questionnaires, surveys and observations are in its nature (Veal, 2006.); Yin, 2011). Thus, the use of quantitative and qualitative data, gathered for this investigation project, is supported by the nature of the case study methods.

To make sure that the case study is the adequate method to use in the study, the researcher must fully understand the strengths and limitations of a case study approach (later described in the limitations section), as well its implications for other types of research. Therefore, the purpose of the research is to investigate the benefits and impacts that ecotourism could have in the indigenous communities of Northern Morocco by analysing and comparing the findings of the investigation from data collected during the fieldwork. This was carried in two National Parks in Alhoceima and Chefchaouen, Morocco. To study this kind of ecotourism impact on both natural and cultural level, a case study is the most appropriate research method as it involves empirical investigations of a particular contemporary phenomenon within its real life context using multiple sources of evidence (Churchill & Sanders, 2007).

Case studies also consist of studying “individuals or groups”, which can be identified in the context of the study as an organisation or indigenous peoples; in single or multiple cases for evidence or range of different evidences to answer specific research questions which will be particularly useful in the data gathering for the study (Gillham, 2000). As discussed in chapter one, this study contains research questions starting with ‘what’ and ‘how’, which define the case study as both exploratory and descriptive. Another greater advantage of its application in the current study, is that this research approach can succeed in situations where even the tourism resources are limited. Therefore, based on the existing literature and the data gathered during fieldwork, the researcher identified that the study of indigenous peoples and communities in developing countries presented many gaps towards reliable information or of any information at all in some cases. Given such circumstances, case studies employ multiple and diverse variables of interest based on a wide range of different evidence rather than just relying on data points (Veal, 2006).

**Table 6. Eisenhardt's case study steps (Eisenhardt 1989)**

| <b>Eisenhardt's steps</b>             | <b>Case study activity</b>  | <b>Reason</b>   |
|---------------------------------------|---|---|
| 1. Getting started                    | Defining the case study objectives for the ecotourism success and impacts.  | Focuses efforts; gives a better understanding of purpose of the study.  |
| 2. Selecting the case study           | Selecting the case study throughout surveys of literature (secondary data see 3.3.1).   | Retains theoretical flexibility; constraints extraneous variation; and prepares to sharpen external validity.   |
| 3. Crafting instruments and protocols | Sorting multiple data collection methods to employ (qualitative and quantitative data combined); and protocols for carrying interviews and questionnaires.              | Strengthens grounding of theory by triangulation of evidence; synergistic view of evidence; fosters divergent perspectives.   |
| 4. Entering the field                 | Primary data gathering through multiple data collection methods semi-structure interviews, survey questionnaires, observation and field notes (see section 3.3)         | Speeds analysis and reveals helpful adjustment to data collection; allows the researcher to select attentively each participant to maximise the productivity and resources. |
| 5. Analysing data                     | Examining data using multiple data collection methods and validation techniques to maximise reliability (see parts 3.4.2 and 3.4.3).                                    | Gets familiar with data and preliminary theory generation; forces the researcher to look beyond initial impressions and see evidence through multiple lenses.               |
| 6. Enfolding literature               | In this step the researcher examines the juxtaposition of the literature reviewed (in chapter 2 ) with trends, and concepts and that surrounds the ecotourism activity. | Builds internal validity, raises theoretical level, and sharpens definitions.   |
| 7. Reaching closure                   | The researcher determines when the team has gathered enough and relevant information, and to declare the fieldwork completed.   | Ends process when marginal improvement becomes small.   |

Accordingly, Eisenhardt (1989) argues that it is possible to define the case study method and deliver a process for the development of theory from the case study research, in order to explain the procedure of theory structure with the case studies. The study does this in a systematic way that compares theory building with case studies to hypothesis testing research. As Eisenhardt defines, there are eight steps of doing case study approach. These have been used in this study but adapted to the thesis' purposes. In particular, this research process and activities within the case study embraces seven steps based on Eisenhardt's process of building theories from case study research, which was originally based on eight steps. Even though, this work of Eisenhardt is quite dated, its presence between case study literature and practice is widely noticed.

Table 6 above, illustrates the process of the investigation based on Eisenhardt's (1989) process of building theories from case study research, although the step 'Shaping of the



hypotheses' was not included in the current case study, because it addresses the construction of measurements, which are not part of this tourism value chain case study.

## 2.5 Mixed methods: Qualitative and quantitative

Mixed method is a research design which uses both qualitative and quantitative methods, allowing both types of beliefs and mechanisms to be deployed in the research. Researches adopting both methods, easily review and carry on both types of data without limitations. However, even though a research adopts both types of studies, the research may still incline towards one of them, and just rely on the other method to collect or analyse the data that one cannot do by itself (Creswell and Plano Clark in Creswell, 2007; Pavelek, 2013). This flexibility, in terms of its suitability for the specific adopted study, is what makes the researcher to choose mixed methods, to be able to obtain all the data needed by using a diverse selection of tools. Moreover, the selection of mixed methods as a strategy is key for the purpose of the research. For example, when collecting surveys and using case study methods, the use of triangulation is needed to increase the reliability of the findings. This recognised, it is understood that in a community with diverse views, embedded within a society based on very different values and practices, it is also practical for the researcher to apply various techniques to his investigation in order to have the chance for greater accuracy (Pavelek, 2013; Yin 2011).

Various scholars elaborated on the reasons for for selecting a mixed methods approach for the present thesis has been argued in numerous studies, journal articles, books of tourism and case studies (Burgess, 1993; Creswell & Clark, 2010) However, the benefits of adopting qualitative and quantitative data together for the present investigation include the following elements:

- ✓ It will help to improve the validity of the results, permitting the researcher to examine the circumstances from various points of view, such as triangulation or numeric tendencies from quantitative research and the data from the qualitative research.
- ✓ Collect statistical, quantitative data from local community sample and then carry on with interviews with key informants in order to explore the outcomes properly.
- ✓ Depending on their circumstances, stakeholders are likely to have separate needs and concerns; mixed methods permit the researcher to identify better trends and voices of the indigenous peoples, government and non-government organisations.

- ✓ To get the best from both data collection resources, by including qualitative and quantitative research, or depending on the case, it may be that just one approach may describe or understand the situation (Burgess, 1993; Guba & Lincoln, 1994; Finn et al., 2000; O’Cathain et al., 2007; Creswell, 2006; Creswell, 2009; Cameron, 2011).

Given the fact that they represent different paradigms to achieve the same objective, quantitative and qualitative methods need to be seen as complementary methods, not as opposites (Pavelek, 2013). While quantitative research is a technique generally used in order to evaluate theories by analysing situations among measurable elements (Pavelek, 2013), quantitative research embraces close-ended collection tools that have the flexibility to use the different types of participants; yet, it cannot provide descriptions or to review answers and examples. Consequently, quantitative approach risks possible failure, if applied as a single method in the context of the present research (Creswell, 2006; Cameron, 2011; Pavelek, 2013). Alternatively, Pavelek (2013) argues that qualitative research analyses circumstances within an ordinary situation, besides being able to analyse subjectively attitude and behaviour of the participants. Otherwise said, qualitative research can manage information regarding participants and conditions in a straightforward manner, besides, this data cannot be generalised since the samples are small and different (Creswell, 2006; Cameron, 2011; Pavelek, 2013). As a results and for the interests of this research, the strengths of one complement the weaknesses of the other.

This being said, qualitative and quantitative information, in this study, are presented in different segments, however, the interpretation and analysis integrates both types of information in order to obtain a wider convergence on the finding. The mixed methods structure may not look as clear when establishing the differences of each method as it could if the researcher were using a single method processes. For instance, the intent is to analyse the ecotourism success and impacts in Talassemtane National Park, surveys and questionnaires were helpful to measure the relationship between ecotourism activity and the participation and benefits that local community obtain from it. In addition, ecotourism indicators analysis was conducted by using case study techniques such as semi-structured interviews and observation among communities in each destination. These methods were combined, or ‘mixed’.



**Figure 13.** Ways of mixing Qualitative and Quantitative Data, Adapted from Creswell, 2006

The reason behind merging quantitative and qualitative methods in the current study is to increase the level of understanding within the framework of the research problem and fill the gaps that arise in the field (Burgess, 1993; Pavelek, 2003; Creswell, 2009). However, it is widely accepted that each research methodology, whether qualitative or quantitative, tend to have its limitations. Since the emergence of the mixed methods concept, strong debates arose concerning their incorporation (Burges, 1993; Ågerfalk, 2013). Though, it is significantly important to reflect how the research can succeed when combining both methods and constraints to the research (Pavelek, 2003).

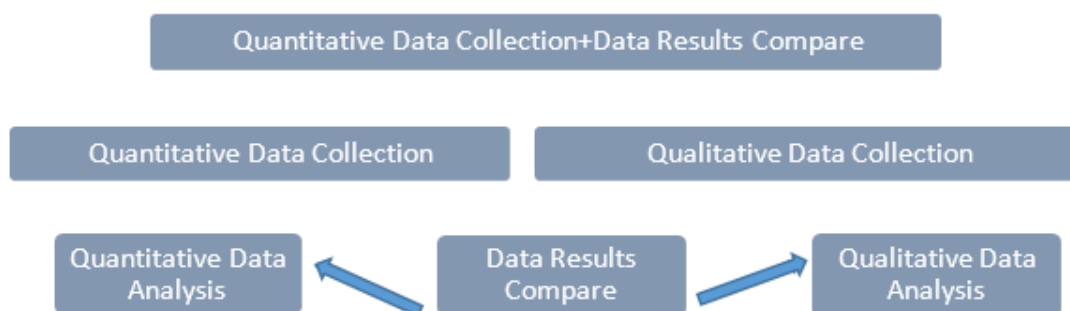
In parallel, adopting mixed method research does not eliminate completely the research challenges; for instance, the selection of both methods also requires extensive data collection in both forms; text and numeric, it is time consuming to fully analyse the data. As a result, it was important for the researcher to practice and obtain training in dealing with numeric and text research (Creswell, 2009; 2010; Cameron, 2011). According to Burges (1993), there is no 'best' method of conducting a particular investigation. Instead, it is up to the researchers to decide the kind of research question they wish to pose and the most appropriate techniques of data collection. Thus, in the present study, the researcher chose his research techniques based on the suitability of the process towards the research questions and problems, additionally, the researcher openly recognises the advantages of combining methods and how to use this in favour of the investigation by complementing one with the other, when targeting the research problem

(Burgess, 1993; Creswell, 2006; 2009; Cameron, 2011).

## 2.6 **Triangulation**

Triangulation refers to a mechanism employing multiple research methods in order to seek for a more in-depth perception a given research problem (Denzin, 2012). It is not a tool or a strategy of validation with the objective to attempt, but an alternative to validation (Flick, 2007 in Denzin, 2012). For example, Yin (2011) admits that, in case studies, there is a wider range of variables of interest rather than data points. Yet, this particular characteristic allows case studies to use diverse sources of evidence, also requires the use and analysis of triangulation as a validation strategy (Lara-Morales, 2017).

Using the concurrent triangulation strategy, the investigator is able to gather data in two stages allowing that qualitative and quantitative data to be collected simultaneously and despite the importance between the methods could be uniform, the research can be inclined to one side (Terrell, 2012). Moreover, both databases could be combined through the interpretation stage in which strengths and weaknesses of the research will be brought out, and will follow an analysis or discussion. Likewise, the main objective of concurrent triangulation strategy is to support and cross-validate the databases of the research. Its major advantage is that it dismisses the fragility of one approach by using two approaches. Alternatively, the inconsistencies, which often emerge in the interpretation stage, would be difficult to handle while balancing two forms of data (Terrell, 2012). That is to say, a concurrent triangulation approach should help the researcher to crosscheck the findings to ensure consistency by the combination of various methods to study the same case. Yet, considering that a single method would not be able to achieve the aims and objectives of this study, different aspects of empirical reality, and a multiple method approach of observation and data collection must be applied.



**Figure 14.** *Concurrent Triangulation Strategy, Terrell, 2012*

The process of this research combine the data collected through interviews, questionnaires, observations and field notes. Followed by documentation analysis, interpretation of findings and discussions. Afterwards, triangulation serves to the comparison of qualitative data collected from observant, semi- structured interviews with owners, managers and employees of the ecolodges, governmental and NGOs involved within tourism activity with quantitative data in different stages of the surveys and questionnaires applied to tourists visiting TSNP. Moreover, as frequently used in reviewd mixed method studies, this side-by-side integration is followed by an analytical discussion that provides a statistical analysis complemented by plenty of field citations, as the case is this dissertation, to increase the validity of the quantitative findings.

Nonetheless, the concurrent triangulation approach has also been criticised because of the various implied restrictions (Denzin, 2012); it is time demanding compared to a single method and requires a certain level of knowledge for the researcher to drive the investigation in both paths without losing its direction (Guion, 2002). Still, the researcher should fully understand that by employing this double method, the process of finding inconsistencies within the data collected may not be straightforward, but it will rather represent a challenge to comprehend the same piece of information from different perspectives (Knafl, 1991; Creswell, 2009). In the same sense, various scholars (Denzin, 1987 cited in (Gayle Jennings, 2001); Patton, 1990; Creswell, 2009; Yin, 2011) agree that a triangulation is constantly employed within the methodology because there is no single method that guarantees the reliability of the data gathered. Therefore, employing multiple methods stands quite obvious in order to provide cross-data validity findings within the investigation.

## 2.7 Case selection rationale

Two national parks in Northern Morocco (Alhoceima and Talassemtane) were chosen to be the case studies for this dissertation. This region, in general, possesses a different aspect on natural, economic and social levels from the other region of Morocco like Centre or West. Since independence, this region did not receive much importance concerning public management and development projects implementations. Other regions like Central West of the country (Capital and imperial cities) were the target of major development project in terms of the vital sectors such as industry, infrastructure, and tourism. This inferiority caused the region to be marginalised during the first decades of reconstruction after independence and consequently a less developed region especially in terms of the vital sectors. However, it was until the early 2000s, when the government shifted its public management policy in terms of both sectors priority and geographical distribution between the regions of the country. The region started to get gradually more and more importance in the country's development policy.

This slow development process in the region was reflected on the major vital sectors (economy, infrastructure, development... including the tourism sector as well on which no clear state policy was implemented in the region until the start of Vision 2010. A sector, which was concentrated mainly on Sun & Sea tourism in Alhoceima mainly to Moroccans Living abroad to spend their summer holidays as the main consumer. Concerning the other case, Chaouen city, where Talassemtane National Park is located; the city was conceived as cultural and natural destination from neighbouring European countries especially Spain and France, but as scattered activities that were organised by local or foreign tour operators from all over the country.

Academically speaking, the region was not subject to high profile studies that tackle the tourism development process and different related aspects, especially the case of Alhoceima. Talassemtane national park, because of the close position of Abledmalek Essaadi University, various studies have been carried out on the parks territory especially by biology and geology departments; fewer studies, however, investigating the tourism activity were carried out inside the park which tend to be superficial and for gathering statistical data in most of the cases. Therefore, both parks were a highly

convenient case studies the general framework of this study and its objectives. Investigating the extent of ecotourism activity inside the park and its potential as a tool for natural and cultural heritage conservation was based on three main points of interest making these two park crucial for this study:

1. Infant development and management policy
2. Alternative tourism potential
3. The considerable rise of the destinations fame in recent years

The previous section offers a general overview of the two parks, which could serve as a comparison between their main aspects such as basic data, population, Activities, services, products, and management. This dissertation was supposed to be conducted on a third case study namely Bouhachem Regional Park. Adjacent to Talassemtane Park, this park was developed as an experimental project collaborated between Regional Council of Tanger-Tetouan and PACA region, Luberon Regional Natural Park managed by 'France Volontaire Association'. This project consisted of proposing and experimenting a new sustainable management scheme of natural resources on remote rural territory (Bouhachem Mountain) chosen for its fragility, richness, and natural/cultural heritage. The project has as realisation period 2001-2011, but due to ``strategic, administrative, and legislative complications`` as explained by the regional delegate of HCEFLCD stating that the legislative framework of protected areas was not suitable for such a new type of protected area, besides other complications at the regional level, in addition to other challenges concerning the establishment of the park on the planned territory.

Apparently, the project was still in execution at during the period of data collection of this study and there was no legal management plan or development plan yet elaborated by the authorities in question. Due to structural and methodological limitations, the researcher decided to drop it from the studycases and concentrate on Alhoceima and Talassemtane Parks.

### **2.7.1 Data collection**

The current study employs different forms of data collection approaches and techniques. In the case of the tourism venture managers and employees, governmental and non-governmental organisations (key participants), the data collection approach embraces, as well, direct observation, and semi-structured interviews. Those same tools were also

used to gather information among stakeholders and local community members. Additionally, the use of surveys including questionnaires were required, since they were designed to include mainly tourists, who were not able to participate in the interviews. Therefore, the use of surveys stands as a complementary method. This data collection strategy is of significant importance considering the nature of the tourism activity, which requires different types of data such as social and economic backgrounds of the local communities and the ecotourism projects.

Even so, the use of a mixed method approach strongly contribute to uphold the validity of the study; the implementation of such techniques recognises the intent to produce a better perception of the motives within the research (Creswell, 2006; Yin, 2009; Rubio and Varas, 2011; Denzin, 2012; Pavelek, 2013). The validation of findings by the implementation of mixture of methods, is also known as triangulation (Denzin, 2012).

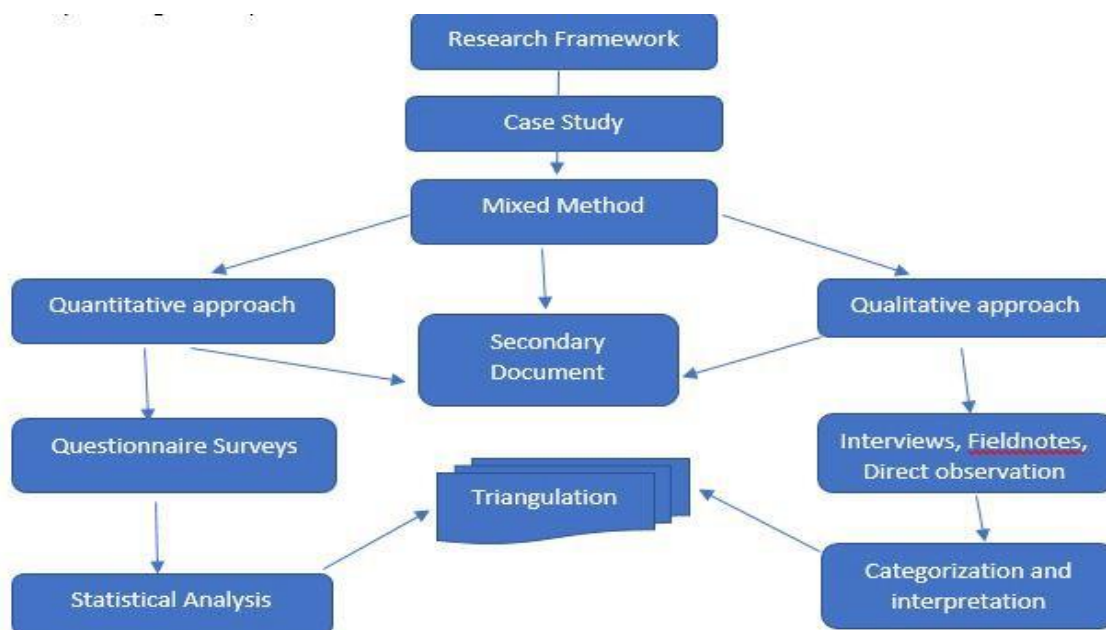


Figure 15. Study's Triangulation process, Author's elaboration.

### 2.7.2 Secondary data gathering

Secondary data consists of using current information in order to provide answers for research questions (Long-Surehall et al., 2010); i.e, this data was not collected by the researcher. Rather, it is existing data, published articles and statistics, ready to be analysed and adapted to study purpose (Russell, 2001). Furthermore, the accessibility of this data is uncomplicated and straightforward, but usually limited to the consent of the producers through publication. The present study uses secondary data obtained



from a wide range of sources such as journal articles, academic books, trustworthy websites, governmental and NGO publications (Long-Surehall, 2010). The analysed sources were proven beneficial to establish the background and current situation of the case studied. Information on sustainable development and ecotourism trends were acquired through official websites and documents continuously for the sake of keeping the data up to date. Various NGOs and UN official websites offer publications on the field of sustainable development and tourism (e.g. conventions, treaties, statistics, plans and policies) have provided very useful sources. However, obtained information and statistics in the context of society and sustainable development in local people from the Moroccan governmental authorities and organisations were very general, many lacked up to date or particularised information that would have been more useful. Secondary research started in July of 2015 and ended with completion of the final draft in September 2016. It was understood that the sources relied upon should be reliable and credible, so that research findings are set upon a trustworthy and credible foundation. This research made use of academic articles, news items, books, and other government documents. Preliminary research from July 2015 to September 2016 revealed some of the perspectives and debates surrounding tourism development in general and in the Moroccan context particularly. As expected, the literature directly relating to Chefchaouen and Alhoceima was very limited, but sufficient to provide a general understanding of some of the main tourism issues. This understanding was further corroborated and expanded after conducting field research on the both sites from March to September 2016. The review of relevant literature on the study area (in the form of government policies and government documents) provided insights into the various proposed strategies for a more sustainable approach in Northern Morocco. Such document research was helpful, and complemented by review of documents identifying lessons learned from other similar case studies within the country.

### **2.7.3 Primary data gathering**

Primary data was gathered from the investigated local community, sources including visitors at the destination and local authorities, government and development organisations, civil society associations, and tourism stakeholders. The study employed semi- structured interviews collected from key informants such as local authorities, governmental institutions and development organisations, managers of ecolodges among other stakeholders. Local authorities provided also some secondary

data and background information of Alhoceima and Chefchaouen region. Alhoceima ecolodges' managers, civil society associations and cooperatives, besides other individual businesses facilitated information about their operations e.g. type of products and offered services, prices, numbers of personnel, production, commercial partners (traders), forthcoming projects and their role in the sustainable development of the local community. Furthermore, Chefchaouen key informants provided information about their work in the community, such as the distribution of benefits, which according to them is important for the sustainability of the communities. The emphasis on the information provided by key informants was estimated information on tourism arrival numbers and revenues obtained from the activities, services and products offered, and ecolodges' involvement with the development of projects at the local community e.g. schools, clinics, housing, sanitation, public transport...etc.

#### A. Fieldwork periods:

The 1<sup>st</sup> phase of data collection was conducted on the period from February 2016 until August from the same year. The researcher had to mobilise constantly between the two case studies during that period due the availability of interviews participant and a better schedule management. Generally, the first phase of the said period February to April 2016 was carried out Alhoceima national park interviewing two ecolodge namely Adouz and Jnanate; in addition to Tourism Ministry regional delegate, Rif Tourism Association; and HCEFLCD regional delegate. Then because of unavailability of other designated interviewees, the researcher decided to move to the city of Chaouen to start the fieldwork in Talassemtane national park. The start was with the Provincial Council of tourism to interview its president at the councils office located in Chaouen city centre. This phase was also an opportunity to inspect the general plan for undertaking tourists' survey such main gathering points and the most practical spot statistically speaking. The following interview was of the ATED association president at the association office in Chaouen city centre. During the same phase, the regional tourism delegate of Tetouan, which administratively holds Chaouen city as well, was interviewed as well in the ministry's delegation in the city of Tetouan. While the researcher continued the final preparations to start the questionnaire surveys conduction in Chaouen city.



**Figure 16.** The research during fieldwork at AHNP (Author)

During various visits to Talassemtane national park, various encounters and discussions were held with groups of local population, transport workers for tourists, ecolodge entourage, etc. These discussions were used as inspection tool of the general ambient and entourage conditions of local population members and impression from the tourist activity in the area. These encounters were held also as a key information source along with field observation to form a general scheme to cross-validate with the qualitative and quantitative data from interviews and surveys.

The second phase which consisted of the rest of interviews and questionnaire surveys in Talassemtane national park. After considering the strategic spots for conducting the questionnaire surveys based on field observation and local tourism ventures scheme, the researcher started the collection of surveys that were carried out on three main spots: major accommodation units' checkouts, the city's bus station, and Talassemtane park exit gate. The questionnaire survey collection was done on two apart periods in order to variate the sample and obtain a more inclusive one. Given the fact that the park or city in general has two major tourists arrivals climaxes which fit in the fieldwork period: The spring break (April and early May; and summer period which is during the month of July and August). Therefore, the surveys were chosen to be

collected during these two key periods.



**Figure 17.** *Talassemtane Ecolodge (left) and Khzama Ecolodge (right). (Author)*

Within this summer period the rest of interview were conducted separately depending on the availability of interviewees including the remaining ones namely Talasemtane ecolodge, El Homar, and Zaouya. Being scattered around the parks' territory, in some cases the trip from an ecolodge to another lasted more than one hour in challenging rural circuits. Along with the other civil society associations interviews like CPT and ADR which were held respectively and the associations' offices in Chaouen city centre.

During this last phase of the research (July and August 2016), the researcher had to move back to Alhoceima city to conduct the remaining interviews with RODPAL network coordinator, and the two other remaining ecolodges, Adouz and Taouessart. The trip back to the city was an opportunity to extend the field observation and engage in addition group discussion in order to widen the general framework of the study with sufficient information to guide the data analysis into more significant findings.

#### **2.7.4 Semi-structured interviews**

Semi-structured interviews stand as a form of verbal interactions between the interviewer and the interviewee; accordingly, the interviewer seeks to obtain information from the interviewee, by engaging him/her in interesting discussions to answer the questions (Longhurst, 2010). These methods are a mixture of unstructured

and structured interviews that mostly rely on open-ended questions no matter the sequence (Pearsons, 2008; Longhurts, 2012). Correspondingly, the semi-structured approach was adopted in this research because interviews can be used with both quantitative and qualitative methods. Therefore, employing these interviews combined with other qualitative methods allowed the researcher to identify different perceptions from the interviewed informants since the interviews were more like informal conversations (Longhurts, 2012; De Clerk et al., 2011). On the other hand, some scholars argue that the production of different outcomes may reduce the viability of the study. Nevertheless, the present study complements semi-structure interviews with other quantitative and qualitative tools (e.g. survey questionnaires, field notes, observations, etc.) in order to obtain more reliable results. The use of mixed method can certainly counterbalance the weakness of semi-structure interviews and turn it into an advantage (Lara-Morales, 2017)

The reasoning to employ this tool within the study is the flexibility it has to produce valuable data and a broad understanding of the views and opinions from different participants such as ecolodges' employees, managers or stakeholders. Moreover, this data collection tool was essential during fieldwork (2016), particularly because the semi-structure approach of the interview allows the participant, in this case ecolodges' owners and managers, to share what is important for them, the free of speech allowed by this approach, helped strengthen the relationship researcher - participant. Therefore, semi-structured interviews were not only employed to give a voice to this kind of tourism product offers, but to use that voice accurately to share their perspectives and insights regarding their situation, as well as issues that concerned them. There might be issues risen about the representativeness of the interviewed ecolodge sample from Talassemtane national park given the fact that there is in total 13 operative ecolodge inside the parks territory. However, the interviewed ecolodges were chosen because they represent the most frequented ones by tourists and consequently the most important ones. In addition to a second vital, factor namely their availability to accommodate tourist visiting the park all year long; the other ecolodge open to receive visitors just during the high season (summer period mostly or late spring) due to their remote location or weak offer.

**Table 7.** List of key informant’s interviews, elaborated by author

| Description                      | No. of Informants | Vicinity     | Gender |
|----------------------------------|-------------------|--------------|--------|
| <b>Alhoceima</b>                 |                   |              |        |
| Ec lodge managers/owners         | 4                 |              |        |
| • Adouz                          |                   | Adouz        | Male   |
| • Jenanate                       |                   | Beni Boufrah | Male   |
| • Colina del Viento              |                   | Tala Youssef | Male   |
| • Taouessart                     |                   | Taouessart   | Male   |
| Civil Society association (NGOs) | 3                 |              |        |
| • Rif Tourism                    |                   | City Center  | Male   |
| • RODPAL                         |                   | City Center  | Male   |
| • CPT                            |                   | City Center  | Male   |
| Government officials             | 2                 |              |        |
| • HCEFLCD                        |                   | City Center  | Male   |
| • Tourism Delegation             |                   | City Center  | Male   |
| <b>Chefchaouen</b>               |                   |              |        |
| Ec lodge managers/owners         | 4                 |              |        |
| • Zaouia (Akchour)               |                   | Zaouia       | Male   |
| • Afaska                         |                   | Tanaqoube    | Male   |
| • Gite Talassemtane              |                   | Habteene     | Female |
| • Azilane                        |                   | Azilane      | Male   |
| Civil Society association (NGOs) | 3                 |              |        |
| • ATED                           |                   | City Centre  | Male   |
| • CPT                            |                   | City Centre  | Male   |
| • ADR                            |                   | City Centre  | Female |
| Government officials             | 3                 |              |        |
| • HCEFLCD                        |                   | City Centre  | Male   |
| • Tourism Delegation             |                   | Tetouan      | Male   |
| • Provincial Governor            |                   | City Centre  | Male   |

### 2.7.5 Survey questionnaires

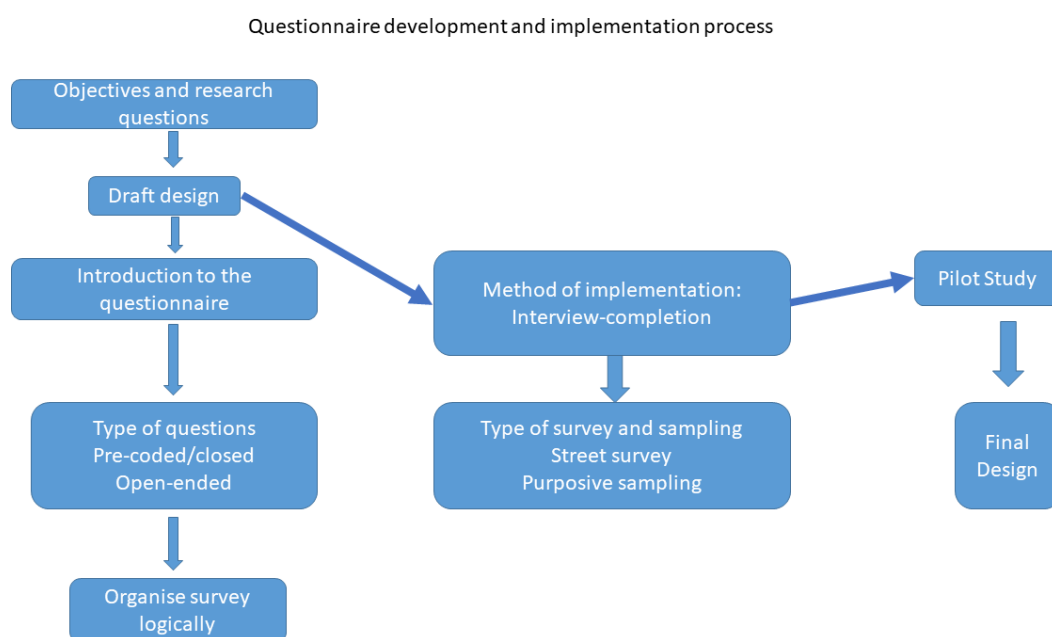
Survey questionnaires were a highly important element for data collection during the field research in 2016. As suggested by Veal (2006) and Ryan (2001) the questionnaires are built on sets of questions to collect information from respondents (Ryan, 2001). This research collected data by conducting survey-based questionnaires. The questionnaire constituted from various sections; a theoretical framework based on issues that arose from the literature, secondary data and the background of Chefchaouen destination. The objective of the questionnaires-based survey method was based on the logic that it was not possible to interview a larger sample of the tourists, in order to get the destination tourist profile.

The questionnaire was tailored with questions the tourism activity in general;

perceptions of the impacts that tourism development brought to the local community, and other simple questions such as sustainable, economic, political and social issues. Additionally, the questionnaire was constructed with open-ended and pre-coded/close questions in two parts; the first, was used to obtain critical and personal opinions, it assisted identifying particular perceptions and attitudes of the respondents; the second, was employed to obtain quantitative data making the analysis is quicker and very straightforward (Veal, 2006). Furthermore, the results of the survey questionnaire were combined with interviews face-to-face, field notes and observations. Questionnaire development in the present investigation was carried out and implemented the survey questionnaires based on the following steps:

1. Introduction. The questionnaire has a brief introduction, that includes the propose of the investigation, the researcher's contact details, and the time in which the questionnaire is expected to be completed among other information.
2. Wording of questions. Surveys used open-ended and pre-coded/closed questions. The first type aimed to get a wider perception of the trends and issues, it looked for more details within the answers, and allowed the researcher to see a bigger picture; the second type offered various answers, the options were generally in tick boxes.
3. Organisation of the questionnaire. The questionnaire covered different topics, and as there were two different types of respondents, each one was tailored according to the research objectives. For instance, the questionnaire were divided in different sections in order to be logical and easy to understand (e.g. economic, socio-cultural).
4. Languages. The survey questionnaire was developed in three languages (French, Spanish and English) in order to reach the maximum sample of tourists. Given the fact that the destination arrival constitutes of more the 27 nationalities. Even the majority are familiar with English. Yet French and Spanish tourists feel more comfortable when addressed in their own language.
5. Layout. Surveys were designed in a straightforward manner, in other words, easy to read and to go through. For example, questionnaires had page numbers, clear and large fronts, and double-spaced paragraphs.

6. Simple questions. To make sure that participants understood and responded to the questions, the researcher used simple language and avoided the use of difficult concepts and technicalities.
7. Pilot study. The researcher reviewed the findings of the pilot questionnaires to improve the surveys' accuracy.



**Figure 18.** Questionnaire development and implementation process (Based on Veal, 2006)

Method of implementation survey-completion appeared to be more valid and reliable. On one hand, when the researcher used the respondent-completion method during the pilot study, participants left more questions unanswered or/and without clarification (in the case of open-ended questions). However, participants appeared even enthusiastic to answer the surveys when the researcher read the questions.

### 2.7.6 Sampling technique and criteria

Sampling refers to the procedure in which a portion of the community is selected to take part in a study (Saunders, et al. 2009). It stands simply for that part of the population, under investigation, designed by probability or non-probability approaches (Bryman, 2012). On that basis, in the purpose of this research 'How many?' is not the matter in question. Rather, the research focuses on the understanding of the phenomenon, and whether the information collected provides enough data to evaluate the hypothesis with accuracy rather than looking for statistical validity. Thus, the



significance criteria and purposive sample, for this study, were the appropriate approach to improve effectiveness and productivity of the collected data. Therefore, the combination of the significance criteria and the purposive sampling on the ground of this study was of great help in collecting data in an accurate and reliable manner.

Purposive sampling is used to describe the technique chosen to identify the sample for the interviews and questionnaire survey in this investigation. Otherwise referred to as judgmental sampling, this technique depends on the researcher's judgment to select cases (Saunders et al., 2009). The selection of the cases cannot be random and it cannot be considered as statistically representative. On this basis, these cases are selected thoughtfully to maximise the productivity of resources (Patton, 2014). One of the most significant advantages of this technique is that it has been broadly implemented in fieldwork by researchers with small samples, but its main limitation lies in being a demanding and time-consuming process (Denzin and Lincoln, 2005). Nevertheless, in this investigation, purposive sampling allowed the researcher to identify participants that meet the criteria established by the context of the study and research questions. Consequently, the sample of the subjects was based on their knowledge, participation and experience in tourism sustainability in Chaouen region.

Saturation Criteria in relation to the project goals required to necessarily capture ideas, made through specific remarks on the presence of peculiar elements within the tourism activity and its surrounding conditions, this was achieved through the gathering of direct testimonies of the Talassemtane and Alhoceima Parks during the fieldwork. Moreover, the sampling technique employed on the interviews was selected to complement the purposive sampling according to the significance criteria. In these criteria, it is advocated that the investigator develops the impression that there is no longer anything new towards the objectives, thus once collected a number of interviews, the researcher acknowledges that it has reached level of saturation.

**Table 8.** *Surveyed Tourists classified by Nationality (Survey results).*

|       |                          | Nationality |         |               |                    |
|-------|--------------------------|-------------|---------|---------------|--------------------|
|       |                          | Frequency   | Percent | Valid Percent | Cumulative Percent |
| Valid | USA                      | 78          | 16.5%   | 16.5          | 47.9               |
|       | Morocco                  | 60          | 12.7%   | 12.7          | 100.0              |
|       | Spain                    | 58          | 12.3%   | 12.3          | 80.5               |
|       | Germany                  | 56          | 11.9%   | 11.9          | 68.2               |
|       | France                   | 32          | 6.8%    | 6.8           | 87.3               |
|       | Australia New Zealand    | 28          | 5.9%    | 5.9           | 16.9               |
|       | Other European Countries | 26          | 5.5%    | 5.5           | 11.0               |
|       | UK                       | 26          | 5.5%    | 5.5           | 26.7               |
|       | Canada                   | 22          | 4.7%    | 4.7           | 31.4               |
|       | Japan                    | 22          | 4.7%    | 4.7           | 52.5               |
|       | Other Asian Countries    | 20          | 4.2%    | 4.2           | 21.2               |
|       | Italy                    | 18          | 3.8%    | 3.8           | 56.4               |
|       | South America            | 18          | 3.8%    | 3.8           | 5.5                |
|       | Other African Countries  | 8           | 1.7%    | 1.7           | 1.7                |
|       | Total                    | 472         | 100.0%  | 100.0         |                    |

Moreover, during fieldwork and since qualitative part of the mixed method deals with non-probability criteria. Thus, the saturation criteria were implemented following the research objectives, consequently, when some particular response given by the interviewed informants was perceived to be repeated, the selection of the sample was considered sufficient (Bryman, 2014). As a result, while it complemented the purposive sample, so while finding subjects based on their knowledge to find reliable subjects who had access to pivotal data such as ecolodges' owners/managers, tourism stakeholders, as well as employees of governmental and other NGOs involved in the ecotourism activity (e.g. development organisations, travel agencies, etc.). These subjects are known as key informants named like that because they have high knowledge and first-hand information on the subject area or territory as well as social legitimacy and credibility within their communities and/or organisations (Parsons, 2008). The researcher further applied saturation criteria to determine when the participant reached a certain point, in which there was no longer good information or all the information required was collected.

Consequently, following the purposive sampling, the researcher interviewed the

respondents as shown in Table 7 above. First, interviews were gathered with Moroccan governmental officials such as the Regional Tourism Ministry Delegation, and the Regional Administration of the HCEFLCD. Then moved to interview civil society association. Finally, and due to their complicated geographical distribution, the ecolodges owners and managers. Concerning questionnaire surveys, as shown in the table above (Table 8), the interviews counted in 472 survey from different nationalities were collected during the period of fieldwork in Chefchaouen from April 2016 to August 2016.

### **2.7.7 Direct observation**

Another used research technique was participant observation. It consists of reconciling theory with reality, and in understanding people's ways of life and their opinions as they relate to tourism development and the viability / sustainability of their communities (Esterberg, 2002; Creswell, 2003). The researcher, however, was mindful of the possibility of those being observed altering their normal behaviour, in order to give a desired impression. There was an attempt to minimize this occurrence by comparing my observations with information gathered from other research methods.

Field observation was complementary with the different discussion held at various point inside the two parks. These discussions were indirect information collection tool, which served in the data analysis process as general background of the local community and an alternative qualitative method of ensuring the findings of the study and making them more suitable with the socioeconomic and cultural framework of the studied area.

The researcher's main considerations were establishing boundaries of the site; deciding on exactly what to observe; deciding on how much observing and participating to be done; addressing issues of formal permission; developing trust relationships; and, properly interpreting what was observed (Esterberg, 2002). The first three considerations were determined based on the objectives of the study and on the need to limit the research area to a manageable size. Formal permission was not required for general area observations, or for observations made within the Talassemtane National Park. However, key informants were contacted and made aware of my study undertakings.

## **2.8 Data management, analysis and verification**

### **2.8.1 Data management**

Management of data refers to the storing, organizing and accessing of the collected information. This was important to ensure that no information was lost and to allow proper data analysis. All secondary data were critically reviewed to form part of the literature review section, which informed the data analysis section. Essentially, each Gibson sustainability requirement was used as a theme to guide the organizing of further data, in addition to measuring Ecotourism Site Success Indicators as set by Bagul (2009). It is important to note here that the original indicators were modified and shortened to best suitability for the study area. Most information from interviews was collected by note-taking and direct observation. The interviews were saved as notes and then revised and transcribed to full text ready to be analysed. All primary information was thoroughly reviewed and colour coded under themes that correspond with key considerations within the conceptual framework summarized at the end of the next Chapter.

### **2.8.2 Data analysis**

Analysis of the collected data was done during and after the collection process. As the collected information from semi-structured interviews was categorized under themes in the coding process and the questionnaire survey results were obtained using IBM's SPSS software. The specified Ecotourism Site Success served as a guide for analysis. The general framework for sustainable tourism was further developed to suggest a more specific framework based on more detailed understanding of the Moroccan context as revealed in the case study method research. This sustainable tourism framework was then used to assess the country's tourism sector at present. The state of Moroccan tourism was measured using the detailed framework developed from primary and secondary data. As we will elaborate in Chapter 3, the detailed framework incorporates the generic Ecotourism Site Success Indicators for Bagul (2009) with other sustainability requirements from the conceptual framework, in addition to extracted sustainability indicators from various studies that tackled the natural and cultural conservation aspects (Azlizlam et al. 2015; Bagul and Mohd din 2016; Falatoni et al. 2016; Bagul, 2011; Ng et al. 2017; Agyeiwaah et al. 2017; Ashok et al. 2017; Pasape et al. 2014;, et al 2018; Kunasekaran et al 2017; Theingthae 2017). The final list of

indicators was used as a measuring axis to which the results of semi-structured interviews and survey questionnaire were mapped. These results were classified in categories corresponding the indicators criteria. Then within each categories was evaluated considering the correspondence of each indicator with the results. the main considerations particular to tourism in Morocco, including factors or circumstances that enabled and continue to enable the existence and development of tourism on the study area, and key gaps, limitations and other challenges to be overcome. The critical questions asked are: (i) how well do these factors serve growth of an established ecotourism activity? And, (ii) how can they be further enhanced and improved to ensure cultural and natural heritage conservation? A detailed description of this process is pointed out in the findings sections.

### **2.8.3 Data verification**

For any given case study, reliability and validity is a highly important issue, beside the challenges of the presentation of research findings (Decrop, 1999; Veal, 2006). The researcher sought identifying the meaning and issues associated with reliability and validity that were taken into account to improve the reliability of the research. Reliability represents the extent to which research findings would be the same if the research were to be repeated at a later date or with different samples of subjects According to Veal (2006). In other words, the validity of a study can be defined as the scope in which the research method follows and meets its principles while the course of findings' analysis (Decrop, 1999). However, the research had to take some precautions regarding the development of theoretical or general statements, based on an empirical approach. This process was carried out by ensuring the levels of generalisation; i.e, all the results were categorised considering their importance within the concept of ecotourism in the context of dates and places where the data was collected (Veal, 2006).

Since the current study uses a mixed method approach, the researcher had to point out the awareness of these issues from both quantitative and qualitative research perspectives, as they tend to be manifested differently. That is to say, quantitative approaches are criticised because of their lack of rigour and credibility (Decrop, 1999) whereas quantitative approaches comprise collection tools that can be used for the different types of participants, but are unable to provide descriptions or to review answers and examples. Taking this in consideration, a quantitative approach applied

as a single method would not have the success expected for the purposes of this research (Creswell, 2006; Cameron, 2011; Pavelek, 2013). In parallel, employing mixed methods research allowed the researcher to compensate the weakness of one method with the strengths of another (Creswell, 2007). Thus, this method was adopted in order to increase the validity of the theoretical hypotheses and arguments in this investigation. Taking in consideration the study circumstances, reliability of the research is perceived to be higher by employing both methods. Table 9 (bellow) shows the validation criteria and strategies taken into account by the researcher throughout the development of the thesis.

Despite the fact that validation criteria and strategies were difficult to deal with, due to the shortage of time, however, triangulation gathers evidence from different sources and provides important situations throughout the data collection of the case study (Lara-Morales, 2017). Accordingly, the researcher focused highly attentive on examining and analysing the reliability of the findings coming through diverse sources; allowing, consequently, the results to be more accurate and trustworthy.

Mixed method and triangulation helped to increase the reliability and validity of this research, even though reliability and validity risks cannot be fully eliminated, the researcher dedicated an extra effort to reduce risks during throughout the investigation.

The researcher collected data gathered during fieldwork. The interviews and surveys were done individually and in groups. During the data, collecting process all participants were willing to cooperate and they were also very keen to share their points of view, due to this, the researcher and analysed the scope of the study carefully, in order to avoid being dragged into affairs that were not related.

For that same reason, the interview protocol was designed to answer the research questions. Most of the interviews were translated to English and interviews that were transcribed into French or Arabic almost every day in order to identify any missing points or issues. In addition, to ensure validity of the data, the researcher travelled back to the study area a year after in order to interview some participants for a second time. Moreover, the use of data collection and other tools such as survey questionnaires, observations and field notes, reinforced the interviews and the rest of the data.

**Table 9.** *Validation Criteria and Strategies (own elaboration based on Drecop, 1999; Creswell, 2007)*

| Criteria        | Strategy                       | Application in the study  |
|-----------------|--------------------------------|---|
| Credibility     | Triangulation                  | Multiple methods were used in the present study, to provide cross-data validity findings within the investigation (see Triangulation 3.2.2)   |
| Transferability | Thick description              | Qualitative data (e.g. interviews) was gathered and the information of the findings in order to allow the reader to evaluate its credibility.   |
| Dependability   | Auditing                       | Protecting all data records in all stages such as participant selection, field notes, dates of the interviews and transcribed data. Only the research team had access all the data collected (see Ethical considerations 3.6) |
| Confirmability  | Audit approach and observation | Relied on field notes, noted interviews and transcribed data; besides, a field journal emphasised observation confirmability of what happened during data collection fieldwork.   |

## 2.9 Study limitations

The limitations of the study are mainly related to resources, for example, time scales and situations of the communities where the research was conducted. The places visited in Morocco to collect the data are marginalised communities and not easy to access, ‘Douars’ -the local connotation for rural communities- which was home for a certain ecolodges. Jenanate Ecolodges in Beni Boufrah, Adouz Ecolodge in Adouz community, La Colina del Viento at Tala Youssef; and Taouessart ecolodge at Taouessart community. This is concerning the distribution of the ecolodges inside Alhoceima national park. Concerning Talassemtane national park, this challenge of scattered rural communities was tougher considering the wider surface of the parks and the tougher natural morphology. The ecolodges are situated in the rural communities of Habteene, Khzama, Afaska, and Zaouya. These communities are connected by rural secondary circuits often using off-road vehicles for transport of locals to weekly markets between communities or to the city centre.



**Figure 19.** Distribution of ecolodges inside AHN (UICN-AGIR, 2011)

In the context of resources, as many other local communities in Northern Morocco, the lack of statistics was an issue when interviewing peoples or collecting surveys. Thus, there is some existing (outdated) statistics that helped the process in some of the government websites, yet when in some cases (e.g. population, territory), the researcher had to rely on local authorities and leaders of communities to obtain informal, but probably more accurate information.



## ÉTABLISSEMENTS TOURISTIQUES D'HÉBERGEMENT / ESTABLECIMIENTOS TURÍSTICOS ALOJATIVOS

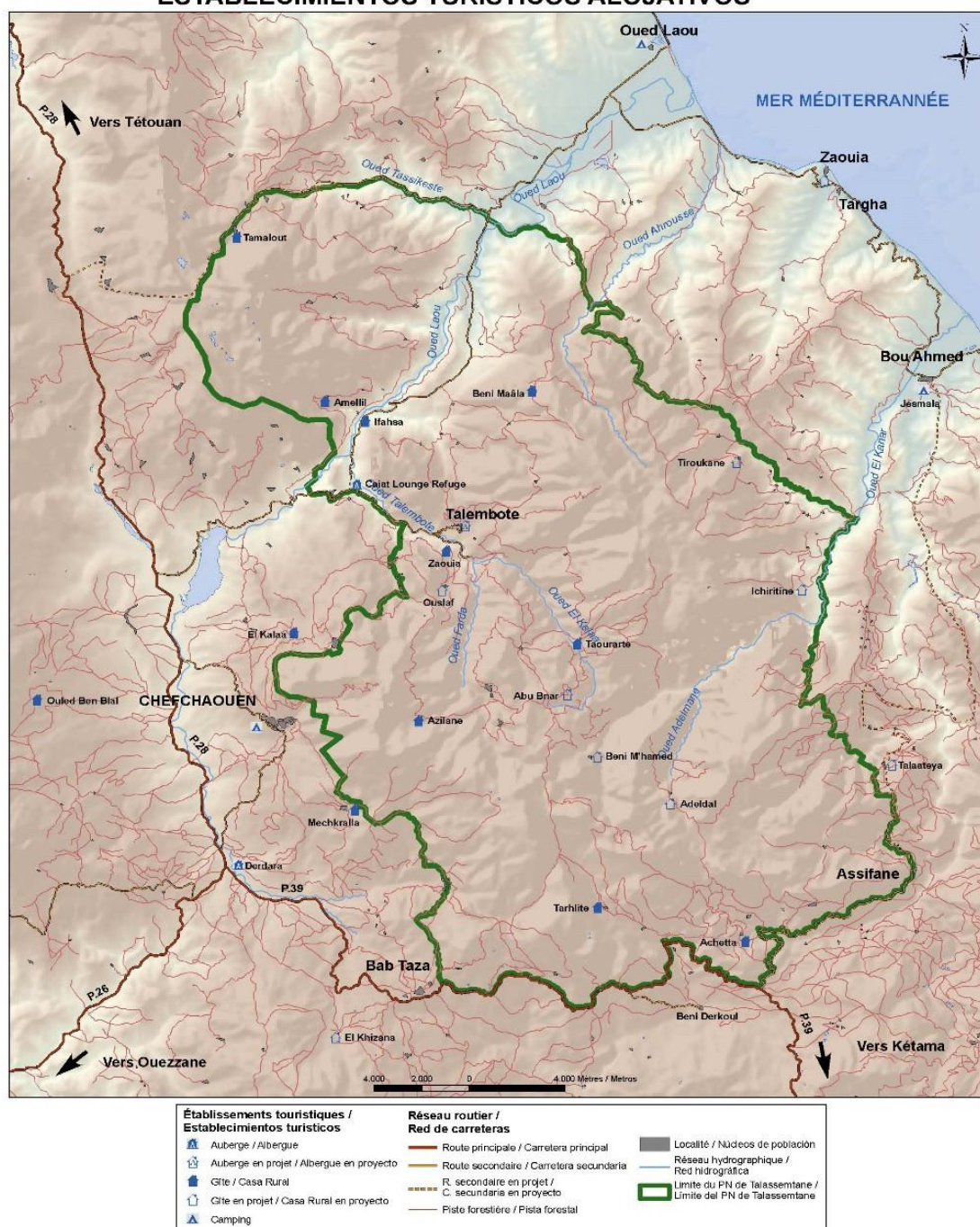


Figure 20. Ecodge distribution in PNTS (HCEFLCD 2010)

The first stage of the research data collection was carried out from the March the 1<sup>st</sup> until 31 of the same month in Alhoceima, then second stage again from 15 June till 20 of July 2016. The primary data collection at Chaouen started April the 1<sup>st</sup> and lasted until mid-June, then resumed after the 20 of July. Once at the destination it was rather

a challenge to stick to the data collection procedure and schedule. It resulted inevitable to have some modifications made according to the current circumstances on the field in order to cope with the division of the government official whose availability for interviews was really challenging due to their busy agendas. As mentioned before, gaps on the local territories, area was also part of the limitations. Hence, this confirms that a quantitative or qualitative method alone could not collect all data needed or to respond all the research questions as pointed out by Yin (2012) the investigator will be better prepared if using multiple rather sources of evidence rather than one (Yin, 2012). Furthermore, the data collection ended rather abruptly due to the bad conditions of the roads, and the week transport ties especially inside Talassemtane national park. The researcher was unable complete the last set of interviews planned for the last week at the field, still, he managed to obtain more data than it was expected through telephonic conversations and instant messaging.

Another limitation was the wide range of data the case study research produces and time consuming analysis, meaning that just a part of the data collected was reviewed and transcribed during the fieldwork, which did not allow seeing some gaps at the time. However, after the data was collected the researcher recognised (from the transcriptions and notes obtained from the field) the existing gaps among the links of the tourism ventures. Consequently, the researcher decided to do a second visit to both study sites to conduct a second set of interviews with certain participants.

## 2.10 Ethical considerations

Investigation research, generally, requires a high understanding of the associated ethical considerations, and how the research may be affected by them (Polonski, 2004). Ethics are a method, procedure, or perspective for deciding how to act while analysing complex problems and issues (Reskin, 2011). Therefore, it is up to the researcher to consider if any risks are implied, in which the subjects can be compromised. The present research had a clear ethical approach; in the following paragraphs, the procedure suggested by Ploski (2004) and Babbie (2007) was addressed throughout the research study.

First, to fulfil ethical considerations, prior to the interviews and survey questionnaires, the researcher briefed and debriefed subjects through a participant information form, participants read the sheet and others asked an integrant of the research team to read it

for them, in both cases participants kept the information sheet. Besides providing information of the study and its aims, the sheet also included the researcher's contact details e.g. email and local mobile, allowing participants contact in case of any doubts or extra information.

Second, concerning the survey questionnaires, the fulfilment and the return of the questionnaire by the participants was assumed as consent. The initial paragraph of the survey questionnaire had the same use of a participation sheet, providing specific information about their role and participation on the study, the researchers details. The consent form and survey questionnaire were given in the correspondent language of tourists (English, French, or Spanish). In the case of image taking (i.e. photos) the researcher asked for permission orally to each participant.

Third, most of the photos taken during the field research did not contain full or recognisable faces; the researcher collected data under the philosophy that participants could be actively represented in their social environment without the need to display their faces on the camera, in some cases participants were not even in the photo.

## 2.11 Conclusion

This chapter has sought to share the procedure that this study developed, and guidelines followed from other literature in order to provide a better understanding of the fieldwork surroundings and the conditions in which the data was collected. In particular, this chapter presented the research methodology used in this study in order to investigate the role of ecotourism to achieve sustainable development and natural/cultural heritage conservation. It also justified the philosophical stance, which hides the data collection methods and the procedure for its analysis. Concerns related to ethics, reliability and validity have been addressed. This study, as appropriate for research located in Northern Morocco, followed the interpretative paradigm approach allowing the researcher to interpret the perceptions of the local people. Therefore, the investigator has used triangulation in order to ensure the accuracy of the findings.

In essence, the research methodology approach has been described and analysed, with a justification of the researcher's selected mixed methods. This doctoral work adopted both quantitative and qualitative research designs. These approaches conducted the research into a specific path, one that leads the research process in order to provide

answers to the research questions. The case study approach was complemented by the triangulation technique in order to maximise the validity and credibility of findings.

During fieldwork, the researcher gathered data by using the case study approach, the data collection plan was designed by adapting multiple indicators of several studies and guidelines to the context of the present research. Moreover, given the nature of mixed methods, the data collection tools used in the field were semi-structured interviews, survey questionnaires, field notes and direct observation.

### III. CHAPTER THREE: LITERATURE REVIEW

#### 3.1 Introduction

Ecotourism has been usually linked with the development of rural areas where touristic activities are practiced. In most of cases, these areas happen to be protected such as natural or national parks. Ecotourism was initially popularized by texts published in the late 1980s and the beginning of 1990s by environmental NGOs (Boo 1990, Ziffer 1989). The latter perceived ecotourism as a concrete way of reconciling the protection of biodiversity and sustainable development, especially in protected areas. This idea of integrating conservation and development within the same project, reflects a more adopted strategy by various stakeholders, sharing the same intervention (Blaikie 2006; Rodary and Castellonet 2003; Adams 2004).

The importance of reconciling conservation and development had been well articulated early 1980s in the World Conservation Strategy (IUCN et al., 1980) and the World Charter for Nature, or even as early as 1971 when UNESCO launched its Man and the Biosphere Program, where biosphere reserves were to bridge the gap between environment and development (Roe 2008). However, the effectiveness of programs integrated conservation and development projects tested in the 1970s and 1980s did not result as expected (Garnett et al., 2007; Wells 2004; Wells and Brandon 1992). Therefore, it was largely assumed that ecotourism would solve a number of tensions that the creation of protected areas had produced.

Protected areas are the main pillar of the conservation strategy of the biodiversity in most countries. Because their managers focus on this aspect, they are privileged places for ecotourism, which depends largely on a natural environment of quality. According to Goodwin (1996), ecotourism can contribute to these spaces in three ways: by generating money to manage and protect natural habitats and species, giving local communities the chance to economic gains and by offering a way by which people's interest for conservation can be increased. Tourism is thus one of the most frequently used means to justify and legitimize conservation by protected areas (Brockington et al., 2008). However, this ecotourism / protected area strategy always had negative effects, not only on the ecosystem but also the social system in which it executed, whether because of tourists, infrastructure or new institutional arrangements (socio-

political, economic) or dynamics on the ground (Borrini- Fayerabend et al. 2004; Brechin et al. 2007). The creation and maintenance of a protected area contributes to the transformation of the territory; hence, it has several meanings beyond the simple protection of biodiversity (Déry 2007, Depraz 2008).

In this section, we take a critical look at ecotourism and its relationship with the process of conservation. After illustrating the meaning englobed by this ambiguous term, we will mount the discussion around the concept of conservation, its different approaches, and its basic practicing models. This discussion will allow us to address many of the key issues around development of ecotourism projects, and the implication of those projects in achieving conservation of natural and cultural heritage, including public governance and local participation

## 3.2 **Ecotourism**

### 3.2.1 **Emergence, history and status**

The wide use of the term ecotourism has been always raising many questions regarding concept and variables in tourism research. Ecotourism has been linked to other different terms such as ‘responsible tourism’, ‘green tourism’, ‘alternative tourism’, etc. The most common aspect between all of these names could be certainly linking it with nature. Despite this terminology variation, tourism practices have long been held to natural and undisturbed areas under the label of recreation and tourism; raising the question to some scholars whether ecotourism is simply a new name for an old activity (Bagul, 2009). The ecotourism concept can be traced back to the late 1980s (Orams, 1995; Hvenegaard, 1994), whereas (Higgins, 1996) suggest that it can be traced to the late 1970’s. Nelson (1994) elaborate on the idea of ecotourism as an old one, established during the late 60s and early 70s as a reaction to improper use of natural resources reached worrying levels.

As old as the mid-70s, the Canadian government operated ‘eco-tours’ centred on the Trans-Canada Highway and were developed based on different ecological zones. Allowing Canadian and foreign travellers to appreciate human-land relationships through the interpretation of the natural environment was the main reason behind developing these eco-tours (Fennell, 1999). So forth the different terms used to describe ecotourism, its current practice ought to reach condensing goals to simply succeed as an alternative (sustainable) tourism activity.

Nature related tourism activities have been extensively in form of pilgrimage, scientific exploration and the search for new territories or trade routes across continents. These trips regularly involved direct encounters with local cultures and the search for undisturbed natural sites for recreational purposes (Ounamy, 2014). Moreover, as part of the Grand Tour era revolutions, such long distance journeys were exclusively organised for wealthy classes, either in search of new experience or enlightenment.

The development of steam engine, railways and later aeronautic technology stimulated the development of commercial tour operations in Europe and rapidly spread to other parts of the world and consequently constituted a crucial factor driving tourism industry development. The availability of jet engines in the 1950s increased considerably the demand for long distance travels for vacations. Nevertheless, this rapid progress caused various negative impacts to the host destinations such as low paid jobs, unplanned development, environmental degradation, drugs, prostitution... debates were sparked about this new form of tourism which created more harms than benefits to the host destinations. Consequently, a shift in tourism development paradigm from conventional mass tourism to alternative forms of tourism (ecotourism, responsible, green tourism etc.), which have been seen as more environmentally and socially friendly to the host destinations (Ounmany, 2014).

As a result, the concept of ecotourism arose in arrears to the negative impacts of mass tourism and an increasing environmental awareness, from both market sides; tourists, on the one hand wanting a more environmental friendly activity, while suppliers (tour operators, hotels...) on the other hand, shifted to greener products in order to ensure sustainability of their ventures. The term “ecological tourism” or “eco-tourism” first came up in the work of Hetzer in 1965. He suggested four practical principles of ecological tourism: (1) minimize environmental impacts; (2) respect host cultures; (3) maximize the benefit to local people; and (4) maximize tourist satisfaction. These principles must be fulfilled so the activity could be categorised as ecotourism. A different view argues, however, that it has been that Hector Ceballos-Lascurain, a Mexican environmentalist, the pioneer who coined and popularized the term in 1983; stating in a paper, that ‘Over 17 years have elapsed since I coined the term “ecotourism” and provided its preliminary definition’ (Ceballos-Lascuráin, 2002). Fennell (1999) claims that Nicolas Hetzer is the originator of the term “ecotourism” and operated the eco-tours in Yucatan, Mexico in the 1970s (Ounmany, 2014).

During the same period or right after, various developing countries endorsed ecotourism considering its perception as an environmental friendly form of development in comparison to other adopted agricultural or even industrial activities. Despite this wide willingness to its adoption as a vital pillar of developing economies, ecotourism have to be carefully planned and controlled to minimize the negative impacts on fauna, flora and human population in the destinations and establish it as a more economically viable alternative than the other forms of land uses.

Accordingly, international organizations as well promoted this more sustainable form of tourism due to its substantial impacts on local communities. The World Tourism Organization (UNWTO) and the United Nation Environmental Programme (UNEP) designated the year 2002 as the International Year of Ecotourism (IYE). The World Ecotourism Summit (WES) was first convened in Québec City. The convention led to the adoption of the Québec Declaration on Ecotourism, which outlined 49 recommendations for the stakeholders including governments, the private sector, non-governmental organizations, community-based associations, academic and research institutions, inter-governmental organizations, international financial institutions, development assistance agencies, and indigenous and local communities, to take into account for better planning and development of ecotourism. Various related topics were discussed in the meeting including community participation, benefits from ecotourism, access to credit and financing and regional partnership. Additionally, the concern over the participation of indigenous people was taken into consideration (Ounmany, 2014).

### **3.2.2 Definition of ecotourism**

Even though the term ecotourism has been used since more than three decades, today, the precise definition of ecotourism has remained ambiguous. There are many difficulties in defining ecotourism without proper attention being paid to underlying philosophical and ethical principles. However, the most used definition of ecotourism today is the one coined by TIES as mentioned in chapter one. TIES define ecotourism as a nature-based form of specialty travel, which involves:

“Responsible travel to natural areas, which conserves the environment and sustains the well - being of local people” (The International Ecotourism Society, 2000).

The World Conservation Union came up with a more comprehensive definition:



“Ecotourism is environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socioeconomic involvement of local populations” (The World Conservation Union, 1996).

In certain literatures, it was suggested that the term ‘ecotourism’ was coined by Hector Ceballos-Lascuráin, who was at the time (July 1983) General Director of Standards and Technology of SEDUE (the Mexican Ministry of Urban Development and Ecology) and founding president of PRONATURA (an influential Mexican conservationist NGO). He provided the first definition of the term later that year at a conference in Mexico City:

“Ecotourism is that tourism that involves traveling to relatively undisturbed natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural aspects (both past and present) found in the sea areas. Ecotourism implies a scientific, aesthetic or philosophical approach, although the ‘ecotourist’ is not required to be a professional scientist, artist or philosopher. The main point is that the person who practices ecotourism has the opportunity of immersing him or herself in nature in a way that most people cannot enjoy in their routine, urban existences. This person will eventually acquire consciousness and knowledge of the natural environment, together with its cultural aspects, that will convert him into somebody keenly involved in conservation issues.”

In general, ecotourism should satisfy conservation and development objectives (Lindberg, Enriquez and Sproule, 1996). However, even though the TIES definition has been widely accepted, it is not a functional definition for collecting statistics. Since no global initiative exists at present for gathering ecotourism data, ecotourism is considered a specialty segment of the larger nature tourism market. Ecotourism, however, should be viewed as a distinct from of nature tourism, as nature tourism is not defined by its benefits to both conservation and people in the host countries.

It is generally agreed that ecotourism products and attractions are primarily nature-based, with the prefix ‘eco’ usually understood to stand for ‘ecological’ (Ceballos-Lascuráin, 1988). At one end of a nature-based product range, a product or destination may feature the entire ecosystem of the area. This indicates a ‘holistic’ approach towards the product, since an ecosystem implies an integrated, interconnected entity. In

contrast, an 'elemental' approach is evident at the other end of the product line when it focuses on specific, non-captive animals or plants that are deemed to be particularly attractive or interesting (Weaver, 2005).

Associated cultural influences are considered to be vital ecotourism attractions particularly when it comes to indigenous territories. This is based on the arguments that direct and indirect human influences critically affect the dynamics of any contemporary ecosystem and form a vital part of the ecosystem's interpretation and understanding (Weaver, 2006).

Moreover, the majority of definitions admit the importance of associated cultural attractions. This allows removing the boundary between nature and culture making natural ecosystems are subjected to the consequence of activities carry out by indigenous people on the course of multiple periods (Bagul, 2009). Including cultural component embodies a logical qualification to the 'nature-based' application, given the human influences on the majority of 'natural destination'.

The current ecotourism literature still goes through a significant debate over what ecotourism really means. Ecotourism might be defined within its connotation as the 'product' or as an operating 'principle' (Cater, 1994). Others reviewed its definitions and concluded that the preference for one over another (product / principles) replicates different priorities of stakeholders and analysts (Buckley, 1994); Orams (1995); Stewart and Sekartjakrarini (1994). Hence, between favouring a definition that emphasises on encouraging better ecotourists who will help maintain a better environment (Orams, 1995), and focus on guidelines for operators (product-oriented definitions) (Blangy and Nielsen (1993); advocates of local development find these types of definitions inadequate, or incomplete. In the same sense, the multidimensional nature of principle-based definitions lead to ambiguity in interpretation, a definition, which includes community development, is increasingly promoted (Stewart and Sekartjakrarini, 1994). This concept has grown and developed portraying ecotourism as a sustainable alternative to mass tourism (Bagul, 2009)

Weaver (1991) stressed on that the development of ecotourism should be on a small-scale and have locally owned activities in which the infrastructure are complicated and less expensive compared to mass tourism requirements. This alternative opts, also, for a higher input of local products, materials and labour, which has greater multiplier effect throughout the local economy with fewer leakages compared to large-scale and foreign-owned operations (Baromey, 2008). The profits made should accumulate

locally which is a particularly attractive prospect for developing countries. Here, ecotourism literature broadly falls into two camps. First, the literature focuses on the demand-side: the characteristics and motives of ecotourists. Secondly, and of more relevance to this research, is the literature focused on the supply-side: much of which aims to evaluate these ventures against sets of principles, objectives or economic criteria (Doan, 2000; Lindberg, Enriquez and Sproule, 1996; Loon and Polakow, 2001; Ross and Wall, 1999; Wallace and Pierce, 1996).

There has been a period of confusion especially amongst the practitioner and consumer on the different types of niche tourism that promotes conservation with nature as the main products. Alternative tourism can be regarded as an early form of engagement using the idea of sustainability. In practice, destinations and business practices use ecotourism as a specialized part of their sustainable tourism development strategies.

The term ecotourism has been misinterpreted and seized among practitioners, especially, tourism enterprises which uses the term for advertising purposes in order to promote sales, (which is also known as “green washing”). On this basis, Honey (2008) considered ecotourism to be categorised into two types namely “genuine ecotourism” and “ecotourism lite”. The first comprises the application of ecotourism principles with tourism subsectors such as an accommodation unit, a tour operator, a protected area and so on, while the latter refers to the abuse of the term without fundamental changes within mainstream tourism industry (Honey, 2008)

In spite of being promoted for over three decades, a concrete and generally accepted definition of ecotourism is yet to be established. A significant obstacle preventing the development of the common definition is ‘the intrinsic nature of ecotourism, being a complex, interdisciplinary and multi-sectorial phenomenon’ (CeballosLascuráin, 2002). He also, points out other regarding the confusion of the term with other concepts such as sustainable tourism and nature-based tourism.

Similarly, the TIES definition, give much emphasis to two main elements; supporting nature conservation and improving the well-being of the local communities implying that ecotourism activities must contribute fund for nature conservation, especially within protected areas, in parallel with the generation of economic opportunities for local people.

Nevertheless, various scholars tried to simplify the concept of ecotourism in order to

operationalise the definition for marketing and research purposes. The common themes emerged from literature dealing with ecotourism definition consist of nature-based location; conservation of nature and culture; benefits to local people; and education (Fennell, 2001). Additional components were added later with upcoming research such as sustainability, distribution of benefits, and ethics/responsibility/awareness (Donohoe & Needham, 2006).

### **3.2.3 Conceptual framework**

Ecotourism has been brought to the spotlight as a result of the willingness to bring together tourism, development and conservation thoughts. It has been empowered by the industry's and developer's strategy to integrate tourism into the scheme of sustainability. As tourism now has become the world's most important service industry (Hall 2005), it is beginning to deliver tangible benefits to the host communities. Considering its varied meanings, ecotourism can be a concept of development or a subset of new emerging tourism industry. It is perceived, however, as a form of eco-development or sustainable tourism development, which is based on a concept of responsible or alternative tourism and on the industry's attempt to integrate tourism industry within sustainable development (Weaver, 1998; Epler Wood, 2002).

A set of multiple Ecotourism definitions could be found through the literature. The International Ecotourism Society (TIES, 1998) defined ecotourism as "Responsible travel to natural areas, which conserves the environment and sustains the well-being of the local people." Yet, in a holistic study on tourism classification, Priskin (2003) suggested that ecotourism is a subset of nature-based tourism. Others debated extensively the principles and definitions of ecotourism and elaborated its links with the same point of Priskin's study (Blamey, 1997; Bottril & Pearce, 1995; Buckley, 1994; Fennel, 1999, Moore & Carter, 1993, Ormans, 1995). With a minor difference, the Australian National Ecotourism Society defined the concept of ecotourism as 'a segment of nature-based tourism that entails education and interpretation of the natural environment and it is normally directed and managed to be ecologically sustainable.' (Baromey, 2008). Such a brief and generic definition continuously caused confusions concerning the actual components of this segment of nature tourism market. Throughout the years, additional definitions of ecotourism have emerged. Sirakaya, et al., (1999), for instance, carried out a content analysis on 25 of the most widely accepted ecotourism definitions. They deduced that ecotourism is operationally characterized as

a form of tourism activities and development that produces: (i) a minimal negative impact on the host environment; (ii) an evolving commitment to environmental protection and conservation of resources; (iii) a generation of financial resources to support and sustain ecological and socio-cultural resources; (iv) an active involvement and cooperation of local residents as well as tourists in enhancing the environment; and (v) economic and social benefits to the host community.

Several other scholars argued that besides the stimulation of local economy and the use of environmentally sustainable practices, ecotourism requires education as a sub-component. As a matter of fact, Tourists seek information about the environment, history, and culture of the destination in order to acquire deeper knowledge and experiences as a part of journey. This situation includes providing quality experiences for sustainable business, encouraging good word-of-mouth recommendation and the repeated visitation of both domestic and international visitors (Allcock, 1993); Lindsay & Vogler, 2004; Hammer, 2003; Siegrist, 2002; Goodwin, 2002). However, Goodwin (2002) indicated that ecotourism provides opportunities for interactions with local communities who are the human capital of the destination. Thus, it is linked on various levels with the concept of cultural tourism that is perceived as an integrally compatible activity with sustainable tourism. Consequently, ecotourism could be established as an intersection carrying cultural and natural diversity, if adapted to the relationship between the diversity local communities and their environment.

One of the most peculiar characteristic of ecotourism might be the link between economic development and natural conservation; Brandon (1996) view this link as potentially clear and direct. It embodies a prominent approach to address socio-economic issues from within a conservation framework. As far as natural resource dependent countries are concerned, ecotourism has become an efficient tool in alleviating socio- economic problems and conservation-related in the emerging globalisation of market economy (Fransson & Gaerling, 1999; Borchers, 2003). In parallel, and as for developers and conservationists, prioritise its contribution to the conservation of natural resources and local culture, environmental education and experience enhancement; and local economic stimulation.

Among the benefits of ecotourism, as a small scale type of tourism based on sustainable resource use, is providing incentives and opportunities to rural development and conservation. Added to that, it reinforces natural resources management and offers sustainable livelihood alternatives to the locals making it an ideal means of the

promotion of sustainable development principles. Thus, ecotourism could be considered as an exemplar tool of empowering sustainable development in a protected area context, by meeting the needs of the present without compromising the ability of future generations to meet their own needs (Fannell, 1999; Brandon, 1996).

Zeppel and Gossling 2009 state that interpretations application of ecotourism still vary depending on the place specific context as they refer to it. This context consists of the economic, sociocultural, political, ecologic, institutional, and technical forces. While Dimitriou (2017) notes the perfection of the theoretical perception of ecotourism –as an ideal kind of tourism aiming to conserve natural and cultural resources for continuous use in future generation though still bringing benefits to present societies while stressing on the constraints standing between this ideal theories and their implementation on the ground. She also uses the vast variety of ecotourism definitions, principles, and approaches as an argument that tourism experts have not yet reached a common ground due to too much confusion over terminology.

Nevertheless, some scholars do not give too much importance to terms and terminology while addressing ecotourism, otherwise, positive benefits and environmental safety (Friel, 1994; Romeril 1994 cited in Dimitriou, 2017). In a similar context, she tries to highlight the ambiguity left by certain terms and concept often introduced in a parallel with ecotourism; term variations such as (eco-vacation, eco-tour, eco-adventure, eco-cruise, etc.) which she sees to be a trap for travellers to sell nature based destinations. (Dimitriou, 2017) eventually lands on the same page as Musaro 2015 on the statement that ecotourism should respect the socio-cultural authenticity of host communities pointing out that practices ignoring the said ‘Key Principle’ will continue failing to become sustainable.

| Dimensions                                |                                      |  |   |  |
|---|--------------------------------------|--|---|--|
| Authors                                   | Characteristics of the area          | What the tourists do                       | Object  | Behaviour  |
| Hetzer, 1965                              | Natural and archaeological areas     |  |   |  |
| Ziffer, 1989                              | Indigenous and undeveloped areas     | Appreciating, participating, and sensing   | The history of an area, including its culture                   | Non-consumptive and contributes to sustainability  |
| Ceballos-Lascuráin, 1991                  | Undisturbed and uncontaminated areas | Admiring, studying, and enjoying           | Wild plants and animals, and cultural features                  |  |
| P. Figgis, unpublished data, 1992         | Remote or natural areas              | Understanding and appreciating             | Nature and culture  | Non-damaging or deterioration  |
| Young, 1992                               | Natural areas                        | Understanding, appreciating and conserving | Nature and culture  | Includes a conservation and sustaining aspect  |
| Ecotourism Association of Australia, 1992 |                                      | Understanding, appreciating and conserving | Nature and culture  | Includes a conservation aspect   |
| Valentine, 1991, 1993                     | Undisturbed areas                    |  | Nature  | Non-damaging and non-degrading   |
| Wight, 1993                               | Nature areas                         | Experiencing and conserving                | Nature  | Conservation of the ecosystem and respect for the host communities   |
| Scace, 1993                               | Nature                               |  | Nature  | Conservation of the environment, maintaining and enhancing the integrity of the natural and sociocultural elements |
| Hvenegaard, 1994                          | Nature and culture based activities  |  | Nature and culture  | Non-consumptive  |
| Steele, 1995                              | Natural site                         |  | Natural world   |  |
| Björk, 1995                               | Nature areas                         | Admiring, studying and enjoying            | Nature and culture  | Includes a non-exploitation and a conservation aspect  |
| Wallace and Pierce, 1996                  | Undisturbed natural areas            | Studying, enjoying, and assisting          | Flora, fauna, geology, ecosystem of an area, culture and people | A tool for both conservation and sustainable development   |

<sup>a</sup> A blank entry indicates that nothing was mentioned in the definition.

Figure 21. Ecotourism from a conceptual Framework (Bjork, 2000)

Ecotourism in PAs requires a holistic approach, taking into account several environmental, social, cultural, economic, political and technological processes and parameters, while at the same time respecting ecotourism principles. Dologlou & Katsoni (2016) stress on other principles ecotourism should fulfil such as generating income and employment for the local population, developing local infrastructure, raise funds, and build political support for nature conservation (Aala 1997 cited in Dologlou & Katsoni, 2016). Then they make a rewind of the majority of single terms used by scholars to define ecotourism (: travel, admiration, enjoyment, conservation, planning, organizing, implementing, managing, policy formulation, linking/collaboration, socio-cultural and socio-economic concerns, marketing and promotion, etc).

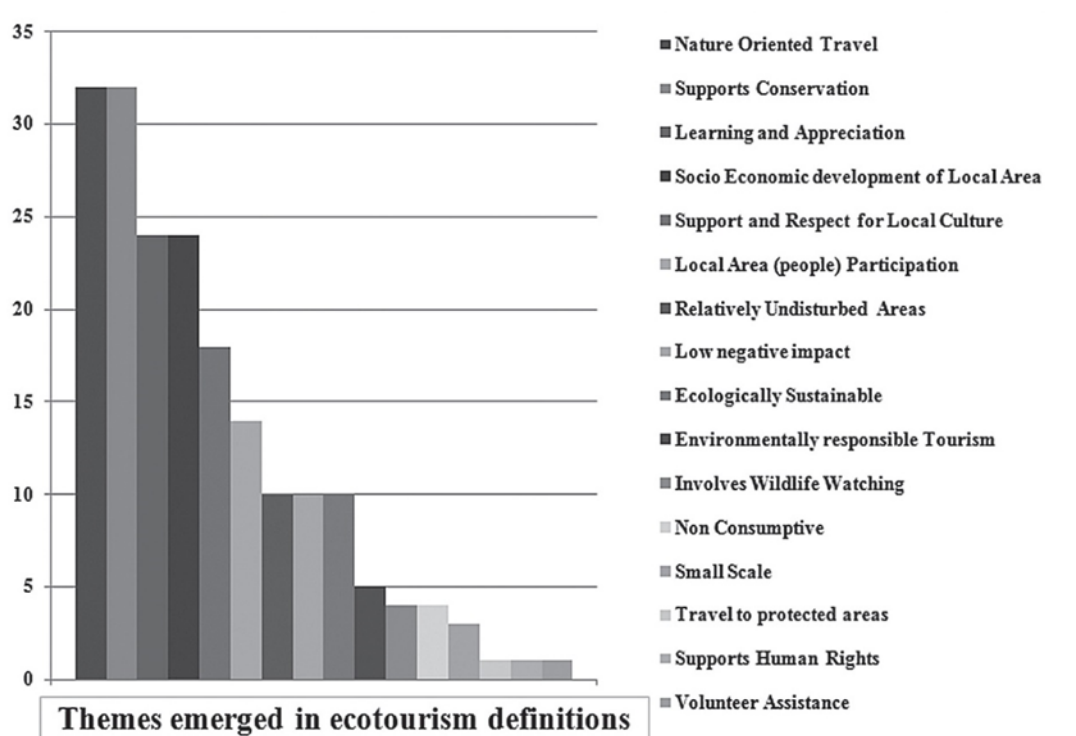
For ecotourism principles, the same issue with definition appears; many quite similar but different lists exist of the so-called ecotourism principles, characteristics, dimensions, components etc. To name a few: key aspects of ecotourism (Wearing and Larsen 1996); principles which distinguish ecotourism from the wider concept of sustainable tourism (UNEP, & WTO, 2002); ecotourism specific elements (Drumm, & Moore, 2002); components of ecotourism (Wood, 2002); six key tenets (Donohoe, and Needham, 2006); ecotourism principles (TIES, 2015) and the list goes on. Dologlou and Katsoni 2016 quote a widespread example, the seven ecotourism characteristics induced by Honey (1999): '(1) involves travel to natural destinations; (2) minimizes impact; (3) builds environmental awareness; (4) provides direct financial benefits for conservation; (5) provides financial benefits and empowerment for local people; (6) respects local culture; (7) supports human rights and democratic movements'.

When it comes to the principles that should underlie the concept of ecotourism, Wight (as cited in Gunn, 1994) presented the following:

1. It should not degrade the resource and should be developed in an environmentally sensitive manner.
2. It should provide first-hand, participatory and enlightening experience.
3. It should involve education amongst all parties – local communities, government, non- government organisations, industry and tourists (before, during and after the trip).
4. It should incorporate all party recognition of core values related to the intrinsic values of the resource.
5. It should involve acceptance of the resource on its own terms and in recognition of its limits, which involves supply-oriented management.



6. It should promote understanding and involve partnerships between many players, which could include government, non-governmental organisations, industry scientists and locals (both before development and during operation).
7. It should promote moral and ethical responsibilities and behaviour by all players.
8. It should provide long-term benefits: to the resource, the local community and industry (benefits may be conservation, scientific, social, cultural or economic).



**Figure 22.** Frequencies of ecotourism themes (Chandel & Mishra, 2016)

These principles must be separately defined for each PA, and redefined after a period, as several real-world conditions in the area might change. Keeping a symbiotic balance between environmental protection and local community well-being is always a challenge. In PAs, this challenge is of a greater importance compared to other areas, because of the biodiversity that needs to be preserved (Dologlou & Katsoni, 2016).

Bjork (2000) presented a systematic review of ecotourism definition suggested in previous literature. Through content analysis, he tries to develop an extended definition of the concept of ecotourism, which he clearly distinguishes from farm tourism, nature tourism, or adventure tourism. Rather, he sees it as a unique tourism form that has become extremely popular due to various factors such as the greening of markets, increasing knowledge of the fragility of the environment, well-informed managers, and

the more obvious relationship between good ecology and good economy. This systematic review was organised so that the central dimensions of ecotourism are compared and analysed. The semantic meaning of ecotourism is elaborated discussing the involved actors, and the principles of sustainable tourism development (table 11).

**Table 10.** Degree of significance of specific issues in definitions of ecotourism and CBT (elaborated by author based on Mtapuri & Giampiccoli, 2018)

|                         | <i>Environmental sustainability</i> | <i>Cultural/Social Sustainability</i> | <i>Local involvement /benefits</i> | <i>Social equity/redistributive justice</i> | <i>Control of the tourism sector</i> |
|-------------------------|-------------------------------------|---------------------------------------|------------------------------------|---|--------------------------------------|
| <i>Ecotourism</i>       | √√√                                 | √√                                    | √                                  | X   | X                                    |
| <i>CBT</i>              | X / √                               | √√                                    | √√√                                | √√  | √√                                   |
| <i>Legend:</i>          |                                     |                                       |                                    |   |                                      |
| X= absent               |                                     |                                       |                                    |   |                                      |
| √= low significance     |                                     |                                       |                                    |   |                                      |
| √√= medium significance |                                     |                                       |                                    |   |                                      |
| √√√= high significance  |                                     |                                       |                                    |   |                                      |

(Mtapuri & Giampiccoli, 2018), in a more recent study, examined the definitional problematic associated with the many typologies of tourism focusing on tourism, ecotourism and community-based tourism (CBT). Motivated by the rising calls for more precise definitions to guide both policy and practice, they suggest that the presented synthesis of different definition presented by different stakeholder groups should, at least, help governments shape their policies to a better practice of ecotourism/CBT. However, they note as the terminological aspect of this definitional ambiguity of ecotourism. Due to the terminology of alternative tourism forms often seems to be unclear or overlapping, or possibly does not necessarily mean in reality what the term suggests what it indicates (Giampiccoli and Saayman; 2014 cited in Mtapuri & Giampiccoli, 2018).

Cobbinah (2015) made an analytic observation of the various interpretations of ecotourism presented by different authors (Hetzer 1965; Page & Dowling 2002; Donohoe & Needham 2006; and Honey 2008). In this review he presents a composition of the different ecotourism principles highlighted by those scholars seeking to overcome the inconsistency in the definition of ecotourism which prevented, as they note, the use of the concept in practical terms. Based on the common features between each set of principles, Cobbinah (2015) bridged them into five broad groups; environmental conservation, cultural preservation, community participation, economic benefit, and empowerment of vulnerable groups.

**Table 11.** *Ecotourism principles from selected studies (Cobbinah, 2015)*

|  |  |
|--|--|
| <p><b>Hetzer's (1965)</b> Principles of ecotourism outlined four basic principles of ecotourism, including:</p> <ol style="list-style-type: none"> <li>1. Minimum environmental impacts</li> <li>2. Recognising and esteeming local culture</li> <li>3. Maximising economic benefits to the local communities; and</li> <li>4. Meeting and increasing tourists expectations and satisfaction</li> </ol> <p>Source: Hetzer (1965)</p>   | <p><b>Donohoe and Needham (2006)</b> principles of ecotourism :</p> <ol style="list-style-type: none"> <li>1. Nature-based</li> <li>2. Preservation/conservation</li> <li>3. Environmental Education</li> <li>4. Sustainability</li> <li>5. Distribution of benefits; and</li> <li>6. Ethics/responsibility</li> </ol> <p>Source: Donohoe and Needham (2006)</p>   |
| <p><b>The international Ecotourism Society's</b> principles of ecotourism</p> <p>Ecotourism is about uniting conservation, communities and sustainable travel. This means that those who implement and participate in ecotourism activities should follow the following ecotourism principles:</p> <ol style="list-style-type: none"> <li>1. Minimise impact.</li> <li>2. Build environmental and cultural awareness and respect</li> <li>3. Provide positive experience for both visitors and hosts.</li> <li>4. Provide direct financial benefits for conservation.</li> <li>5. Provide financial benefits and empowerment for local people</li> <li>6. Raise sensitivity to host countries' political environment, and social climate</li> </ol> <p>Source: The International Ecotourism Society (1990)</p> | <p><b>Honey's (2008)</b> principles of ecotourism: She broadened TIES principles by outlining seven principles of ecotourism:</p> <ol style="list-style-type: none"> <li>1. Involves travelling to natural destinations;</li> <li>2. Minimise impact;</li> <li>3. Building environmental awareness;</li> <li>4. Providing direct financial benefits for conservation;</li> <li>5. Providing financial benefits and empowerment for local people;</li> <li>6. Respecting culture; and</li> <li>7. Supporting human rights and democratic movements</li> </ol> <p>Source: Honey (2008)</p> |
| <p><b>Page and Dowling (2002)</b> principles of ecotourism</p> <p>They identified five principles of ecotourism:</p> <ol style="list-style-type: none"> <li>1. Nature based</li> <li>2. Ecologically sustainable</li> <li>3. Environmentally educative</li> <li>4. Locally beneficial, and</li> <li>5. Generating tourist satisfaction</li> </ol> <p>Source: Page and Dowling (2002)</p>   |  |

In more recent and global review, (Chandel & Mishra, 2016) carried out a review of ecotourism literature in the twenty five years comparing the emerging theme in all the presented definitions. The focus of their research is to find out the principle components of ecotourism using a content analysis for the development of ecotourism policy and applications. They identify six widely accepted key components, which could be used to shape the fundamental understanding of ecotourism namely: 1) Nature oriented travel; 2) Support of conservation; 3) Learning and appreciation; 4) Socio-economic development for local areas; 5) Support and respect for local culture; and 6) Local people participation.

Through a content analysis of 42 ecotourism definitions mentioned in the ecotourism definitions over the past twenty five years from 1900 to 2015. This allowed calculating the frequency of themes or principle presented in the definitions. Finding that the theme 'Nature- oriented travel has been recorded as most frequent (occurring in 32 out 42

definitions; 76%). On the same level of frequency, the theme ‘Supports conservation’ recorded the same percentage, followed by another pair of themes occurring equally namely: ‘Learning and education’ and ‘socioeconomic development of local area’ which occurred 24 times each.

### **3.3 Ecotourism in protected areas**

#### **3.3.1 The Ecotourism activity**

Environmentalists and conservation partisans have adopted the ecotourism concept as a means to assist in the sustainable development discourse, which justifies conservation regimes in the face of development needs (Baromey, 2008). Consequently, ecotourism has been regarded as a reliable means which comprises pro-poor tourism concepts in rural nature-based areas by tourism policy-makers and developers. This achievement may be due to the importance on which both the protection of local natural ecosystem and sustainable livelihood approach place ecotourism. Recent research on pro-poor tourism suggests that there is potential to apply tourism development to natural areas to stimulate income opportunities for the poor communities. To achieve sustainability tourism developers and managers balance political support with strategy that maintains the region's ecological integrity, while demonstrating economic benefits and development for the region (Baromey, 2008).

Under current conservation regimes, customary forms of resource use, such as agriculture, fishing and hunting, are often conceptualized as potentially unsustainable and are restricted or prohibited. Without significant involvement and benefits from protected area tourism, protected area’s communities struggle to meet survival needs to the extent that resettlement may be the only option to sustain their livelihoods. The trend of out-migration among the locals happens when there is a tough restriction over available resources or a prohibition on other forms of resource use. This strategy of marginalizing protected area’s communities to the extent of exclusion is connected with a renewed emphasis on traditional protectionists' approaches to conservation and protected area management.

These approaches prioritize ecological imperatives ahead of socio-economic objectives under the perception of a global biodiversity crisis (Gimmire & Pimberts, 1997; Wilshusen, 2002). Instead, conservationists promote ecotourism as the most sustainable form of resource use. The adoption of ecotourism principles allows them to criminalize

other forms of resource use, yet within the policy requirements of providing local benefits and empowerment (Goodwin, 1996 cited in Diamantis, 1999). It also links to the political agenda in pursuing benefit sharing and sustainable use of natural resources as outlined in the Convention on Biological Diversity (CBD, 1992). With resource extraction restricted or prohibited, the local involvement in tourism development and the provision of economic incentives are crucial steps to meet subsistence and livelihood needs of communities within the protected area.

The integrated conservation and development projects (ICDPs) attempts to link conservation in protected areas with the social and economic development of communities that surround those protected areas. Instead of isolating local communities from their resources, ICDPs try to introduce sustainable activities to allow continued access to resources or try to provide alternative strategies for income. Key strategies of ICDPs include improving park management and buffer zones, compensation and substitution, and local social and economic development (Brandon and Wells 1992). Effectively, ecotourism is an ICDP; many ecotourism projects attempt to operationalize the last two strategies, and some ecotourism ventures are connected to protected areas and park management.

The idea for ICDPs grew out of an increasing disillusionment with the traditional protected areas approach. In the 1970s, the United Nations Educational, Scientific, and Cultural Organization (UNESCO) founded the Man and Biosphere program, a project integrating conservation and community development (Batisse 1982). Conservation discourse in the 1980s continued to focus on the finding ways to integrate communities into conservation programs. In particular, it was argued that environmental protection programs could not succeed without focusing on poverty alleviation in developing countries (Leonard 1989). Consequently, in the mid-1980s, these various ideas culminated into the creation of ICDPs, and by the 1990s, community-based conservation and development had become the leading paradigm among conservation organizations.

Additionally, the different agendas of conservationists and communities resulted in conflicts. The conservationists were focused on conserving biodiversity, but local communities wanted legal rights to their land and to find ways to utilize their resources without destroying them. NGOs have also become increasingly dependent on large amounts of money from the very corporations and governments that are encroaching on valuable ecosystems and the lands of indigenous people (Chapin 2004). Perhaps

now, more than ever, we need to understand the factors that make ICDPs, specifically ecotourism as an ICDP, successful so that communities can continue to be included in conservation and development plans. It is crucial to take a more critical look at ecotourism's goals and the possible environmental, social, and economic impacts that it can have on communities (Wall 1997). According to Honey (1999), there are, in fact, pressing issues surrounding ecotourism that are crying out for deeper investigation.

### **3.3.2 People perception and relationship**

The relationship between parks and local residents has been always a subject of intensity and conflicts. In fact, the indigenous populations have occupied most protected areas of the world. Still in many cases, the inhabitants were dislocated or denied to access forest resources in their ancestral land. The proclamation of Yellowstone National Park, USA, for example, the Indian population were marginalized and forced to relocate from their lands (Sheail, 2010). This creates hostile relationship between indigenous groups and the park authority or visitors. In some cases, conflicts occurred between tourists and local population. Some previous studies suggest that the "fortress conservation" or "fence and fine" approach failed to achieve conservation objectives. Instead the approach aggravated environmental degradation in the parks. Consequently, the indigenous communities serve as conflicting ground for government agencies and the NGOs.

Singh and Singh (2004) provide an example of an undesirable conservation practice in Nanda Devi Biosphere Reserve (NDBR), India. When the reserve was established and subsequently declared as World Heritage Site, the local communities living in the area were denied to access to the natural resources such as grazing land, fuel wood and medicinal plants and other forest products. In addition, local communities also lost their crops due to damage from the wild animals, yet with little or no compensations. Furthermore, tourism activities, which existed in the park for a long period of time, were banned in 1982 by virtue of negative impacts from tourist activities. This generated economic lost to the local communities resulted in opposition to the existence of the park.

In response to the failure of the protectionist approach, there was a shift to a new conservation paradigm, the so-called "conservationist" or "people centred- approach" (Child, 2004). Local communities must benefit from nature conservation rather than

bearing costs. In response to the conservationist approach, Integrated Conservation and Development Projects (ICDPs) or Community-Based Natural Resource Management (CBNRM) were introduced in 1980s by World Wide Fund For Nature (WWF). The main concept of ICDP is an intersection between conservation and development with presumptuous outcome of “win-win situation”. The natural resources are protected whereas the income of the people is increasing leading to poverty reduction. The ICDP encompasses three main approaches including compensation, alternative and enhancement. Compensation is achieved through school, clinics, road... to compensate the opportunity costs from protected area establishment. Alternative refers to creating income alternative through agriculture intensification, while enhancement aims at maximizing the value of the natural areas, for example, ecotourism development in the name of local communities selling market access rights to safari operators and ecotourists (Frost & Bond, 2008).

There are two main causes that are responsible the failures of ICDPs to achieve objectives. First, the programmes give a wrong incentive (Ferraro & Kiss, 2002; Wells, 1992). There is no evidence showing that local people will stop hunting if they receive money from the project. Second, the ICDPs provide too little incentive. A lot of research suggests that the programmes generate too little revenue, thus are not able to change local people’s behaviours. R. Winkler (2011) argues that many ICDPs fulfil economic goals, but failed to achieve conservation objectives due to the fact that they cannot create ‘socially optimal levels of conservation’, which stemmed from unequal distribution of benefits and externalities among community members. Christensen (2004) suggests five pitfalls that explain the failure of ICDPs. First, ICDPs have been developed based on naïve assumption. An increasing living standard of local people does not translate into better nature conservation. Second, local people are conceived as homogeneous in terms of interest and goals in the protected areas; however, the reality is different. Third, ICDPs focus on subsistent farming activities; other more environmental destructive activities such as mining, dam construction, logging, road building, irrigation etc. are ignored. Fourth, the ability of the protected areas to generate sufficient fund and benefit local people is limited. Finally, the ability of the protected areas to generate significant economic benefits, which are able to change people habits, is limited.

As far as tourism ICDPs are concerned, attempts have been made to explain how people, park, and tourism can sustainably cohabitate in the long run. Nepal (2000), for instance, looked at the relationship among the three players as a system consisting of seven attributes (1) tourism industry; (2) national parks; (3) local communities; (4) interaction between park and tourism; (5) interaction between tourism and local communities; (6) interaction between parks and local communities; and (7) interaction between tourism, parks and local communities. From the system, the author developed three possible scenarios namely Win-Win-Win, Win-Win-Lose, and Lose-Lose-Lose. The framework was applied with three case studies namely Everest, Annapurna and Upper Mustang in Nepal's protected areas. It has been argued that three types of relationship existed in the three areas. The Everest region exhibited weak relationship, while the relationship among the three actors was relatively strong in the Annapurna area. The Upper Mustang region had a very weak relationship among the three actors.

Ma et al. (2019) suggests that ecotourism in PAs has been widely discussed in the literature regarding its impacts in alleviating poverty in local communities (Barkin, 2003 ; Ferrero & Hanauer 2014; Job and Paesler 2013) ; Sirvivongs & Tsuchiya, 2012. In the same sense, De Pourcq et al., (2017) assures that conservation and poverty alleviation are two major issues nature reserve management in developing countries. However, a study of Hunt et al. (2015) argues that ecotourism does little to address poverty, confirming that in the case studied focused more on conservation than this socioeconomic aspect of local communities. Ecotourism, sustainable tourism and other forms of nature tourism help generate revenues and political support while encouraging directly protecting ecosystems and landscape (Fitzgerald & Stronza, 2016).

Ecotourism in natural areas has been widely discussed in the literature regarding its impacts in alleviating poverty in local communities (Ma, Cai, Zheng, & Wen, 2019). However, Magio et al 2013 quoted in (Makindi, 2016) argues that there is still a significant gap between the potential of ecotourism and its actual contribution to protected areas financing local community livelihood. In the same sense, Pegas & Castley (2014) draw a four key based strategy to which main stakeholders in ecotourism PAs must cope in their adoption of ecotourism inside these areas; first, low interest from the domestic tourist in engaging with nature related activities. Second, strict land use regulations. Third, illegal activities within and adjacent to reserves threatens conservation efforts and ecotourism development. Fourth, ecotourism development in NRs may be increased by improving the tourism management capacity of landowners



helping them to successfully operate ecotourism ventures (Job, Becken, & Lane, 2017).

### **3.3.3 Ecotourism resources and challenges**

There is a growing concern among tourism scholars and experts regarding the effectiveness of using ecotourism as a means for sustainable conservation and community development. Its success level and practice impacts could differ depending on various factors; which are known as challenges of ecotourism (King and Stewart, 1996; Poon, 2002). This section discusses the shortcomings of ecotourism success as an integrated conservation and development tool along with some considerable challenges to ecotourism development.

Environment and conservation NGOs insisted on ecotourism be developed on community-based level in order to encourage spreading participatory development and environmental governance (Kiss, 2004; Hira and Parfitt, 2004). However, as it is grounded and extended, ecotourism is not really decentralized or community-oriented, rather it is suppressed by the conservation or developmental agenda according to who initiates it and leads its management / implementation (Baromey, 2008). The NGOs intervention might not be carried out to accomplish the exact needs of communities, rather they have to fulfil the agendas of their donors making them a fund-oriented entity. (Kin and Stewart, 1996; Weinburg et al., 2002; Jone, 2005). These donor agencies might offer funding for conservation activities and capacity building in the development plans which include professional trainings, fieldtrips and program implementations. The technical and financial support is offered to guarantee that the success of ecotourism projects as small scale ones and to avoid mistakes caused by mass tourism (Hira and Pitfall, 2004 cited in Baromey, 2008).

However, CBET programs often come supported with significant backups of NGOs and their collaborating networks which are referred to as enabling structures (Kiss (2004). The critical point that emerges here is that such programs would collapse once those enabling structures cease. Such conclusion were deduced from the community's relative inability to manage the business on their own after receiving limited, short-term assistance from external forces. The cases of ecotourism at "Del Este National Park" in Dominican Republic (Macleod, 2003) and at Yak Loam CBET (Yin, 2003) in Cambodia also prove that communities fail to carry out ecotourism properly after responsible environmental NGOs leave the communities to become self-sufficient on ecotourism. The failure of local communities to carry on with the ecotourism enterprises fully

functional might be due to lack of capabilities among members of local community to operate ecotourism enterprises and maintain healthy environments in their areas. Social inequality and incompetence have caused severe staffing and management problems and other socio-economic ones, such as economic leakage, social exclusion, monopolistic business competition and resource degradation.

Considering local communities as a homogenous group that can be expressed under a single voice constitutes another challenge of ecotourism development. Various ecotourism projects have failed to tackle the structural inequality within communities that influences local participation in planning and implementation. As promoters of local resource management, NGOs tend to collaborate with a small-legitimized group, which works on behalf of the community constituting the entities, and representing their interests (Agrawal and Gibson, 1999; Broius, Lauwenhaup and Zerner, 2005). Failing to deeply comprehend the complex nature of local communities suggests that ecotourism paradigms assume shared interests and consent on the preferred outcomes from tourism and conservation initiative. This understanding of community omits some important behaviour of communities where they act out of self-interests rather than for collective good, and thus leads to outcomes that build exclusive group capital rather than inclusive social capital (Blackstock, 2005).

Given the small-scale factor of ecotourism in terms of both operation and impacts, the failure of correctly address local community socio-economic challenges easily triggers social exclusion, conflicts of interest, unequal benefit sharing, and consequently negative perception of CBET projects. Sangkakorn (2006) mentions a practical example from Phai Phong Phang in Samut Songkhram province in central Thailand; despite various CBET projects that are implemented in the region, nearly 80% of community residents are not able to participate in CBET activities and remain entirely dependent on their traditional agriculture. Yet, the worst part is that besides being unable to benefit from CBET development, they still have to assume the weight of tourism impacts, such as land conflicts, pollution and land erosion. In this case, The CBET community shared benefits only among themselves; none of the profits is paid to the protection of common pool resources. In some occasions, unhappy villagers could only complain and gossip the management, while others challenge the management system by destroying tourist attractions. Stone and Wall (2003) bring to the spotlight another

case of ecotourism in Hainan province of China which also shows a failure of ecotourism implementation without contributing to community's social capital building, local livelihood improvement and the increase of generated-fund for conservation.

Another equally complicated challenge of ecotourism might be the right of communities' participate in the management and implementation of ecotourism projects (Ounmany, 2014). Environmentalist might designate policies to safeguard and promote an area to be an attraction of nationally and globally environmental significance and enforce ecotourism developers and planners to exclude local people from accessing its resources. The absence of local participation consequently lead to inappropriate patterns of the management and use of the territory and resources to the hand of outsiders who have limited knowledge about local land-use practices (Baromey, 2008). Moreover, it might cause conflicts over resource access and consumption and commodification of local natural and cultural resources (Ounmany, 2014).

This change of natural area and its resources from providing use value for subsistence livelihoods, into tourism products (goods and services) affects the relationship between local community and nature. In addition, it also reduces the opportunity cost in using natural areas for other purposes (Isaacs, 2000; Pat, 2001). In an Analysis of ecotourism projects implementation in North Sulawesi, Indonesia, Ross and Wall (1999a) showed disharmony between people and their nature. Ecotourism impacts were noticed through the change of agricultural lands into protected areas, which caused conflicts of interest over boundary demarcation, resource restriction and many other social problems. With continuing construction of tourism facilities (roads, hotels, etc.), most people became a marginalized group with few opportunities to recover their livelihood loss.

It is undeniable that there is common disagreement or conflict concerning the optimal changes suitable for the context of ecotourism in rural or remote areas with rich natural resources. Ecotourism development entities, environment NGOs, entrepreneurs / investors, and tourists seek changes from own perspective. Conflict during planning or project implementation constitutes an obstacle due to the different perceptions of different beneficiary groups (Wearing & McLean, 2000). Within the community, certain groups might favour uncompromising conservation of natural areas, while others favour maximizing the economic benefits of ecotourism and related small and medium scale enterprises (SMEs). This presents a dilemma preventing the

implementation of a compromise between conservation objectives on the one hand and economic development on the other (Wearing & McLean, 2000).

From economic point of view, Isaacs (2000) and Pat (2001) argued that ecotourism would constantly face these challenges of compromising natural conservation with economic benefit as long as it provides economic incentive to sustain conservation process, while not imposing more expenses on addressing negative impacts caused by tourist activities (i.e. pollution, , damage of natural habitats, wildlife disturbance...). Added to this, the practice of destructive or illegal resource extraction by local communities of protected ecotourism sites in other natural areas, where restrictions are not yet legitimized raise many concerns to environmentalists. Many other challenges could make the success of ecotourism projects for conservation and development purposes considerably hard to achieve. These include: low development of linkage, weak SMEs, inadequate human resources, low level or absence of local participation, insufficient product development and diversification lack of standards and quality measures, inadequate marketing and promotion, weak institutional framework, unclear legal mandate, lack of government enforcement and political will, lack of stakeholder partnership and collaboration (Poon, 2002; Neou, 2003; Sangkakorn, 2006).

However, Dologlou and Katsoni (2016) states that literature on ecotourism framework did not give the technological capital important theoretical position among capitals for achieving ecotourism goals set in protected areas stating that the reason might be the fact that the evolution and application of technology runs faster than evolution of ecotourism's theoretical and practical framework. Supported by limited application of ICT (Information Communication Technology) in PA ecotourism destination in developed countries. They stress also the importance of the electronic word of mouth (website reviews and social media) and its importance in choosing trip destination. Ecotourism is the best tourism practice for PAs, being in its practice an integrated development process. In case of intense external forces or their inexistence such as tourism opportunities it becomes difficult to maintain a balance within the PA; the fact that makes it influence and are influenced by global ecotourism market. They stress on the rather of keeping the PAs closed that allowing the practice of miniaturized versions of mass tourism which lead to damage of biodiversity and cultural heritage (Dologlou & Katsoni, 2016).

The most sophisticated challenge according to Dologlou and Katsoni (2016) remains the understanding the particular context of each PA system and carefully plan for its

balanced development as every PA is unique (Dearden, Benett, and Johnston, 2005). They argue that even good examples of ecotourism are simple attempts to reach the theoretical ideal of ecotourism considering that Natural, cultural environment and local communities are in a constant changing balance affected by internal and external forces. In addition, Limited or no access to technology by local stakeholders is an unsolved issue, this limits the ICT adoption in PA areas and makes proper ecotourism development even more difficult to achieve.

### **3.3.4 Ecotourism indicators and success**

#### **A. Indicators**

Ecotourism indicators could be defined as those criteria or parameters that show impact and success assisting in the best understanding and practice of ecotourism in its relationship with the environment. The evaluation on whether the overall objectives of ecotourism have been met can be achieved by monitoring these indicators. To define whether a given region is sustainable in terms of tourism development impacts, a number of indicators are needed showing the relationship between tourism activities and the capacity of the area to sustain these impacts. This process requires to develop an applied tool to measure the verge of tourism impacts and change in socioeconomic / environmental status (Bhattacharya and Kumari 2004). This can be done through developing Criteria and Indicator (C&I) under the framework of sustainability. This should be a continuous process that encompasses society's responsibility towards sustainable livelihood generation through community-based ecotourism without any environmental degradation and loss of cultural values.

Indicators are able to help managers and other stakeholders to identify how communities change because of tourism development. Damage to the ecotourism resources could result in economic losses, -for those whose livelihoods depend on tourism- ecological and social losses for the local community. According to Diamantis (2004), a good indicator is relevant, understandable, scientifically supportable and available when needed to make a difference to the decisions that tourism managers must make.

Ecotourism must be evaluated, not in isolation, but in its broader socio-political context (Honey, 2008). Based on the Mearns evaluation framework, site-specific indicators will be required for local conditions and will be a fundamental source of information for field research (Mearns 2011, Roberts and Tribe 2008). In an investigation carried out by

Gurung and Scholz (2008), they determined 6 impact factors for the success of several ecotourism companies. These 6 impact factors will be filtered so that this research will provide site-specific indicators for ecotourism:

- ✓ Satisfaction of tourism,
- ✓ Effects of tourism on communities,
- ✓ Satisfaction of tourism, tourist seasonality,
- ✓ Economic benefits of tourism,
- ✓ Energy management,
- ✓ Availability and conservation of water,
- ✓ Quality of drinking water,
- ✓ Wastewater treatment,
- ✓ Management of solid waste,
- ✓ Development control,
- ✓ Intensity of use.

Due to a history of failed community-based ecotourism businesses, it is necessary to assess sustainability (Mearns 2011, Spenceley 2008). Indicators serve as a tool to measure current sustainability, provide recommendations for improvement, and help avoid unsustainable decision-making (Mearns, 2011, UNCSD, 2007). The measurement of traditional tourism indicators such as the number of arrivals and tourism spending will not be used to measure sustainability (Mearns, 2011, Roberts & Tribe, 2008), so it is necessary to adopt indicators that measure performance. Triple bottom line, mainly economic, socio-cultural and environmental. Such a system of indicators will help monitor a tourism practice performance in achieving the Sustainable Development Goals (UNCSD, 2001). These indicators are a desirable number that professionals have shown can be managed without causing unnecessary confusion (Mearns, 2011, WTO, 2004). Mearns (2011; 2012) adopted 12 basic indicators developed by the World Tourism Organization (2004) to determine the sustainability of tourism businesses / destinations. In addition, Mearns has developed six specific indicators for community-based ecotourism initiatives.

## B. Ecotourism success

Ecotourism could only be considered successful if local communities have some measure of control and share equitably in the benefits (Schevyns 1999). He also suggests that the term 'community based ecotourism' should be reserved for those ventures based on a high degree of community control where communities command a large proportion of the benefits, rather than those almost wholly controlled by outside operators. Some other authors have explicitly set a livelihood perspective embracing

development and conservation when providing definitions of ecotourism. Lindberg et al. (1996), for example, examined ecotourism case studies in terms of the extent to which they generated economic benefits for the local community. However, this does not account for how the greater amount of money entering the community might be distributed, or how a community is being affected socially and culturally by ecotourism initiatives. In his attempt to deconstruct the failure in the nature-based tourism products including ecotourism, McKercher (1998) identified six factors:

- I. Lack of Business Planning – Developing better business planning skills is essential. Planning includes accounting and bookkeeping, accessing finance, pricing, booking and reservation procedures, taxation, cost control and new business development.
- II. Poor marketing skills – A new sector such as ecotourism is typified by players who have no previous business skills with low level of marketing expertise. Overall the nature based tourism sector has not been well served by the travel trade, which comprises retail travel agents, tour wholesalers and inbound tour operators.
- III. Inadequate market research – Many successful tour operators carried out market research to determine whether a real business opportunity existed before they started out. Many assumed that there was an opportunity and invested in the business without looking further. Most tour operators appreciate the importance of market research, but few feel they have skills or the financial wherewithal to conduct it effectively.
- IV. Operational issues – The need to develop and deliver tour products of a consistent quality is a key issue. Although many ecotourists are prepared to rough it, the facilities and services must still be of a suitable standard. A more strategic approach to planning the tour and a better understanding of client needs would ensure success.
- V. Ethical and environmental issues – Nature-based tourism is confronted by the dual and conflicting task of both using natural areas and ensuring that the environmental integrity of those areas is maintained. Knowledge of local environment and the ability to effectively educate clients about the region is critical to the success of ecotourism operators.
- VI. Personal issues – A range of personal issues can affect the individual's ability to deliver tourism product. The ability of many operators to deliver

quality products is hampered by their own lack of previous tourism industry experience. Developing their own skills to a high enough level to operate a business can address these challenges.

Focusing on the business side of tourism, the indicated showed that failure contributes to the inefficiency of the ecotourism business. His research focused on the business respondents of nature-based tourism including ecotourism. He found out that although the demand for nature-based tourism products is growing rapidly, the long-term viability of many businesses is not assured. This sector is found highly volatile. Literally hundreds of new operators enter the field each year and probably an equally large number leave. Even though McKercher focuses on the failure factors, he still explored a good deal of success factors in ecotourism.

From another perspective, Wearing and Neil (1999) suggests on more obvious reasons to employ ecotourism is to maximise the benefits of tourism as follows:

- I. Increased demand for accommodation venues (houses) and food and beverage outlets, therefore improving viability for new and established hotels, motels, guest houses, farm stays, etc.;
- II. Additional revenue to local retail businesses and other services (e.g. medical, banking, car hire, cottage industries, souvenir shops, tourist attractions);
- III. Increased market for local products (e.g. locally grown produce, artefacts, value-added goods), thereby sustaining traditional customs and practices;
- IV. Employment of local labour and expertise (e.g. ecotour guides, retail sales assistants, restaurant table waiting staff);
- V. Source of funding for the protection and enhancement/maintenance of natural attractions and symbols of cultural heritage;
- VI. Funding and/or volunteers for fieldwork associated with wildlife research and archaeological studies;
- VII. Heightened community awareness of the value of local indigenous culture and the natural environment. Benefits to the business area and its community are the major reason for undertaking ecotourism. It is also one of the outcomes desired by all stakeholders. This is usually the measurement for success of ecotourism.

Ecotourism may have a profound effect on the culture at the destination area. Since



culture is an area of interest to ecotourists, there has been a revival and renovation of ancient festivals, cultural landmarks and so on. While this phenomenon may enrich the life of local communities and tourists, it also threatens the existence of some cultures in their original form. Commodification of culture also leads to negative perception of ecotourism. Even though there are arguments that culture will always evolve along with the process of modernisation, ecotourism has been criticised for accelerating this process. By focusing on the preservation of culture, it is quite clear that it is quite a positive outcome of ecotourism activities. These usually are seen as successful for a site. Ecotourism helps to improve the standard of living, for example through increased disposable incomes of individuals. However, the collective effects of ecotourism may contribute towards the homogenisation of society. Contributing effects towards this homogenisation include, as Bagul (2009) suggest:

- I. Overcrowding of infrastructures, accommodations, services, and facilities, which tourists have to share with the local community.
- II. The display of prosperity amid poverty.
- III. The employment of non-locals in managerial and professional occupations carrying greater responsibilities and superior salaries compared to those occupations available to members of the host community.
- IV. The increased activities deemed to be undesirable, such as prostitution, gambling and crime.
- V. The gradual erosion of indigenous languages and cultures with the increasing number of visitors.

Rather than focusing on the desired outcome of ecotourism, these authors expressed the undesired outcome of ecotourism. Despite all the examples or practices that show the benefits and costs of ecotourism, many third world countries choose ecotourism because the development of the local community is emphasised along with the benefits of conserving the natural surroundings (Scheyvens, 2002).

Since ecotourism has many examples where it has had a positive impact on the environment, it has been able to capitalise on this growing environmentally friendly activity. Positive impacts include the growth of certain species of animals and the conservation of natural areas. However, some negative environment fallout does occur such as over consumption of natural resources, disruption of wildlife and human congestion in natural areas, which can cause erosion to pathways, increase in litter and

**Table 12. Ecotourism Success Indicators, based on Bagul (2009)**

| NO. | INDICATORS   | PARAMETERS  | SOURCE  |
|-----|--|---|---|
| 1   | Conservation of natural resources to host country and local people   | Creation of conservation area/effort  | Ashton (1991), Emmons (1991), Cater (1994)  |
| 2   | Financial gain to host country and local people/economic benefits  | Amount of money Increased disposable incomes of individuals<br>Holistic approach – considering social, environmental and economic goals | Ashton (1991), Emmons (1991), Cater (1994)<br>Wight (1994)<br>Mathieson and Wall (1982) |
| 3   | Control over development   | Some measure of control (high degree) Share equity in the benefits  | Scheyvyns (1999)  |
| 4   | Business success   | Finance Sustainability in the industry  | McKerche (1998)   |
| 5   | Benefits of tourism maximized <ul style="list-style-type: none"> <li>• Increased demand for tourism-related business</li> <li>• Additional revenue to local retail businesses and other services</li> <li>• Increased market for local products</li> <li>• Employment of local laborers and expertise</li> </ul> Source of funding for the protection and enhancement/maintenance of natural attraction <ul style="list-style-type: none"> <li>• Funding and/or volunteers for fieldwork associated with wildlife research and archaeological studies</li> <li>• Heightened community awareness of the value of local indigenous culture and natural environment.</li> </ul> | Outcomes desired by all stakeholders  | Wearing and Neil (1999)<br>Lawrence et. al (1997)                                       |
| 6   | Profound effect on the culture in the destination area   | Revival and rejuvenation of ancient festivals and/or cultural landmarks   | Wearing and Neil (1999)   |
| 7   | Empowering local participants  | Level of empowerment should build local community's capacity and promote self- development to individuals                               | Lawrence et. al (1997)  |

waste; and damages to plants.

The success of new developed ecotourism activities depends not only on the attractiveness of the offerings and the efficiency of their provisions, but also on the legitimacy of the commercialisation itself. The issue here is that firms must be perceived as legitimate by key stakeholders in order to access critical resources. This is an especially difficult problem in ecotourism since, in bringing together environmental concerns and commercial tourism, it depends on the support of a particularly diverse group of stakeholders including private entrepreneurs, aboriginal groups, established tourism firms, industry associations, academic institutions, environmental groups, and regulatory bodies (Lawrence et. al, 1997).

The potential of ecotourism as a source of employment and economic growth worldwide is significant. The ecotourism industry is complex because of its nature and the dynamics between its stakeholders (Lawrence et. al, 1997). Each group brings to the industry its own set of interests, capabilities, strategies, and traditions that may, and often do, conflict. Despite all that, ecotourism is still seen as an avenue in supporting conservation and increasing people's appreciation of natural phenomena. Initiatives in the industry must provide opportunities for beneficial involvement of local communities and enhance local livelihoods. It could also be argued that ecotourism should be empowering for local participants. With empowerment, the local community has the freedom to decide on development issues and at the same time, maximize and ensuring benefits stay in the area. The empowerment of the local community also helps to build the local community's capacity and promote self-development to each individual.

Based on the literature review, several success indicators have been identified, as shown in table above (Table 12). The literature review suggested that the success of ecotourism is based on what it achieved in its operations. This is based on the initial aims and objectives of ecotourism and how to achieve them. The variety of success suggests that there are several factors that contribute to it. Furthermore, success is also based on individuals' perceptions, be it the government, tourist or local community. Many of the ecotourism operations, as discussed in the literature review, include local community as its main component.

### 3.4 Ecotourism impacts

As an environment-friendly tool for rural communities to generate income from exploiting natural resources in a sustainable manner. It is considered as an alternative tourism involving more sustainability perspectives on conservation, resource consumption, community development, local empowerment and participatory development (Dowling, 1995; Blamey, 1995). The sustainability of ecotourism is unachievable unless developers, planners and conservationists apply, promote, and balance the triple bottom lines concept (Berkes, 2004). This concept includes environmental imperative, social imperative and economic imperative angles. Proper and careful study on how this tool is appropriately put in place is regarded as one of the most required actions. In addition, collaborative planning and co-management approaches through active participation of all concerned stakeholders are also substantial to ensure its sustainability.

Visitation to the protected natural areas and biosphere reserves is a crucial attribute of ecotourism, and thus must be sustainable. Farrell and Marion (2001) argued that such visitation can deteriorate natural resources, particularly in areas of intense visitor activities like trails and recreation sites. This concern has been universally considered since different cases of ecotourism destinations in Bali, Phuket and Ko Samui, Belize, and Costa Rica have been explored (Stem, Lassole, Lee & Deshler, 2003). This has attracted many tourism scholars to find out or project possible benefits and negative consequences of ecotourism, as it is not always a benign incentive provider (Diamantis, 1999).

Ross and Wall (1999a) argued that ecotourism has the potential to contribute to both conservation and development and as a minimum; it involves the creation of positive synergetic relationships between tourism, biodiversity and local people through the application of appropriate management strategies. They explained that positive impacts on biodiversity resources could be the provision or increase of economic incentive for environmental protection and the improvement of environmental education for all concerned players of ecotourism development. Similar to these scholars, Weaver (2000) considered ecotourism contribution to environmental protection through the way it promotes awareness and benign attitudes and activities of the host community and tourists to support in conservation process. This is possible in many ecotourism destinations, such as in Costa Rica and Ecuador, where ecotourism principles and

revenues have provided much support to the conservation process and research activities to sustain the ecology and biodiversity resources of the areas (Elper Wood, 1998; Gouvea, 2004).

The contributions of ecotourism to the sustainable development of the local communities are seen when it provides direct, indirect and induced socio-economic and cultural benefits, without compromising important bases of their places such as natural resources (Ross and Wall, 1999; Weaver, 2002). Besides acting as a guard to protect and revitalize local culture (Farrell and Runyan, 1991), ecotourism could provide other advantages to the communities. These include job creation, generation of revenue for the community economic development, improvement of community participation and empowerment, diversification local economy, increase in natural and cultural appreciation among the locals and other multiplier effects (Mowforth and Munt, 1998; Weaver, 2002; Jenkins and Wearing, 2003; Bynoe, 2003).

Ecotourism is also potential to generate negative impacts on the host environment. Due to its sensitivity, natural and cultural resources and environment of the ecotourism destination, which are usually known as pristine protected areas, can be affected easily by tourist activities especially when the visitor management strategies of the place are not sound (Jenkins and Wearing, 2003). According to Holland et al., (2003) and Wall (1997), some critical trade-offs such as population displacement and resettlement, conflict of interest and rivalry upon resource access and ownership are the consequences of tourism development in rural areas. In addition, solid waste and wastewater generation, habitat annihilation, and socio- cultural harms are regarded as the negative outputs of ecotourism (Isaacs, 2000; Stem, Lassolet, Lee & Deshler, 2003).

**Table 13.** *Ecotourism Impacts (Fennel and Dowling, ed., 2003)*

| <b>Types of impacts</b> | <b>Positive Impacts / Benefits</b>  | <b>Negative Impacts / Costs</b>   |
|-------------------------|---|---|
| <b>Environmental</b>    | <ul style="list-style-type: none"> <li>- An incentive for conserving natural areas - Provide resources for environmental conservation and management</li> <li>- Provide incentives to maintain or enhance the physical environment - Engender an environmental ethic</li> </ul>   | <ul style="list-style-type: none"> <li>- Clearance and damage to - Indirect damage to vegetation - Altered habitats</li> <li>- Inapt tourist activities, i.e. hunting - Disturbance of wildlife - Soil erosion and compaction, leading to modifications in land cover and modifications of plant cover</li> <li>- Pollution – air, noise and waste</li> <li>- Introduction of exotic species and other negatives</li> <li>Inappropriate commodification of natural areas and resources</li> </ul> |
| <b>Economic</b>         | <ul style="list-style-type: none"> <li>- Foreign exchange earnings</li> <li>- Economic development and diversification - Distribution of income to localeconomies and communities - Tendency of ecotourists to spend more and stay longer</li> <li>- Generation of income for conservation - Increased employment opportunities - Local infrastructure development</li> </ul>   | <ul style="list-style-type: none"> <li>- Failure of total revenue to match costs of ecotourism impacts</li> <li>- Increased burden on under-funded resource management agencies</li> </ul>  |
| <b>Socio-cultural</b>   | <ul style="list-style-type: none"> <li>- Employment opportunities</li> <li>Diversification of the economic base - Diversification of facilities and services - Assist in long- term conservation of cultural heritage - Revitalization of local culture - Historical perspectives concerning indigenous peoples and flora and fauna - Conservation of traditional cultural activities</li> <li>- Encourage local communities to value and benefit from natural and cultural assets</li> </ul> | <ul style="list-style-type: none"> <li>- Overcrowding - Seasonality</li> <li>- Diversion of resources (opportunity costs) away from other activities / issues</li> <li>- Conflicts over access and appropriate use</li> <li>Inappropriate commodification of local cultures</li> <li>- Improper tourist behaviour</li> </ul>  |

When optimizing ecotourism benefits through large-scale development or mass ecotourism, the activities of tourists and migrants flooded into the areas in search of economic incentive could make natural landscapes, resources, and cultures fragile and inappropriately commercialized (King and Stewart, 1996; Weaver, 2002). Weaver (2002) also argued that inappropriate behaviours of tourists and outsiders could easily make the locals angry and try to antagonize unwelcome activities in their area. This could happen more with those who receive few or no benefits from ecotourism development. To sustain ecotourism, it is necessary that the benefits and costs are

projected prior to its development.

### **3.4.1 Socio-Economic impacts**

Understanding the tourism impacts on local economies and protected areas goes hand in hand with understanding the concept of economic impact and how such impacts are measured. There are two economic concepts applied in tourism in PAs: economic value and economic impacts (Eagles, McCool, & Haynes, 2002). Economic value implies the calculation of opportunity costs of the establishment of a protected area against other land uses; afterwards summed up as a cost-benefit analysis. Economic impacts derive from the measures of monetary value of the flow of goods and services within local economy. It mainly focuses on the changes in sales, employment and income. When tourists visit a region, they purchase goods and services from the region and other areas. The total spending can be illustrated as 'expenditure profile'. The dollar tourists spent in the local economies are called 'exogenous' money, which produced three types of impacts: direct, indirect and induced impacts. Direct impacts occur when tourists spent on goods and services at the destinations. When the employees in the tourism sectors spent their income, indirect impacts or 'backward linkages' are generated. Induced effects occur when the employees who work in direct and indirect businesses spent their income on local goods and services. Indirect and induced impacts are called secondary impacts and the ratio of direct impact to the direct and indirect impacts is called a 'multiplier'.

There are several economic models used for measuring economic impacts such as input-output model, economic-base model, and econometric model. Input-output approach traces the production in various sectors in order to find out the links among various sectors in local economies. The approach involves the development of input-output tables for an economy based on the links between the industries. Output of sector A is the input of sector B and the output of sector B is an input of sector C and so on. Economic-based model refers to the classification of local economies into basic and non-basic sectors. The model assumes that a region's economy is determined by its ability to export to the rest of worlds. The businesses that produce goods and services and export to other areas are called basic sectors, while other industries that supply goods and services to these industries are called non-basic sector. The size of the non-basic sector is the function of the basic sector. An econometric model developed by a

combination of mathematic, statistics and economic theories to build equation that used to predict economic impacts.

Few studies specifically focus on economic impacts of ecotourism; however, the applications of economic valuation methods for ecotourism resources are well documented. Measuring economic impacts of ecotourism is cumbersome due to the fact that ecotourism coexists with other forms of tourism such as nature-based and adventure tourism.

In many developing countries, ecotourism has played a significant role in developing economies. In Laos, nature and culture-based tourism generated approximately US\$54 million from the total tourists spending of US\$118 million in 2004 (LNTA, 2005b). Ecotourism revenue surpasses income from bananas in Costa Rica, coffee in Tanzania and Kenya, and textiles and jewellery in India. Furthermore, ecotourism helped lift Botswana from less developed country (LDC) status (Honey, 2008). The majority of studies on ecotourism impacts on local economy have been conducted in protected areas in less developed regions and remote areas of the world, where indigenous people have been often involved. Some studies indicate that ecotourism development has created positive effects on employment and income to local population. Wunder (2000) estimates income structure, spending, development impacts, and conservation attitudes by quantifying cash flow from ecotourism using data from three Cuyabeno indigenous communities in Ecuador. The study indicates that ecotourism activities generated significant additional income effect in comparison to the other economic activities. Additionally, the author suggests that tourism creates conservation effects only if it stimulates changes in labour and land allocation decision.

Weinberg, *et al.* (2002) compared two successful case studies in Costa Rica and New Zealand. The study revealed that ecotourism generates additional jobs and income in Monteverde Reserves, Costa Rica and reduces unemployment to 3% in Kaikoura community in New Zealand. Similarly, a study in Nicaragua on CBT projects indicates that tourism has created employment and income for host communities (Zapata et al., 2011). A study in Juizhaigou Biosphere Reserve (JBR), China indicates that ecotourism activities contributed to the increasing per capita income to 447% from 1978 to 1999 (Li, 2009). In addition, the study also shows that ecotourism causes changes in employment and economic structures. The contribution of tourism sector to GDP increased from 28% in 1990 to 68% in 2002 and at the same time agriculture dropped from 28% to 11%, while shares of other sectors are increasing (Bagul, 2009).



Nonetheless, some scholars suggest that ecotourism generates only unskilled and low paid jobs such as table waiting, cleaning, gardening... for local people. A study in Royal Chitwan National Park (RCNP), for example, indicated that local people who were employed by hotels in the park earned an average income of only US\$28 per month (Bookbinder et al., 1998). One of the main challenges is the leakage of tourism revenue from the local economies due to a lack of participation of local people. Furthermore, lower level of education and lack of financial capital for investment constitutes the main obstacles of effective participation in benefits from tourism. The leakage occurs in the forms of imported goods and services to meet the demands of tourists, and remittance of profit in case of foreign investments. According to United Nations Conference on Trade and Development the leakage of gross tourism revenue is between 40 and 50%, while in developed countries the figures are between 10% and 20% (UNCTAD, 2013). In less developed regions, the leakage could be as high as 80%. A study in Indonesia indicates that 70% to 80% of the tourism revenue is leaking from local economy (Goodwin, 2002).

National governments, development agencies and the private sector could play a key role in creating linkages within local economies. A study in Bhutan (Gurung & Seeland, 2008) concludes that tourism policy might play an important role in extending tourism benefits to rural people. A study in Zimbabwe (Goodwin & Roe, 2001) suggests that to optimize benefits to local communities, these strategies including marketing, business development support, regulation and price management must be taken into consideration.

### **3.4.2 Environmental impacts**

All forms of tourism generate harms to the environment and ecotourism is not an exception. The scale of environmental impacts of ecotourism is vast, ranging from global to destination levels. The majority of ecotourism markets are located in the western affluent and North American countries, whereas a large number of ecotourism destinations are located in the remote areas of Africa, Asia and Latin America. Air transport is considered as the most efficient, yet the least sustainable means to reach the destinations. Although air transport contributes only a small amount of the total Green House Gases (GHG) emission, the sector is growing fast and generates more harmful effects. There is inconsistent estimation. According to IATA, air transport contributes only 2% to total emission (IATA, 2013). However, other suggests that the figure is

between 3.4% and 6.8% (Gössling & Peeters, 2007). Since the introduction of jet engines in the 1950s, air transport sustains the growth rate between 5 and 6 % in the past fifty years. Furthermore, the development of low-cost carriers, particularly in Asia, fuelled the growing of the airlines industry.

Environmental effects occur in the forms of soil, air, vegetation, and fauna. A study in Galapagos National Park indicates that tourism activities increased stress on some species forcing them to flee from their habitats, despite careful management. A study in Australia indicates that nature-based tourism contributes to loss of orchid species (Ballantyne & Pickering, 2011). This loss occurs through direct impacts (collecting, habitat clearance) and indirect treats (weeds, pathogens and climate change). A study in Bhutan reports that ecotourism activities in the mountain contributed soil erosion problem (Rinzin, et al, 2007). The same study indicates that non-degradable waste such as bottles and tins is also a problem. In addition, tourism activities generate more garbage and sewage. Air pollution is another problem due to more traffic to the areas (Koens, et al, 2009).

The development of ecotourism often induces infrastructure development to support tourism growth. This contributes to vegetation damage, disturbance of wildlife and increased risk of soil erosion. Suntikul, et al. (2010) report the environment problems stemming from unplanned tourism development in Cuc Phuong National Park, Vietnam. A number of improper development activities such as cutting down the trees to improve road; clearing forest areas to create artificial lake; paving roads; and added concrete steps were implemented in the park. In addition, the park authority supported noisy activities by allowing businesses to invest in karaoke services. These might produce stress to wildlife, which affect their reproduction lead to a decline in the population. Although wildlife protection laws exist, the enforcement process; however, is not effective. Several restaurants in a community near the park feature wildlife dishes in the menus. In addition, the study points out that government development policy was responsible for environmental degradation in the park. A highway was built linking north and south of the country bisecting the Cuc Phuong National Park making the park more accessible for loggers and hunters accelerating loss of biodiversity.

Nevertheless, it has been argued that ecotourism generates less environmental impacts to the destinations in comparison to other forms of tourism. The positive side of ecotourism is that it is hailed as an agent for nature conservation, particularly in protected areas (Walpole, Goodwin, & Ward, 2001). Given that the majority of the

protected areas are underfinanced, ecotourism is used as a tool to generate fund for protected area management. In addition, it is promoted as an alternative income source for forest communities. The conservation initiatives induced from ecotourism development provides some ecosystem services such fresh air, clean water, soil conservation, watersheds, soil fertility, and open space for communities. Furthermore, buffer zone programs have helped local people to set up biogas plants supplying energy to households. This helps to reduce dependence on firewood as a source of energy for cooking. Another environmental benefit of ecotourism is that it used as a tool for biodiversity conservation.

A study in Zanzibar (Salum, 2009) indicates that ecotourism contributes to an increase in colobus monkeys (*Ptilocolobus kirkii*) and other rare species in the Jozani-Chwaka Bay National Park (JCBNP), yet at the cost of limited access to natural resources of the local people in the area. The direct benefits do not reach the households, but rather the whole community in the forms of social services, resulted in an offense among community members and possible conflicts between communities and the park. Stronza and Pêgas (2008) tried to find the link between ecotourism and nature conservation using two case studies from Brazil and Peru. The study indicates that ecotourism creates strong link between economic benefits and nature conservation. The Brazil case indicates that economic benefit alone stimulates conservation, while Peru case illustrates that the participation of local community in tourism management stimulates collective actions in nature conservation. In addition, ecotourism is used as a tool for reintroducing endangered species in protected areas. In Africa, several tour operators provide net contribution to wildlife conservation. Wilderness Safaris, for instance, initiated Wilderness Wildlife Trust (WWT), which provide fund for three main activities including research and conservation, empowerment community and education and anti-poaching and management (Spenceley & Rylance, 2012). A similar approach that widely promoted is trophy hunting, nevertheless, ethical concerns have been raised over this type of activity (Lindsey et al., 2007).

Ecotourism has been used as a tool for environmental education (Kimmel, 1999), for both local people and tourists (Koens et al., 2009). A study in Zabalo (Wunder, 2000) indicates that local people realize that overhunting not only poses treat to sustainable resource management, but also to tourism in the area. As a result, the residents create rules to completely restrict the hunting of endangered species and setting quota for the others.

### 3.5 Ecotourism related organisations

A wide variety of actors contribute to the development of the ecotourism activity. However, their degree and type of involvement could differ depending on the role they are playing in the process. We can distinguish between public, private and NGO operating from global to local levels. In fact, ecotourism was originated from the initiatives of international NGOs. The principle ones in sense could be, in most of the cases, development or conservation agencies such as the IUCN, International Conservation, Africa Wildlife Foundation, and World Wildlife Foundation (WWF) (Honey, 1999). Most of these organizations are based in developed countries, whereas their activities are concentrated in ecotourism destinations in developing countries. The principal objectives of these organizations are to minimize negative impacts and maximize positive impacts of ecotourism. The main role that these development agencies are playing is to provide financial and technical supports. Halpenny (2001) categorized ecotourism related-organizations into three groups including governments, membership NGOs and non-member NGOs. These organizations operate in three levels such as international, national, and regional, state and local (Table 14).

Several scholars highlighted the roles of ecotourism-related organizations (Butcher, 2006; Fennell, Buckley, & Weaver, 2001). Kennedy and Dornan (2009) explore the roles of NGOs using ecotourism as tool for poverty reduction in developing countries. The authors categorized the NGOs into three categories namely education and advocacy, volunteerism organizations and tour companies with foundations. NGOs help developing countries by providing training programs, consultation, research, and certification for sustainable tourism and ecotourism. This implies that the NGOs play an active role in improving ecotourism products and maintaining quality standard to ensure visitors satisfaction.

**Table 14.** Ecotourism related organizations (own elaboration)

| Level/arena                              | Type              | Examples  |
|--|-------------------|---|
| <b>International</b>                     | Government        | UNDP; UNWTO   |
|  | Membership<br>NGO | The International Ecotourism Society; International Tourism Concern Conservation;   |
|  | Non-member<br>NGO | The Nature Conservancy; IUCN  |
| <b>National</b>                          | Government        | -Environment Ministry<br>-HCEFLCD (Haut-Commissariat aux Eaux Forets et Lutte Contre la Désertification)<br>- Ministère de l'Agriculture et de la Pêche maritime<br>- Ministère de l'Habitat, de l'Urbanisme et de la Politique de la ville.<br>- Ministère de la Santé (Health Ministry)<br>- Ministère de l'Intérieur<br>- Ministère du Tourisme<br>- Conseil économique, social et environnemental<br>- Conseil national de l'environnement<br>- Conseil Supérieur de l'Eau et du Climat<br>- Conseil National des Forêts<br>- Centre d'Echange d'Information sur la Biodiversité du MAROC |
|  | Membership<br>NGO | -Association Marocaine pour un Environnement Durable<br>-Association Marocaine pour l'écotourisme et la Protection de la nature<br>-SOS Nature Association d'Environnement<br>-Société Protective des Animaux et de la Nature<br>-Association Marocaine pour la Protection des Animaux et de l'Environnement  |
|  | Non-member<br>NGO | -Association Nature et Patrimoine<br>-Association De Sauvegarde De La Nature Et De Protection De L'environnement<br>- Association Homme & Environnement<br>-Fondation Med VI pour la Protection de l'Environnement  |
| <b>Regional,<br/>State and<br/>Local</b> | Government        | -Regional delegation of Tourism Ministry<br>- Regional administration of HCEFLCD  |
|  | Membership<br>NGO | -Regional delegation of Environment Ministry<br>-Urban Communes (Territorial administration)<br>-Tanger Tetouan Alhoceima regional council  |
|  | Non-member<br>NGO | - Association AZIR pour la Protection de l'Environnement a Al Hoceima<br>- Association Noumidia pour la Culture et l'Environnement à Al-Hoceima<br>- Association Solidarité et Protection de l'Environnement  |

The organizations promoted cross-cultural learning between participants and the host communities, which create partnership between local communities and projects. The tour companies' foundations aim at returning profits to the communities they are taking visitors to. The foundations are working with NGOs from both developed and developing countries to finance development projects in areas, where local communities

are in need. The study suggests that the three types of organizations contribute to poverty reduction in developing countries; however, additional investigations are needed to come up with objective estimation of the impacts.

### 3.6 Ecotourism planning models

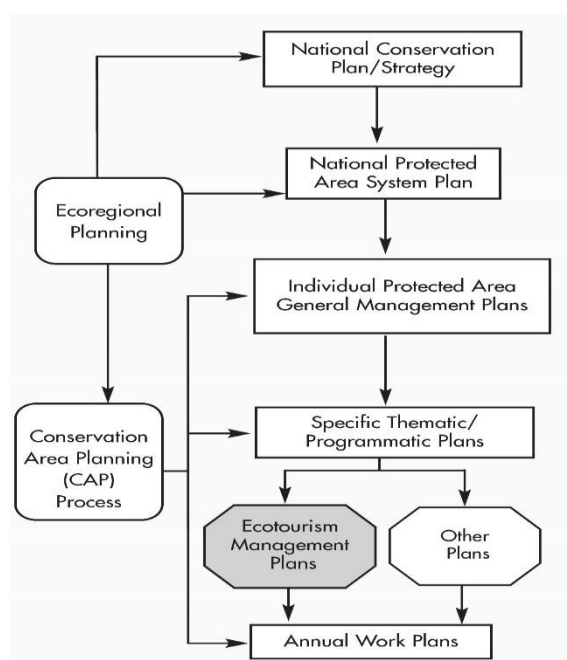
Many planning approaches have been developed by scholars addressing ecotourism planning models (Garrod, 2003). Editing the model of Drake (1991) concerning planning marine ecotourism for Atlantic area, the author suggests that the model is not limited to the specific geographical location, however applicable to ecotourism planning in other regions. Waligo et al. (2013) develop multi-stakeholder involvement management framework (MSIM) to evaluate planning and implementation of sustainable tourism based on a purposive case study in the UK. Catibog-Sinha and Wen (2008) apply the seven-E model for sustainable tourism to evaluate tourism in Xishuangbanna Biosphere Reserve in Yunnan, China. Several frameworks are available for tourism planning in the parks such as recreational opportunity spectrum (ROS) and tourism opportunity spectrum (TOS). Following ROS and TOS approaches, Boyd and Butler (1996) developed on ecotourism planning framework called ecotourism opportunity spectrum (ECOS). ECOS framework includes the following indicators:

- 1) Accessibility;
- 2) Relationship between ecotourism and other resource uses;
- 3) Attractions offered;
- 4) Existing tourism infrastructure;
- 5) Level of user skill and knowledge required; Environment, Economics, Enforcement, Engagement, Experience, Enquiry and Education
- 6) Level of social interaction;
- 7) Degree of acceptance of impacts and control over level of use;
- 8) Type of management necessary to ensure long-term sustainability of the destination's resources.

However, the seven-E model can be applied also to evaluate the viability of ecotourism products. This process allows ecotourism planners to identify two distinct groups of visitors namely eco-specialist and eco-generalist corresponding to hard-ecotourist and

soft-ecotourist respectively. The former has the following characteristics: minimal infrastructure; little impacts; individuals or small group adapting to natural and cultural environment, while the latter requires comfortable infrastructure; creates more impacts; and held in larger groups. Nevertheless, this approach has one gap; it focuses only on ecotours, while other stakeholders or the whole ecotourism industry is not taken into account, thus a more integrated planning approach is required.

Later, Backman, et al. (2001) developed a new planning approach called an “Integrated Systems Model for Ecotourism Planning”. This approach begins from identifying ecotourism stakeholder groups and the missions of the organization. Then, two planning systems are identified namely resource system planning and human system planning. The former requires information on natural and cultural resources, environmental assessment, biodiversity, etc., whereas the former needs the information such as need assessment, social impact studies, economic impact analysis, market analysis, etc. The information between the two systems must be flowed to ensure effective planning. Later the stakeholder groups work together in setting common objectives. Following objective setting, the development plan, which includes marketing mixes such as products, distributions, prices, and communication are elaborated. The planning process ends with evaluation programmes, which serve as feedback loops for future planning of the two planning systems.



**Figure 23.** Planning for protected areas (Drumm and Moore, 2002)

Sustainable ecotourism may provide a vehicle to achieve regional development and supports local communities putting the sound management of tourism as a critical requirement for achieving sustainable outcomes (Job et al., 2017). Makindi (2016) suggests some forms of resource utilisation in which local peoples attitude towards protected areas can be improved such as outreach and conservation education, promotion of ecotourism activities. This, of course along with stakeholders enhancing the development structure and opportunities that improve the livelihood of local communities while conserving the natural resource base. This process mainly consists of stakeholders generating revenues from concessions depending on their ability to attract tourist to the protected area. These areas attractively depends on its location, facilities, access, and the feasibility of offering services that visitors are willing to pay for. Accordingly, Job et al. (2017) points out the need of innovative ways to bridge the traditional approach of fences and fines and the neoliberal of participative development to provide robust governance structures and stewardship systems that are capable of building resilience to multiple stressors. A more practical middle way was also proposed by Makindi (2016) consisting of the need to increase local people's access to benefits from the protected areas and/ or more involvement in resource management in order to enhance their support for conservation and sustainability.

As Wang and Yamamoto 2009 indicate, the primary goal of an NR is conservation but not poverty alleviation. Thus, conservation policies focus more on biological conservation and ignore the economic impacts on local residents (Ma et al., 2019). However, the ability of a protected area to manage tourism depends on the implementation of effective management strategies (Snyman, 2017). Effective conservation through protected areas should address local people's concerns and embrace protected areas coupled human natural systems (Liu et al 2015; Liu et al 2007; Naughton-Treves et al, 2005). When human livelihoods are not well integrated into the design and management of protected areas, the effectiveness of protected areas become an open question (Chen, Lupi, & Liu, 2017). Effectiveness in management protected areas is associated with positive perceptions of governance and social outcomes. Present and future attempts to ensure sustainability of human kind must focus on two key dimensions: the environment and the people that inhabit it, therefore, it is urgent to consider new models protecting natural ecosystems and at the same time ensuring sustainable development pathways (Job et al., 2017).

Sustainability is considered a contested concept that is socially and politically



constructed and reflects interest and values of those involved (Mowforth & Munt, 2008). They establish an important point about sustainability namely being a word defined, interpreted, and imagined differently between individuals, organisations and social groups. In order to ensure sustainability of tourism, (Snyman, 2017) argues that it is essential to integrate sustainability, measurements and monitoring at all stages planning, development, and operational phases. The same author sets a reminder of the main sustainable tourism principle, which refer to the environmental, economic and socio-cultural aspects of tourism development and a suitable balance must be established between these dimensions to guarantee long-term sustainability.

These principles consists of making optimal use of environmental resources while maintaining essential ecological processes and helping to preserve natural heritage and biodiversity; respecting the socio-cultural authenticity of host communities; conserve their built and living cultural heritage..; ensure viable long-term financial operations, providing socio-economic benefits to all stakeholders. This being said, there remains a range that needs to be addressed that include the inequitable distribution and access to benefits as well as the negative impacts of ecotourism.

Gossling (2002) argues that tourism contributes to changes in land cover/land use, energy use, biotic exchange in the perception and understanding of the environment (Dologlou and Katsoni 2016). Rokos (2004) cited in Dologlou and Katsoni (2016) suggests that the character of ecotourism is 'congenital' with the character of nature and society. Supporting the statement, Dologlo and Katsoni quote Butler (1998) stating that any form of tourism development can only be judged by either sustainable or not. The only difference is that in protected areas they are vulnerable and unique so there is no room for casual experiments and management failures. (Dimitriou, 2017) adds that ecotourism birth was based on ensuring that resources are wisely managed today so they can be available for future generations.

Dimitriou (2017) point some of the most frequent ecotourism management obstacles is the difficulty to control the number of tourists that will visit a specific tourist destination. Often, fragile destinations with very limited capacity suffer from heavy visitor pressure and eventually are destroyed. However, the same author highlights the complexity of identifying and agreeing upon capacity levels that will determine the number of tourists that a destination can withstand. He states that is extremely difficult and requires careful attention on behalf of tourism planners. Another challenge state the same author; ecotourism destinations need specially trained and highly skilled staff in

order to foster ecotourism and achieve both sustainable development and management. In the same context, Walker and Moscardo (2014) noted that Further research is need to clarify how to train tour guides to be able to apply the learning mechanisms of ‘mindfulness, reflection and personal insight and develop related performance indicators. Nevertheless, Dimitriou (2017) argues that despite the fact that tourism planners find the right mechanisms or techniques and put them into action for the purpose of educating people, there will be always some ‘narrow minded’ ones who object and refuse to adapt themselves to the new green environment. On the other hand, simply introducing guidelines for ecotourists is still not enough; there must be constant and careful controlling order to ensure that the rules are followed.

Dologlou and Katsoni (2016) however, rises another issue in the same context; ecotourism must be viewed through the ecosystem of the dynamic and interrelated processes (environmental, cultural, social, economic, political, technical/ technological) pertaining to the specific PA in question where the collaboration of the different ecotourism stakeholders is vital for sound planning of activities in destination area (Simmons, 1994; Mandell, 1999; Ladkin, and Bertramini, 2002; Pforr, 2006; Agüera, 2013; Aleksandrov, 2014). They consider PA managers, local community and visitors as, by definition, key stakeholders. Moreover, Dologlou and Katsoni (2016) emphasizes on touristic dimension of ecotourism and its relation with the evolution of the global tourism sector despite being regarded as a development process with a set of principles and not a touristic product (Cater, 1994; Cheia, 2013).

### 3.7 Local participation (CBE)

The local community participation in management and development plans process or better referred to as Community-Based Ecotourism (CBE) emerged in the 1998s due to weak performance of major planning models to addressing development problems according to Cooke & Kothari (2001). Tufte & Mefalopulos (2009) state that there are four types of participation: passive participation; participation by consultation; participation by collaboration; and empowerment participation. The common participatory approaches include rapid rural appraisal (RRA) and participatory rural appraisal (PRA) (Chambers, 2008). The basic concept of PRA is to integrate local knowledge and opinions in development planning. Local communities should be enabled to analyse their own problems and find solutions by themselves.

(Ma et al., 2019) highlight the potential impacts of NRs on household incomes and income equality. Stating that as results of their study, NRs significantly reduces the per capita net income due mainly to crop loss – mainly due to the sharp increase in wild animals inside the NRs – the income levels of communities without ecotourism were significantly affected by NRs. Also, they found that NRs intensified income inequality in local communities recording a higher level of inequality inside NRs than the one outside it. The results of the same study suggest that local communities on NRs had a higher poverty level than the national average, recording that the income gap between poor and wealthy is increasing; some studies conclude that NRs do not have significant impacts on community poverty (CanavireBacarreza & Hanauer, 2013; Clements, Suon, Wilkie, & MilnerGulland, 2014; Miranda, Corral, Blackman, Asner, & Lima, 2016 cited in Ma et al., 2019). Nevertheless, Andam, et al., (2008) cited in Ma et al., 2019) found that protected areas in Costa Rica have led to reductions in both deforestation and poverty.

Hunt et al. (2015) collected data in a study showed that ecotourism offers local residents higher incomes than other employment opportunities; where the residents view ecotourism as contributing more than other businesses in both quality of life and benefits for conservation in the region. Wishitemi (2015) cited in Makindi (2016) stresses the importance of centralising local indigenous communities in relations to conservation planning agenda. As confirms Job, Becken & Lane (2017) that engaging with the local community and facilitating their empowerment in tourism ventures is a vital components of tourism management and governance in PAs. Magio et al. (2013) highlighted the same issue stating the critical role played by local communities in the managements of protected area confirming that local communities must be involved, and their needs and aspirations considered if biodiversity conservation is to succeed. In recent study, Makindi (2016) found that positive attitude –of local communities– towards biodiversity conservation and ecotourism including interaction with protected areas management despite the limited understanding of key environmental concepts.

Many scholars highlighted, in their studies, the concept of participatory approach as cost effective and sustainable on the long run. Supposing that the results are more relevant and equitable for local communities. Nevertheless, participatory approach is not a perfect solution for development planning. Some scholars discuss the advantages and disadvantages of participation (Pual, 1987). In tourism planning, the discussions on the benefits and shortcomings of participatory approach are well documented in Jamal

& Getz, 1999; Swarbrooke, 1999; Timothy, 1999). Swarbrooke argues that participation might pose the following problems:

- 1) Delay the onset a controversial project
- 2) Exclusion of others from outside the area from employment and recreational opportunities
- (3) Possible discrimination the other groups from participation by a certain group.

Timothy (1999) stresses that in many societies, planning is seen as something that those in leadership positions do for the benefits of those who are under the authority. Participation is therefore neither encouraged by the authorities nor accepted by their constituents.

In the same way that other forms of development planning, ecotourism planning establishes two main approaches namely formal planning system or 'top-down approach' and participatory planning or 'bottom-up approach'. The former seeks to overcome physical and practical obstacles in order to bring economic benefits to local people while the latter focuses on natural impacts of ecotourism development. A number of researches report that participation of local people in ecotourism planning and management process is still lacking (Tosun, 2000). According to Garrod (2003), local people have been viewed as beneficiaries rather than essential partners to achieve development objectives. The participatory approach should not be viewed as the only mean to achieve the goals. Many argue that the approach is a western construct and imposed in the developing world. It works differently in different economic, sociocultural and political contexts. As a result, both top-down and bottom-up approaches were recommended for ecotourism planning (UNWTO, 2002).

However, this process of establishing local participation is always linked with the empowerment of local population on many essential levels. Scheyvens (1999) sets four dimensions of local empowerment namely economic empowerment, psychological empowerment, political empowerment and social empowerment. Economic empowerment implies that local people gain economic benefits through employment and the income should be fairly distributed in the communities. Psychological empowerment appears when ecotourism development leads to an increase in self-esteem among community members, which stimulate the need to self-improvement. Social empowerment refers to ecotourism development that leads to social integrity and solidarity and social development such as education public health and other social

services.

Active involvement of local communities in decision-making directly affects the development in their communities, they are politically empowered. Nevertheless, if ecotourism was not properly planned, the development might result in negative impacts such as inequality (economic disempowerment), frustration (psychological disempowerment), conflicts (social disempowerment) and autocracy (political disempowerment) (Scheyvens 1999).

Dologlou and Katsoni 2016 propose in this sense CBM (community-based management) as a popular solution which can be considered holistic and integrative because it is designed with multiple objectives dealing with numerous problems the community may be facing. However they suggest that careful consideration of the needs of each region and how grouped together they can all be addressed to the country as a whole is required which help countries to see the big picture by putting all pieces together. Dimitriou (2017) expresses clearly his optimistic future view of ecotourism success not only on regional or national level but globally as well ; while stressing that Ecotourism has been debated, discussed and researched on a theoretical level, but yet hasn't managed to advance much on the practical level (Cohen & Cohen 2012; Walker & Moscardo, 2014). He points out also a huge gap between theory of ecotourism and its actual implementation. This gap may be due, as he explain, tourism development takes place in a diverse range of environments in many different social and political contexts (Archer & Cooper, 1994; Shaw & Williams, 1992)

### 3.8 Conservation

#### 3.8.1 Conservation concept and approaches

Benjaminsen and Svarstad (2012) identify three main discourses around the conservation by protected areas: 1) the "conservation-fortress" discourse, which is the older; 2) the "win-win" discourse, which dominates the current discussions; 3) an emerging critical discourse (Adams 2004, Adams and Hulme 2001). The first is closely linked to the history of protected areas. The creation of the first parks, to begin by Yellowstone in 1872, was initially intended to limit damage from the "Development"; the vision of conservation for many decades was one of who conceived of the human being as separate from nature and the communities as the source of many problems (Adams 2004, Adams and Hutton 2007, Cronon 1995).

This model is based on the belief that we will have better results in conservation by creating protected areas that have been rid of all human presence. He assumes that the local populations are irrationally and destructively exploiting natural resources; leading to ecosystem degradation and biodiversity loss (Duffy 2010). In developing countries, this type of speech facilitates and legitimizes the actions of big NGOs that take control of the territory by promising reconciliation between populations and their environment through programs and policies concocted in West (Belsky 1999).

Three principles underpin this type of conservation (Doolittle 2007; Brockington 2002). First, the exclusion of natural resource-dependent local populations. Second, the protection of the territory in accordance with the established laws, whose application is entitled to park guards/control agents or law reinforcement units to make sure that people obey the rules. Third, the limitation of activities to considered appropriate, such as tourism or scientific research.

Several scholars pointed out this force-based conservation approach and a neo-liberal discourse appeared in reaction to this more fences-and-fines conservation approach, which dominated before the mid-1970s. As Neumann (2005) suggest, “the primary concern with the fences-and-fines approach [to conservation] is that it is deeply weak for both ecological and political reasons. For Rodary & Castellanet (2003), three elements have come to question concerning conservation from the beginning of the 1970s. The first concerns paradigm shifts within the ecology particularly from Holling's (1973, 1978) work on ecological resilience. Several researchers have subsequently shown the importance of considering the socio- ecological system as a whole in order to achieve sustainable solutions in terms of conservation and management of natural resources (Berkes 2010, Berkes et al., 2003; Carpenter et al. 2001; Folke 2006; Holling and Meffe 1996; Walker and Salt 2006). Second, the influence of environmental movements that are starting to organize themselves formally. Third, the social criticism of conservation in protected areas, both by human rights activists and groups of indigenous peoples (Benjaminsen and Svarstad 2012, West et al., 2006).

The central goal behind the win-win speech in conservation, just like the previous one, is the conservation of biodiversity. The fundamental difference lies in the integration of the concerns of local populations to achieve this, a task to which ecotourism is working well. However, this type of speech, very clever in its ability to mobilize heterogeneous actors, strikes a major problem: its gap with the concrete realities on the ground; the gap between discourses and practices seems to be widening rather than closing in.

For the last fifteen years, however, there has been a resurgence of the traditional approach to protected areas (Santo et al. 2011). In fact, the two speeches discussed previously are often present in one place and used by the same actors. Sometimes, the use of the win-win speech, especially through ecotourism, allows conservationists to continue their actions more muscular on the ground. For Campbell et al. (2008), using the language of the counter-narrative conservation, experts appear to be concerned with local livelihoods and conservation. Yet, by promoting ecotourism, they are able to continue to restrictively support parks and protected areas, the tools of the traditional narrative, parks are key ecotourist attractions. Likewise, experts can support prohibition on more consumptive forms of resource use, as these conflict with use by ecotourists. In short, the ecotourism, which is presented as a miracle solution for those who want to combine conservation and development, makes projects that are implemented in the field difficult to challenge. With all these well-documented examples that show the limits of ecotourism, it is clear that it is more the win-win speech that attracts donors, governments, NGOs and their supporters who can also benefit from these "ethical and responsible" tourists.

As far as ecotourism is concerned, the importance of images for the reproduction of neoliberal conservation cannot be ignored (West and Carrier 2004). Through images and speeches, we focus on certain aspects of landscape, which might be considered more aesthetic by those to whom they are addressed and this makes them more easily saleable as a tourism experience (Igoe and Brockington 2007). The complex ecosystems Socio-economic structures are thus transformed into simplified landscapes that will soon be consumed by tourists (Hoole 2010, Neumann 1998, Robbins 2012, Webber 2008). However, the same images from one end of the planet to the other, are produced sometimes with the addition of a small local flavour that is mostly nothing authentic. Guattari (1989) might have uttered some truth stating that tourism today comes down to a trip on the spot within the same redundancies of images and behaviours. Ecotourism is one of the means by which elements of nature (landscapes, rare species, etc.) enter into the fold of neoliberalism. Worn by a winning speech and often presented as apolitical, it urges to a large audience and manages to mobilize heterogeneous actors. However, behind them lies another still more enticing: a simple solution to solve complex problems.

### **3.8.2 Heritage conservation and Tourism**

A community's heritage (Natural/cultural) represents its most powerful tool to attract tourists. Thus, conserving the elements of this heritage is essential to the continuity of any given destination. When this conservation is inappropriately done or its development is not being well sustained, the destination (or area) starts to lose its value and image. However, its contribution to local development may end up being unsustainable unless an effective coordination is ensured between the use of the local heritage as its essential value and as an economic resource. Therefore, the important issue here is the effective coordination of heritage conservation and tourism be effectively coordinated together so that the benefit of tourism can be used in the sustainable development of the hosting community where the conservation process is carried out.

There is no common definition of the term heritage tourism because different scholars have different views. The existing tourism literature has not yet found a commonly accepted definition for the heritage tourism concept (Alzua, O'Leary, & Morrison, 1998). This could be attributed to the complex, inter-disciplinary, and global nature of the sector itself. However, in this section, heritage tourism is used to refer to the tourism activities which are performed inside high concentration point of a region/ destination cultural or natural heritage. It is commonly viewed as based on antiquated relics, tends to occur in rural areas and is more place bound.

Moreover, definitions and concept of heritage conservation can differ significantly in the existing literature. Conservation can be defined as all the processes of looking after the cultural heritage in order to retain its cultural significances (The Burra Charter, 1999 adopted from Venice Charter 1964). Also, conservation refers to the sustainable management of the cultural significance of the site, not merely dealing with the physical structure but also of the social concern. Today, though heritage tourism and conservation have incompatible objectives, their partnership is both necessary and beneficial.

Given the fact that many countries around the world possess a wide amount of heritage sites, heritage tourism seems to be growing much faster than all other forms of tourism, particularly in developing countries (Timothy & Nyaupane, 2009). Yet, this growth signals conflict of convergence with cultural heritage management, and conservation in particular. The conflict line is drawn between those who seek the economic opportunity



and development of the heritage site at whatever cost and those who would like to conserve the heritage site (Engelhardt, 2005). Hence, one of the main challenges in the existing tourism literature is the term cultural significance that was clearly defined under the Burra Charter article as “aesthetic, historic, scientific, social or spiritual value for past, present or future generations” to find a balance between heritage, tourism and conservation (McKercher & du Cros, 2002; Elene & Assefa, 2012).

Several factors are implied in this conflict, one of the main ones could be the feeling that both sectors work toward mutually incompatible goals. Usually, the objectives of one sector are regarded as incompatible with the realisation of the other sector’s objectives (Boniface, 1998; Jansen-Verbeke, 1998). The tourism sector is rising to boost the tourism benefit by promoting heritage sites for tourist consumption, often with little consideration of the impact of tourism on heritage sites. As a result, it is not uncommon to observe cases where cultural values have often been submerged, and the commodification of heritage sites becomes almost fashionable (Daniel, 1996; Pedersen, 2002). On the other side, however, tourism values can be also compromised in situations when a strong heritage conservation attitude exist (Hovinen, 1995). In fact, several international promulgations have been adopted to protect cultural heritage values from tourism influences. Hence, the fact that these two sectors stand at the two extreme edges results, in many cases, in one sector being compromised for the other.

In order to moderate such compromise, various studies have proposed the importance of integrating heritage tourism and conservation (McKercher & du Cros, 2002; Engelhardt, 2005; Orbasli & Woodward, 2009; Elene & Assefa, 2012). Yet, finding an effective means of integrating the two sectors has rarely been examined in the literature. Indeed, few studies have attempted to integrate the two sectors through evaluating the tourism potential of the heritage site using the analysis of market appeal and robustness model (Du Cros, 2001; McKercher & du Cros, 2002; McKercher, Ho, & du Cros, 2004; Li & Lo, 2004). The protection of cultural values from inappropriate uses of tourism was the main cause for the adoption of the Charter of Cultural Tourism in 1976 (ICOMOS, 1976). The Market Appeal-Robustcity Matrix which was developed by McKercher and du Cros (2002) is one the notable attempts to blend cultural heritage management and tourism. This model, which was applied on several Hong’s Kong heritage attractions, embraces various tourism and cultural heritage management variables in order to measure the tourism potential of the site and its strength. The model

was aimed at reconciling cultural heritage management with tourism by analysing whether the position of the heritage site is tied to tourism exploitation or to a better management side. In addition, Aas, et.al, (2005) argued that conducive stakeholder collaboration can also play a vital role in integrating the two sectors. A successful integration of heritage tourism and conservation is important in many ways, but most importantly, paving the way for sustainable heritage tourism.

It is important to note here, that in order to make heritage tourism sustainable, both tourism and conservation stakeholders should acknowledge the mutual benefits that can emerge from the symbiotic partnership of heritage tourism and conservation. In fact, sustainable heritage tourism requires not only the mutually beneficial partnerships amongst stakeholders, but also it requires the long-term protection of heritage assets, a high-quality visitor experience, and respects for the wishes of local communities. Furthermore, as part of a sustainable heritage tourism principle balancing the needs of local residents and visitors is important to ensure that heritage tourism benefits everyone. It is important to understand the kind and amount of tourism that the local community can handle.

Nevertheless, a large number of studies have agreed on the importance of integrating heritage tourism and conservation, the ways of their integration has received much less attention than it deserves in the foregoing strand of literature. In this section, several strategies may be considered in order to successfully harmonize the two sectors, even though if it seems to be challenging. One can be through creating a symbiotic collaboration among different groups of stakeholders, as argued by Aas, et, al. (2005). Finding a common ground for the interests of several stakeholders paves the path for successful integration. The other strategy of integration can be through analysing local residents' perception towards both sectors, which is much less applied in the existing literature. The fact that local residents are affected by heritage tourism and conservation activities, their perception pertaining to these sectors has implications for the integration.

To conclude, the gap between tourism and heritage conservation is expected to close in within the coming years. Taking into account residents' view on both tourism and conservation is required for an effective conservation strategy. On the same level, incorporating tourists' perception of the heritage site and the tourism service facilities in general is required for integrating the two sectors. More importantly, narrowing the government's policy gap between promoting tourism and conserving heritages can be a

good strategy to harmonize the two sectors as well. A high government priority to one sector without due consideration to the other is certainly not helping to establish a partnership of the two sectors. In a case study in the Indian context, Carreiro (2014) suggested three ways to promote ecotourism considering the cultural effect aspect namely: 1) Village homestays, 2) wildlife ecotourism, and 3) tribal tourism. . Koščak et al., (2014) discussed the multi-stakeholder approach, which proved to be effective in the implementation of sustainable practices in Slovakia. King (2011) quoted in Dologlou and Katsoni 2016 classifies as cultural resources all the aspects of the physical and supra-physical environment that human beings and their societies value for reasons having to do with culture including valued sites, buildings, sites, sounds, places, traditions, arts, crafts, way of life, means of expression, and systems of belief.

### **3.8.3 Public conservation policies**

Undoubtedly, public authorities (the government) are considered the first body responsible both promoting tourism and conserving the national heritage of the country. Governments ought to lead both processes through legislative and policy frameworks. International conventions also require countries to take the primary responsibility towards the two sectors, particularly on cultural heritage conservation issues. However, in many countries, particularly in several less- developed regions, greater priority is given to promoting tourism than preserving the cultural heritage (Tosun, 1998). International tourist arrivals contribute significantly to the economic growth of less developed regions seems to be (Tosun, 1998). Consequently, many governments in developing countries have implemented tourism as an alternative strategy to push their economic growth (Jenkins & Henry, 1982; Tosun & Jenkins, 1996). Therefore, the standard models of tourism promotion in these regions are kept volume-oriented, led by macroeconomic considerations, and by a private sector which extensively promote mass tourism without due consideration to the impact of tourism growth (Engelhardt, 2005 in Assefa, 2013).

Unlikely, however, authorities of less-developed countries allocate, usually, less priority to the protection and conservation of heritage. Many governmental entities and public institutions perceive the conservation of cultural and natural heritage as an excessive luxury, especially when other public services are in short supply (Timothy & Nyaupane, 2009). As a result, in less-developed countries, conservation is considered as the last line-item to be included in the national budgets and the first line-item to be

cut (ICOMOS, 1993; Timothy, 2011). While an endemic lack of funds is evident in developed countries (Kakiuchi, 2011), it tends to be more pronounced in the developing regions (Timothy & Boyd, 2006), and particularly in sub-Saharan Africa (Said, 1999). Added to that, various weaknesses of the government such as corruption have worsened the problem of heritage conservation in several developing countries (Assefa, 2013). Since the mid-1980s, thinking about the type of institutional arrangements that can lead to sustainable management of natural resources has evolved a lot, among others thanks to the work on the public sector (Agrawal 2001). Berkes et al. (1998) remind us that research in this area has highlighted the importance of the central role of the institutions which govern the relationship between a given social group and the ecosystem on which it depends. Therefore, the governance is strongly linked to institutions. These are to be distinguished from organizations, which are defined as legal entities or groups of individuals who share a number of common goals (North 1990). As pointed out by Young et al. (2008), "institutions are defined as systems of rights, rules, and decision-making procedures playing a role in the goal of human-environment interactions..." These institutions may be formal (e.g., laws passed by the government, constitutions) or informal (e.g., cultural norms that influence behaviour). An important point to keep in mind is that these informal constraints, which are often products of local culture, usually do not change immediately in response to changes formal institutions (North 1990). This can create tensions and impact on how natural resources are managed. For a specific conservation project, the development of an ecotourism project community in a protected area, for example, the challenge to institutions is to allow the establishment of favourable conditions for the success of the ecotourism site (Dietz et al., 2003). There is a general agreement on a number of principles, related to public policies, to explain that local or regional modes of governance perform better than others in the management of natural resources (Baland et al. Platteau 1996; Dietz et al. 2003; Ostrom 1990; Wade 1987). In the introduction of a special issue on institutional arrangements seeking poverty reduction and biodiversity conservation in developing countries, Barrett et al. (2005) emphasize four central points. First, it is not because these two goals are important and they are intrinsically linked that the synergies emerge automatically. Second, it is not so much the type of rules the effectiveness of monitoring and enforcing these same rules. Third, the flexibility and adaptability in design are crucial to building partnerships to make to advance these two objectives. Finally, multiscale approaches are generally

desirable. On the latter point, it is true that it would be inappropriate to transfer all authority in the hands of local actors in a "hyper connected" world; managers outside the system may be unaware of what is happening local level, local communities or managers may not be able to capture all ties that are interlaced at a higher level than their potential impacts (Brondizio et al. 2009; Gunderson and Holling 2002). Each situation is unique and solutions in universal appearances tend to be ineffective; the inadequacy between the scale of institutions and that of resources are behind many failures (Berkes et al., 2007). Considering the nature of conservation issues, one of the major challenges is to develop institutions that take into account social and ecological processes at different scales (time and space), while not neglecting the links between these scales (Folke et al., 2002; Ostrom 2005).

Protected areas and ecotourism interventions can thus be analysed as environmental governance strategies that combine the efforts of NGOs, government, communities or private actors, in a variety of configurations. But as Lemos and Agrawal (2009) suggest, in countries where State-society relations are built on the basis of mistrust and confrontation, as it is the case in some developing /less-developed countries, hybrid forms of governance, and particularly those seeking to involve communities, face additional obstacles.

### **3.8.4 Local communities' interaction**

The evaluation of local community's attitude and perception toward both tourism development and heritage conservation; and the process of integrating them in the planning strategy is an important step in the way to achieve sustainability. The existing literature does not propose a modest account of the community's satisfaction concerning heritage conservation and, therefore; it is only presented as partial knowledge to how locals react or are involved in heritage conservation processes. However, a large number of researches has focused more on exposing the local community's attitudes toward tourism development (Perdue, Long, & Allen, 1987; Perdue, Long, & Allen, 1990; Smith & Krannich, 1998; Tosun, 2000; Mason & Cheyne, 2000; Sheldon & Abenoja, 2001; Zamani-Farahani & Musa, 2008; Vargas-Sanchez, Porras-Bueno, & Plaza-Mejia, 2011).

Clearly, any tourism development that does not include the local's perception may bring social, cultural, environmental, and economic damage to host communities (Sheldon & Abenoja, 2001). Thus, if tourism is to be kept sustainable within a community

framework, it must be based upon community-wide participation as well as continuous assessment of resident perceptions to ensure its consistency with the local culture (Johnson, Snepenger, & Akis, 1994). We must also take into account the fact that local community's perception toward tourism can affect tourists' enjoyment at the destination (Johnson, Snepenger, & Akis, 1994). Therefore, policymakers should clearly recognise local's concerns and thoughts to minimize conflicts between visitors and residents (Sheldon & Abenoja, 2001). On the other hand, the existing literature has overlooked the importance of examining community perceptions of cultural heritage conservation, which can be an endowment for achieving sustainable tourism development.

Local community's attitudes toward heritage conservation may vary depending on the economic status of the country. In developed countries, heritage conservation is often implemented for the purpose of gaining the esthetical, educational, or other socio-psychological benefits of the heritage rather than only gaining the economic benefit (Timothy & Nyaupane, 2009). Conversely, in less-developed regions, like the case of Morocco, the economic benefit dominates over the others, and the need for heritage conservation is less appreciated (Assefa, 2013). Communities of these regions are less committed to preserving their heritage as they connect it with backwardness and it is antithetical to modernization (Timothy & Nyaupane, 2009; Timothy, 2011). Taken together, this may lead to locals' actions of scrapping the old cultural heritages and replacing them with new ones (Gazaneo, 2003). Consequently, such weak appreciation of heritage conservation and government's lack of balance between tourism promotion and heritage conservation implementation lead to the unsustainable tourism development, and therefore, it inhibits the harmonization of heritage tourism and conservation.

### **3.8.5 Impacts of tourism on heritage**

A large number of tourism studies analyse the negative and positive impacts created by tourism activities affecting heritage directly or indirectly. These effects could be far-reaching negative as well as positive impacts, and have been usually, divided into physical, environmental, socio-cultural, and economic impacts (McKercher & du Cros, 2002; Timothy & Nyaupane, 2009). Even in developed countries where the growth of heritage tourism is starting to rise considerably, an attitude of conservation has not been

established, ignorance of the negative impacts of tourism still exists (McKercher & du Cros, 2002). Moreover, in many less-developed regions, considerations of tourism benefits overshadow any advancement towards the establishment of an effective conservation policy.

Effectively, it is obvious that tourism can convey considerable benefits to host communities. It is usually perceived as a catalyst for new employment opportunities for the host communities (Haralambopoulos & Pizam, 1996; Elene & Assefa, 2012). Still, tourism can act as a powerful tool of empowering the local infrastructure and to improve as well the economies to be more entrepreneurial and self-reliant (McKercher & du Cros, 2002). Above all, tourism can contribute to social and cultural well-being by reviving the cultures which were lost or on the verge of being lost (Timothy, 2011). Consequently, tourism has provided the needed reasoning for preserving cultural and natural heritages that could not be argued otherwise. It is also important to note that societal esteem may also be a result of tourism as in many countries, when communities realize their culture is of interest to outsiders, it raises a sense of pride over their cultural heritage (Timothy, 2011).

So far, despite all the drawn benefits, tourism may also cause negative physical or environmental, socio-cultural, and economic consequences for the host communities. The impact of tourism or tourists on the physical fabric of the environment is one of the profound impacts of heritage tourism (Timothy, 2011). Several studies remind us of the excessive numbers or careless visitors cause serious damage to historic artefacts and ancient monuments (Fyall & Garrod, 1998; Austin, 2002; Timothy & Boyd, 2003). The widespread problems linked to the physical heritage environment includes, vandalism, excessive litter, erosion or soil compaction, air pollution, and illegal trade in artefacts (Timothy & Nyaupane, 2009; Timothy, 2011). Nevertheless, not all these impacts tend to have a physical nature; also, socio-cultural impacts also emerge with the tourism activity.

One of the major socio-cultural impacts of tourism on heritage includes forced displacement, as well as conflict between residents and tourists, cultural commodification (Timothy & Boyd, 2003; Timothy & Nyaupane, 2009), and the expansion of prostitution (Nyaupane, Morais, & Dowler, 2006). Additionally, the spreading of drug addiction, physical assaults, and crime levels are also often considered with the negative impacts of heritage tourism (Haralambopoulos & Pizam, 1996). Concerning the negative economic implications of tourism, despite its

overwhelming economic benefits, it is often associated with the problem of inflating the price of goods and services at the destination. The expansion of tourism makes everyday life more expensive not only for tourists but also for residents as well (Timothy, 2011). Therefore, if any reconciliation has to be done between tourism and conservation or at least to make it possible, policymakers should be able to alleviate these tourism challenges and protect local residents from any form of tourism exploitation (McKercher & du Cros, 2002).

In order to make sustainable tourism accomplishable, it is vital to set approaches to maximize the qualities and minimize the drawbacks of tourism for local residents (Kakiuchi, 2008). Still, there is a large number of studies that show how the government should promote a balanced approach to tourism by acknowledging both its beneficial and detrimental effects on local communities and their cultures. Some studies have indicated that if an ignorant attitude to the negative impacts of heritage tourism coupled with high attention only on its benefits existed, and this will worsen the tendency of moving to the edge of unsustainable tourism development (Tosun, 1998; McKercher & du Cros, 2002).

### **3.9 Stakeholder collaboration**

An extended analysis of existing literature concerning stakeholder theory demonstrates the importance of the relationship they establish with diverse constituents, to attain a predetermined objective (Friedman & Miles, 2002). The concept of stakeholder integration have been extensively elaborated in a various research contexts; mainly, in improving the effectiveness of organizations (Heugens, Van Den Bosch, & Van Riel, 2002). However, concerning tourism ssector, the application of the stakeholder integration theory is relatively limited (Nicholas, Thapa, & Ko, 2009). A stakeholder in the tourism and conservation sector is considered to be any party that either positively or negatively affects or is affected by a particular tourism and conservation related issue (World Wildlife Fund, 2000).

The partnerships or collaborations of these stakeholders are perceived as extremely important; their main role is to bring together users and conservers of a particular heritage site (Bramwell & Lane, 1999). However, achieving this kind of integration is seen as a challenging task as it requires bringing together many stakeholders in the sector (McKercher & du Cros, 2002). In the same sense, this process of establishing



partnerships or collaborations among stakeholders has failed to emerge due of lack of cross communication and elusive common goals among the several stakeholders. This lack of cross communication leads to the lack of cross-fertilization of ideas and, consequently, to the lack of an understanding of the legitimate needs of each stakeholder. Therefore, partnerships or collaborations are most likely to be established when stakeholders understand one another's interest and value the rest of stakeholders legitimate interest over the heritage site which is being used by tourism.

Some researchers have showed that such collaborations or partnerships are vital for the diffusion of sustainable tourism development (Berry & Ladkin, 1997; Godfrey, 1998; Dabphet, Scott, & Ruhanen, 2012). However, the lack of effective communication and understanding among stakeholders is still a challenging obstacle for the implementation of sustainable tourism development (McDonald, 2009). This makes sustainable tourism open to be defined in different ways. Usually, it is defined as a partnership that satisfies both tourism and heritage conservation. Consequently, if policymakers are able to find a common ground among the various stakeholders, it will have a remarkable contribution to the achievement of sustainable tourism development in tourism destinations. Elaborating an interdependent harmonization between heritage tourism and conservation implicates the involvement of all stakeholders in both tourism and conservation-related issues. Moreover, such harmonization entails the establishment of effective channels of communication between stakeholders, as their absence favours an unsustainable tourism development (McKercher & du Cros, 2002). Getzner et al., (2014) state that the links between tourism, conservation and rural generation are increasingly recognised and used by PA managements. Conservation partnerships have provided effective opportunities for learning and participatory management of protected areas (Rocha and Jacobson 2015). Conservation tourism partnerships while valued are highly complex, frequently contested and do not always deliver expected outcomes (Bushell & Bricker, 2017). They confirm that these partnerships require the establishment of frameworks that are clear and precise in their objectives defining roles and responsibilities be able to demonstrate the value to local communities and diverse stakeholders; and should be adaptive in their approach from direct to indirect involvement of local communities (Bushell & Bricker, 2017). Snyman (2017) defines two main methods of delivery/financing of service inside protected areas: Insourcing, protected area authority staff deliver and finance the service. This method involves the authority functioning like a business, with the protected area

facilities and staff providing visitor services. The authority functions like a public utility. Outsourcing, the protected area contracts a third party to deliver a service. Outsourcing of tourism services to a company or organization has both benefits and disadvantages.

Zeppel and Gossling 2009 highlights the crucial issue intra-generational and intergenerational equity referring to the conflicts between ethnic groups, villages and community sectors about ecotourism income and the dominance of local elites. While Dimitriou (2017) states that many different interest groups of stakeholders involved in ecotourism management consist of another crucial barrier; These include government, individual enterprises, “green” and non-“green” consumers and good practice groups and community-based groups. The major challenge in this case is that it is almost impossible for all these parties to cooperate and achieve an integrated approach in order to tackle regional problems and foster ecotourism because of their conflicting interests. To conclude, the majority of studies illustrating this aspect discuss stakeholder involvement and collaboration only within the framework of planning for tourism in general (Bramwell & Lane, 1999; Jamal & Getz, 1995; Hall, 1999). It is highly probable that existing literature has overlooked the importance of stakeholder collaboration for integrating heritage tourism and conservation. In fact, few studies such as Aas, et, al. (2005) have aimed at harmonizing heritage conservation and tourism through stakeholder involvement. Therefore, the issue of integrating sustainable tourism and conservation through stakeholder involvement and collaboration should arise more research.

Generally, reviewed literature perceives tourism as a double-edged weapon taking into account the fact that it has both threats and benefits. It benefits the local community in many ways and threatens the stability of their lifestyle on many levels. In the same sense, tourism also puts the conservation sector under pressure as it brings potential damage to heritage components of the host community. Therefore, because of the dual side nature of tourism, there is a common understanding among scholars on the importance of harmonizing tourism and conservation as it one of the main pillars of sustainable tourism development. Studies have argued that sustainable tourism cannot be established unless the goals of both tourism and conservation are integrated. However, the question of how these two sectors should be harmonized has not been enough raised in the existing literature. This section is set to verify that one of these sectors has been under estimated in the tourism literature until recent research undertakings where the

integration of tourism and conservation from the perspectives of local residents, tourists, and other stakeholders. Consequently, this dissertation seeks filling this literature gap by harmonizing tourism and conservation in northern Morocco from the perspectives of local residents, tourists, and other tourism business and non-business oriented stakeholders. At this point, we can note that ecotourism can survive under the condition of conserving its base resources in a sustainable manner. This reconciliation of the two sectors can be accomplished only if tourism and conservation work in collaboration.

### 3.10 Conclusion

Ecotourism carries the same conceptualization of nature as that proposed by environmental organizations and the discourse of sustainable development, which is the valorisation of biodiversity and the conservation of the environment. The danger of this ethnocentric bias is that it ignores the fact that there are so many natures constructed variously by different societies (Cater 2006). This vision is materialized at the local level in the form of protected natural areas, in which finds these discourses on the environment that dictate a certain relationship to the environment and a certain use that can be made of the latter. While the mission of ecotourism is about protecting the environment, but also about the integrity of local populations, this alternative tourism seems to forget in its tracks the diversity of views and social constructions of the environment. Like Macnaghten and Urry (1998) supports it in the text of Cater (2006): "There is no single -nature", only natures; and these natures are not inherent in the physical world but discursively constructed through economic, political and cultural processes".

Ecotourism practices are, in the majority of cases, oriented towards a capitalist market logic (Jamal and Stronza 2006, Cater 2006, Carrier and MacLeod 2005). The views and experiences of local communities are removed from the equation, and their participation in project development is instrumentalised and considered as one of many tools for ecotourism (Jamal and Stronza 2006). Ecotourism focuses more on its compliance with definitions and lines driven by the World Tourism Organization (WTO). The principles of neoliberalism are an integral part of the management of protected areas and ecotourism projects through the privatization of these areas, and how to make them attractive to the tourism trade (Duffy 2008; Carrier 2004). In the current literature,

therefore, there is growing criticism of ecotourism strategies. Several authors argue that, like traditional tourism, ecotourism is part of the logic of instrumentalisation and environmental commodification that are expressed in unequal power relations (Cater 2006, Stronza & Jamal 2006, Wearing and Neil 1999; West and Carrier 2004). Indeed, the majority of authors consulted support that the development of such projects leads to new power relationships within communities and leads to a new representation of concepts such as the environment and its conservation, thus leading to a redefinition of space as such (Brosius 1999; Carrier 2005; Cater & Stronza 2009; Escobar 1999; Stronza & Jamal 2006; West and Carrier 2004).

To sum up, in this chapter we tried to provide a theoretical framework for this study, taking into account all the concepts either raised or used in it. A deep ecotourism literature synthesis was carried out to highlight different scholars' point of view. In addition, we used existing literature to compare similar case studies and explore the results. Reviewing other studies results allow to illustrate the success of the ecotourism experience especially inside protected areas as the case of this study. This success could be analysed given its impacts on a set of parameters and indicators such as environmental, social, and cultural etc. we started this chapter with a general introduction on tourism and ecotourism, then tried to give a brief highlight on the Mediterranean context. Ecotourism literature was intensively reviewed to extract the major of its surrounding themes. Starting from emergence, history, and different experiences around the world. Then we carried out an overview of different definition that given to Ecotourism across the literature. This helped to develop a conceptual framework on which the analysis of this study will be based on. Then, we moved to analyse the relationship of Ecotourism with different parameters with which it interacts throughout the ecotourism activity. These parameters include protected areas, related organisations, impacts, resources and challenges, local participation, and ecotourism planning models.

The third section deals with the concept of conservation. After reviewing a large amount of literature discussing the same matter, we used it to build up a strong conservation concept illustrating its different approaches. Later, we specialised the discussion deeper in heritage conservation and its interaction with tourism in general and ecotourism in particular. We tried to discuss impacts of tourism on heritage and to what extent the touristic activity can coexists with conservation. Continuously, we brought into discussion the effectiveness of public conservation policies and the

different approaches they are using. The interaction of local communities with conservation plans was also discussed. Then we moved to analyse the impacts of tourism on heritage and conservation policies to set the collaboration between stakeholders as a form of establishing an effective conservation strategy.

## **IV. CHAPTER FOUR: TOURISM RELATED PUBLIC POLICIES**

### **4.1 Introduction**

In contemporary advanced societies, tourism is a growing component of human activity. It is, in fact, a consumer activity of the first order. It responds to a natural need for leisure, rest, quest for knowledge and novelty. The demand for tourism is increasing in such a way that it opens promising economic prospects for regions of the world with resources of tourist interest. This is the case of Morocco. The country has important assets and in this changing context of supply and demand, tourism is considered by the government as a priority. First, because it drains foreign currency and helps balance the balance of payments, creates jobs, improves incomes and generates multiplier effects on the rest of the economy. Secondly, because it is perceived as an excellent vector for the economic development of regions.

Morocco offers quality tourism product thanks to undeniable geographical advantages. Located at the north-western tip of the African continent and south of the Strait of Gibraltar. This allows the country to occupy a privileged place in the field of human exchanges. With a surface of (710,850 km<sup>2</sup>) it enjoys a wide maritime opening, which strengthens its position as a crossroads of cultural, climatic and commercial influences. Indeed, it totals nearly 3500km of coast on the Mediterranean and the Atlantic while its land borders are only 2000km (Algeria and Mauritania). its geographical diversity includes plains, mountains, deserts, coasts. The mountains occupy 1/3 of the country's territory reaching significant heights. Several peaks cross the 4000m mark. Toubkal Mountain, the highest peak in the country, rises to 4167m. The climate can vary widely from a region to another; the coastal regions enjoying a temperate climate contrast with the desert climate of the South and East of the country. Seen from the outside as a hot country, the Moroccan climate has many gradations. Overall, the summer is hot and pleasant on the coast and in the mountains, but is dry in the south and the big cities. In winter, coastal areas benefit from relatively mild temperatures. Unlike a cold and very wet winter on the whole relief, which constitutes a very large part of the country.

International tourism has been considered by the Moroccan government as an "important industry" since the 1960s. Tourism has been an important activity for the national economy and for the regional development. Recovery measures of the tourism sector were taken in the beginning of the 1990s and there has been some improvement. Building on this revival, Morocco organized its first tourism conference in Marrakech in 2001, during which the General Confederation of Enterprises of Morocco (CGEM) and the government adopted a tourism development strategy in the form of a program 2001- 2010, on "tourism: a vision, a challenge, a will". More commonly known as Vision Plan 2010. The goals set for 2010 are:

- ✓ 10 million tourists, including 7 million international tourists (against 4.4 million in 2001 including 2.5 of international tourists.)
- ✓ Hotel capacity: Creation of 160,000 beds including 130,000 seaside beds and 30,000 beds in the country's cultural destinations, bringing the national capacity to 230,000 beds (triple of the initial capacity)
- ✓ Investments: 8 billion Euros (development of new resorts, infrastructure, hotels and entertainment)
- ✓ Revenue: 4.8 billion Euros in foreign currency against 2.6 billion in 2001 (80 billion Moroccan dirhams against 29.2 in 2001)
- ✓ Employment: Creation of 600,000 new jobs;
- ✓ Contribution of tourism to GDP: increase of the annual average of 8.5%, which would bring it to almost 20% by 2010.

Following the signing of this agreement on January 10, 2001, the tourism sector benefited from a well-developed roadmap developed over several years offering visibility to economic operators and all partners. Once this mobilization declared, it was necessary to translate this commitment into concrete actions. In terms of tourism product development, the objectives set by the 2010 vision must be achieved through six major projects, namely:

- ✓ The offer: triple the hotel capacity
- ✓ Training: at least 72,000 additional professionals in the following occupations: the hotel industry and its various forms of accommodation, catering, travel agencies, tourist transport, tourism guides
- ✓ Marketing: modern and targeted, strengthening the budget, conquering

distribution networks, e-marketing

- ✓ Environment: improvement of reception, quality of services and animation
- ✓ Institutional organization: relaxation of procedures.

The arrival of tourists in Morocco has allowed the country to keep a steady development process. The increased job offers, the creation of universities, new educational opportunities, the changing status of women and the opening up of rural areas. Tourism has brought many benefits that have enabled the country to modernize. At the origin of great advances like the multiplication of job, more gender equality, and opening up on remote areas for development projects. Morocco and its partner countries increased their efforts and created more advertising campaigns to better educate tourists and local populations. Better cooperation between states at this level, also at the legal level, would allow Morocco to make tourism a factor of effective social development.

#### 4.2 **Public Tourism related entities and management plans**

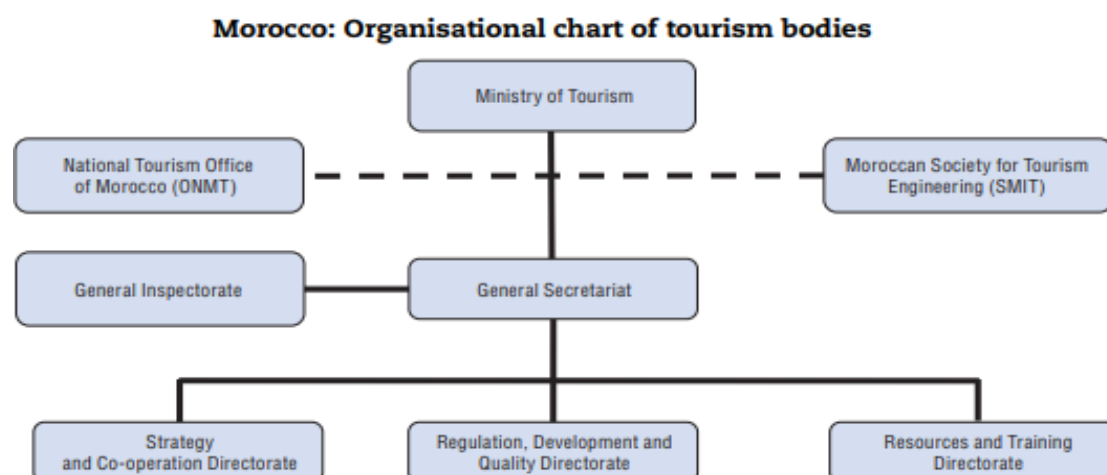
The institutions responsible for developing tourism in Morocco are governed by the National Programme Contract that sets out the Vision 2020 Tourism Strategy for the period 2010 to 2020. The Ministry of Tourism is responsible for working with the relevant administrations to create, implement and evaluate the tourism strategy. It conducts research; plans and supervises legislation on the organisation of tourist activities; manages and supports compliance with regulations; guides and monitors decentralised services and their resourcing; contributes to the tourism training strategy and supervises public training institutions; and cultivates relations and co-operation with specialist organisations. The following bodies are attached to and under the supervision of the Ministry of Tourism (check tourism promotion chapter for extensive description of each body):

- Moroccan Society for Tourism Engineering (SMIT),

Which aims to promote investments through the implementation of the development strategy for tourism, by designing, setting up and tracking the main tourism projects.

- National Tourism Office of Morocco (ONMT),





**Figure 24.** Moroccan organisational chart of public tourism bodies.

It is in charge of promoting, marketing and growing the destination and air travel. The Ministry maintains regular contact with different stakeholders within a clear and efficient institutional framework. Several bodies preside over links to the private sector.

➤ Six Committees co-chaired by the Minister of Tourism and the Chair of the National Tourism Confederation, focus on private sector engagement with the Vision 2020 Strategy, identification of key issues, and convening relevant parties to solve problems. These Committees cover the following issues: governance, competitiveness, air travel, output and investment, human capital and sustainability.

➤ The Tourism Observatory (L'observatoire du Tourisme)

A public-private initiative set up in 2005 to support the development of the tourist industry. Its three main roles are information provision, communication, and monitoring. The Ministry of Tourism has 24 regional and provincial representatives whose main roles are: to gather information, support sector bodies, promote tourism, monitor tourism sites, inspect, co-ordinate and manage activities, ensure smooth running of training institutions, and implement government decisions. The National Tourism Office of Morocco has other sources of funding, first and foremost the tourism promotion tax – a charge paid by tourists and levied on overnight stays in classified accommodation, which varies between MAD 1 and 15 per night, depending on the category of establishment.

**Table 15. Summary of Moroccan public management plans from independence to Pre 2010 Vision (own elaboration).**

| Strategic management plans       | Main Guidelines   |
|----------------------------------|---|
| <u>1960-1964 Plan</u>            | <p>This five-year plan continues, above all, the effort to reorganize the Moroccan economy on the basis of two key ideas.</p> <ul style="list-style-type: none"> <li>• Implementing all means that allow it to strengthen its economic independence and promote its development from its internal forces.</li> <li>• The second idea that is currently at the top of the Moroccan government's concerns is to revive an economy that has tended to remain stagnant since 1954.</li> </ul>   |
| <u>1965-1967 Triennial Plan</u>  | <ul style="list-style-type: none"> <li>• Increase the number of hotel rooms from 12,000 in 1965, to 20,000 in 1967 and 22,000 in 1968.</li> <li>• Increase the number of tourists has been below forecasts of plans and increase chainsaw tourist arrivals from 202 000 to 481 000 (not including travellers in transit).</li> <li>• Make tourism a 'development engine' , given the weakness of the multiplication and training effects engendered by tourism investment,</li> <li>• Avoid constructions that tourist consumption require costly imports, and where the tourism sector (hotels, restaurants, etc.) is dominated by foreigners, resulting in important outputs of profits.</li> </ul>   |
| <u>1968-1972 Five-year Plan</u>  | <ul style="list-style-type: none"> <li>• Encourages the development of processing industries whose aim is to promote a local product. In most cases, these are low-capital-intensive industries and, as a result, create many jobs.</li> <li>• On the other hand, empower heavy industry, which mostly requires large units of high capacity, high capital per job created and significant outlets that exceed the needs of domestic demand.</li> </ul>   |
| <u>1973-1977 Five-year Plan</u>  | <ul style="list-style-type: none"> <li>• "Accelerate growth" and achieve a greater "social justice" are the two driving ideas that reflect the concerns of this plan.</li> <li>• Support the industrial growth of the country on external demand by specializing in the development of the agricultural, fisheries or mineral resources. They extend on to manufacturing activities and the units more small-scale.</li> <li>• Following up five sectors: industrial, tourism, handicraft, mining and maritime. Industry, there are two decisive impulses for the industrialization process.</li> </ul>   |
| <u>1978-1980 Three-year Plan</u> | <ul style="list-style-type: none"> <li>• The rehabilitation of eight museums of Fès, Marrakech, Tetouan, Tangier, Rabat, Meknès, El Jadida and Safi; along with the construction of two cultural centres in Meknes and Tétouan.</li> <li>• Foster the intellectual training and to encourage the cultural aspects.</li> <li>• Revise the price books in a way that the cultural benefit outweighs the material benefit and induce them to buy and exchange books on markets accessible to the public.</li> <li>• To establish a commission for the publication and circulation to stimulate cultural life in the country by putting the book within the reach of all, because it is an essential means of intellectual training.</li> <li>• Create a service to study the best distribution systems and to establish contacts with the measures concerning antiques, historical monuments and museums.</li> </ul> |
| <u>1981-1985 Five-year Plan</u>  | <ul style="list-style-type: none"> <li>• The plan has been implemented during a crisis period, which was characterized by economic stagnation at the international level, despite the magnitude of the efforts made to put an end to the impact of the energy crisis and the increase in the value of the dollar.</li> <li>• The first 1981-1982 period was devoted to integration and the improvement of the legal and organizational component (encourage real estate, improve the service quality and intensify vocational training).</li> <li>• The second period concerned hosting, quantitative goals regarding tourist entries, the evolution of the accommodation capacity and vocational training.</li> </ul>  |
| <u>1988-1992 Plan</u>            | <ul style="list-style-type: none"> <li>• Reinforce the quality of supply, and demand line</li> <li>• Diversify offer through creating new poles of development;</li> <li>• Reinforce new Development poles; and promote International tourism;</li> <li>• Adds 1600 beds to the public sector (4%) and 24010 beds to the Semi-public sector (6%)</li> <li>• Private sector given 36000 (10%)</li> <li>• This program was run on a UN budget of 6,570 million Dirhams for the realization of the 40,000 planned beds.</li> </ul>   |

2000-2004 Plan

- The deepening of democracy, the establishment new progressive laws, and the moralization of life which require the creation of an environment that is likely to develop the culture of the state law, political, economic and social human rights,
- Provide the economic rights of individuals and the groups, and in guaranteeing all citizens the conditions for a dignified life.
- Upgrading the Moroccan economy, both in terms of the productive fabric and the human resources, so that it can effectively confront international competition,
- Follow the technological progress, and ensure the conditions for economic take-off and sustainable development.
- Transition from a socially and spatially unequal society to a socially inclusive society based on the reduction of disparities both at the level of social strata and geographical areas.

### 4.3 Modern guidelines of public policy

By analysing the content of public initiatives of sustainable tourism carried out while trying to lay the policy foundations in Vision 2010, various initiatives were highlighted to integrate the issue of sustainable development in a new tourism plan for 2020. The National Tourism Federation (FNT) explains: "It is important to continue to support the development of tourism in engaging one dynamic policy that will consolidate the gains of the Vision 2010 and adopt, for the Vision 2020, an approach based more on the quality and taking into account the requirements of sustainable tourism, responsible, preserving natural resources and heritage of Morocco'. Thus, several objectives are put forward in order to engage this new approach: (1) develop a responsible tourism and sustainable development of domestic tourism and social tourism, tourist sites integrated into design environmental natural and cultural, the preservation of the environment. (2) make the qualitative aspect of travel as a central priority of the Vision 2020. At this point, tourism environment must be registered as a priority element of the Vision 2020. (3) promote human resources. (4) to ensure a homogeneous development of the whole of the territory by promoting the investments in remote areas. (5) a system of more effective governance.

Created in 2006, the Moroccan Committee for responsible tourism (CMTR) aims to give a qualitative dimension to the previous Vision 2010 by integrating the concerns of sustainable development. The former tourism ministry explained in an interview that: " it aims (Vision 2010) to preserve the culture, the values, traditions and the Moroccan identity and to lift Morocco to the rank of regional precursor for responsible tourism". To achieve these objectives, the CMTR has set the goal to define action plans and raise awareness among stakeholders of tourism. In this perspective, several initiatives have seen the light as part of the Moroccan

Responsible Tourism Charter, a guide the responsible traveller and one label of responsible tourism. The Moroccan responsible tourism Charter, inspired by the Global Code of ethics for tourism as enacted by UNWTO in 1999, is composed of a preamble and a set of 8 items from present the commitment of Morocco towards sustainable tourism.

The CMTR is referred to as the "guarantor of the development of sustainable and responsible tourism". This entity has somehow the monopoly of the 'legitimate authority in the field of tourism to impose its vision of sustainable tourism. As defined by the CMTR, tourism has then two objectives: peace among the peoples of the world and the socio-economic development. Indeed, if it is seen by the humanists 'virtues' of Tourism as a real force in the service of peace and a factor of friendship and understanding between the peoples of the world, later understood that tourism must be involved in a necessarily liberal framework and market economy. In this perspective, it seems that tourism is at the heart of a trade-off between economic efficiency and sustainable development. Therefore, with an analysis of the content of the Charter to highlight the principles of sustainable development addressed the criteria, the recipients of the recommendations, the importance of each limit or questions it may raise.

Three main areas of sustainable development were emphasised by the charter: environment, social, economic issues. Each area contains a set of principles or guidelines which can also be accompanied by sub-principles. Then, comes the strong presence of the environmental theme. Added to that, the Charter addressed the following issues: the need to protect the environment and reduce the energy consumption to encourage a sustainable economic development, management of tourism flows to avoid geographical and temporal pressures on natural resources. The recipients of these recommendations are of type private and public. Surprisingly, local people are not mentioned as actors in environmental protection. However, local people are rarely associated with this goal on previous occasions; in some other cases, they are seen as managers of the current biodiversity, or as responsible for its degradation in a logic of assimilation "poverty-precariousness-dependence on natural-overexploitation resources.

Accordingly, the relationship between tourism stakeholders and local people are not

based on a logic of collaboration approach. Indeed, if we evoke respect for the traditions of the country and the promotion of local crafts, which are located actually in a functionalist approach where conservation promotes the attractiveness of the country and so its economic success. However, supposing the principal role of stakeholders in the development of the project and if tourists are invited to learn about the features of the country, it would not be possible that local actors interact with the latter in an exchange approach. Similarly, if the Charter referred to the role of tourism as a tool of local development, we believe that it would be important to include local people in discussions about their own development.

To conclude, if we notice the scope of topics covered in a comprehensive approach sustainable development, we can underline the absence of constraints and means operational to their implementation. We then see the central role given to the tourism businesses as only managers of sustainable tourism. Public actors and the local people are notably absent from the debate. It is vital to recognize the inability of local people to be actors in their own development, because tourism businesses are the only way to be able to engage a dynamics of social change in this system in a general context of withdrawal of the State. Nevertheless, for the moment, sustainable development is overlaid as an extra layer with the contradictions between the two approaches to be managed, or even discussed.

#### **4.4 Structure of tourism firms**

The role of the companies in the territorial structuring of Moroccan tourism can be seen through their choice of location, which contribute to a polarization tourist territory, Promote a tourism development points of entry (gateway tourism), characteristic of the countries of the South. As these countries do not benefit from a mesh infrastructure, tourism is developing first in poles, which generally have an international airport and that focused the most of international arrivals. These entry points are tourist hubs, from which flows to redistribute and spreading on the surrounding territory. This first phase of the development of tourism gives birth to extended, metropolitan areas that correspond to the territorial entities organized by articulating hub and paths of transport that determine the spatial organization of the economic activity.

The force of attraction of these entry points is crucial for mass tourism firms, to locate

themselves in areas that not only are attractive and served by air transport, but also have a critical mass of supply of labour, services, suppliers and logistics. Apart from the pioneering, tourist companies that settle in the countries of the South to invest first in destinations attached to a hub and a regional gateway, and where the offer is dense. It is only once in the main bases consolidated firms engage in the diversification of destinations and the development of secondary centres.

Morocco, although it shows a low level of development, has 16 international airports and 13 cities with more than 200,000 inhabitants. Most of which with high tourism potential. However, the development dynamics through entry points prevailed in various firms, for instance, the Accor Group, which was part, from the beginning, of the large firms sought by the State for the implementation of the Vision 2010, is today the main operator in hotel industry in the country, with 45 units in 2018, which are distributed all across the country's territory. The analysis of the geographical evolution of this mesh shows that if its offer is deployed in a progressive manner, it is especially developed in two major centres of leisure tourism (Marrakech and Agadir) and a major centre of business tourism (Casablanca), which focus nearly half of the units.

Tour operators also participate in the polarization of the tourism territory through the marketing and distribution of tourism products. The stay of the major European general practitioners TO offer is essentially concentrated in Marrakech and Agadir. It spills gradually over Essaouira. In these centres, their role is not only to supply streaming partner hotels. Most of them have invested directly on the Moroccan territory, either through joint ventures with partner's premises, or by franchising, the opening of an establishment.

The flagship products of those TO are (Club Marmara, Club holiday clubs Robinson, and Club Méditerranée), but they are also associated with different hotel operators (Moroccan and foreign brands). For tourism to stay in secondary destinations, consumers are required to move to certain general operators, but positioned on more specialized niches, even if their activity causes a mass tourism, as the French group Fram (Ouarzazate hotels) and the German group FTIGroup (Hotel in Fez and Casablanca). These secondary destinations are served by tour operators in more or less original circuits they provide, one of the imperial cities constituting the variant basic of these products. As the hotel development, touring development (circuit or

excursion) is determined by supply of local logistics. Imperial cities tour success, since their emergence in the 1960s focused on food, accommodation and spontaneous animation offered by daily life activities (medina of Fez, Jamaa el Fna in Marrakech, Moussems).

Tourism firms have not only a role in offer structuring, but also, given their place in the distribution of international tourism, their influence is just as strong on the structuring of the domestic offer. These firms have, at least, three competitive advantages in the global marketing race of tourism. The first is their trademark, or possibly their portfolio of brands; in the hospitality industry, these brands are guarantees of quality, standardization and security; and in the tour operating, they carry the added value of tour operators, i.e. the mission of reassurance that they fill with tourists (recommendation, function and certification). In generating the trust and loyalty of customers, they promote the internationalization of tourism. The second benefit is the know-how of these firms, which are everywhere able to provide consumers with service quality, most often in reference to the highest standards that are used in the origin country of the firm. Their third competitive advantage is their high degree of integration in distribution networks, particularly in inter-firms networks (for example, RIU and TUI). Their capacity is based on these three benefits to mobilize and to drain huge tourist flow, all over the world. The structuring of the application by firms is a complex process, in which takes place the wide economic and sociological implications the multiplicity of source markets.

For tourism territories (domestic destinations), this orientation is not beneficial only for the contributions of the flow it generates. Some European tourists show, in terms of practices, the motivations and behaviours that prevail within tourism companies, very clear differences between nationalities and between the social groups. For Morocco, the volume of international arrivals by nationality depends on many parameters, such as geographical transmitter's and cultural proximity, the organization holiday timetables, the structure of the age pyramid, the percentage of tourists traveling with a tour operator, etc. This segmentation has implications on the geographic and seasonal distribution of European tourists visiting Morocco, and on the type of offer that each nationality is likely to focus on. Tour operators in the countries of Northern Europe market achieve more of stays in Agadir and Marrakech, whereas it is the opposite for tour operators in southern Europe.

These observations suggest that the seaside seasonality prevails in the choice of vacation of the Germans and the English appealing to operators, while as for French, Spanish and Italians, the discovery the Marrakech product prevails. The role of segmentation by nationality is to match for each tourist product: the cruise offer attracts more Anglo-Saxon tourists, the offer of nature more German tourists, etc. The game of the nationalities of the large European firms affects on the distribution of the flow on the Moroccan tourist territory.

#### 4.5 Development of tourism firms

At the early stages of tourism development in Morocco, firms are the point of intersection between supply and demand, both playing the developer-developer role and bridge of tourist flow masses. The need for tourists to be reassured by the marks and their quality requirements would likely sustain the main role of the large tourist groups, especially in a less secure global context (wars, pandemics, delinquency, and environmental risks). The persistence of this concentrative function means not as far as these groups are frozen in an unchanging model. These changes taking place in the (growth of sustainable tourism practices and individual tourism) and in tourist places (societal context changing) lead them to constantly question their strategies operating and to adapt to the changing customer and local environment.

The progressive disinterest in tourism, the ethical demands of tourists and the advent of mass tourism empowered through the e-tourism are decisive for firms' development. Depending on the country, this translates into a growing range of the offer, a diversification of destinations and taking into account the country's destinations. In other words, firms are dissemination factors of tourism, gradually ensuring the link between strictly mass tourism, concentrated and disconnected territories, and tourism better distributed, more specialized and more integrated in the local environment. This relay first translates the development of secondary destinations.

In terms of operation, it is translated by the role of bases that can hold some institutions - tourists sleep but circulate independently in day - or by the organisation of circuits, or by the through more or less framed excursions. The development of secondary destinations in Morocco is closely related to the deregulation of air transport initiated by the agreement open sky that the country spent with the EU in



2006. Facilitation of the development of new Airlines opened prospects for tourism firms as to the diversification of their points of implementation. The development of the low-cost lines has contributed to the most significant compositions. In addition to their strong presence in airports of the main tourist destinations, these companies have the characteristic to settle in secondary destinations, less expensive and more differentiated, favouring so the dissemination of tourism in the territory.

The opening of the Moroccan skies led a flourishing era to supply low-cost flights to the country, which has known since 2005, the number of sold seats, and an annual average increase of 85%. The attendance of secondary airports remains low compared to that of the large tourist destinations like Marrakech. These are now the secondary poles, like Fez and Nador (which ensures the coverage of Saidaia) that capture the growth of the airflow, while Marrakech and Agadir, mature destinations, and are coming to saturation. Non-airline operators contributed to the dynamics of development Tourism of these secondary poles.

However, products traditionally developed by firms (resorts, clubs holiday resorts) are less and less in phase with developments in international tourism, where the request for discovery gradually takes over the tourism areas. Even in mass tourism, there is a pressure from consumers, so that operators make more accessible environment. This evolution does not imply product design by the multiplication of excursions operated by firms, rather by a reversal in the production of these benefits: customers are less and attracted of excursions, and prefer to decide the places they will visit and the activities they will practice. In Morocco, Club Méditerranée, travellers from the World and Holiday Service (TUI) adapted for several years to this growing demand for a customized, more individual, according to offer upmarket policy. Individualisation of trips does not have as long a de-massification. Rather a diversification of the proposed routes and, as a result, a much thinner redistribution of hikers on the territories.

The role of the companies in the establishment of a local branch of tourism firms contribute to the improvement and the structuring of the tourism sectors countries where they develop activities. Exploitation of a destination by hotel chains and tour operators causes all first an intangible impact on the structuring of supply: these firms usually causes the arrival of competitors, by an effect of emulation. Given the

competition between the large global groups, it is extremely damaging to not be present along with the competitors, and do not propose an equivalent offer at least, and at best differentiated present to its customers a catalogue as attractive as its competitors'. This issue produces a catalytic effect on the destinations, their attractiveness is enhanced as well with the tour operators only from their partners and their suppliers (tour operators, airline companies, cruise lines). This dynamism is sometimes beyond the tourism sector, calling investors reassured by the presence of major brands. In Morocco, the creation of a Club Mediterranean village in Agadir following the earthquake of 1960 was instrumental catalyst in the further development of the region, the presence of the Club Mediterranean having served as an indicator of quality and security for investors.

This emulation effect comes with a ripple effect on the whole the tourism sector. Concerning the massive multinational tourists' stream, firms are able to drain on a territory resulting in a need to develop a local supply of services and the implementation of major groups is in favour of the global sector structure. Through tourism development policy, many tourism businesses witnessed through partnerships with foreign firms, while those which existed before vision 2010 have been considerably strengthened. It's the case of two major hotel Moroccan chains, Atlas Hospitality and the Group Kenzi, created respectively in 1968 and 1988. These groups have taken advantage of allowance contracts established with major European TO. Certainly, these companies are strictly Moroccan and formed independently, without external support. But the association with tour operators has accelerated their development and facilitated the rise of their benefits level. Basically because they have access to top performers distribution networks in Europe, and because of their association with the big names in the tour operating business has played in their favour by increasing their reputation.

To sum up, these groups have benefited from the technical cooperation of tour operators selling accommodation. These chains operate till the present day on all of the Moroccan territory, in the segments of tourism leisure, business tourism and well-being tourism. Another category of local businesses benefited from partnerships with foreign firms: the receptive agencies. These operators, highly integrated in the field, have a mission to organize the tourist stays in their output (hotel shuttles, excursions..) etc.). For tour operators who associate with them, their added value is based on the

logistics and on their ability to manage the massive tourist flow.

#### 4.6 Vision 2010

Tourism activity, in Morocco, began in the era of the French protectorate, as in the other countries of the Maghreb. After independence, the authorities attempted to promote tourism as a development strategy to face the economic crisis of the 1980s. This led to the implementation of a structural adjustment plan, destined to find a balance between planned development and autonomy of the private sector. Between 1960 and 1993, seven tourism development plans have been developed. These plans were segmented and controlled by State policy proven to be unfit to create a dynamic continuous development of the sector. In 1993, Morocco gave up state planning to inaugurate the privatization and liberalization of the tourism sector. However, due to structural constraints, the indebtedness of the public institutions and the international situation; it resulted in a stagnation in international tourist arrival and a drop in tourism investments. At the end of 1990s, the authorities have given priority to tourism, and developed for the first time a comprehensive policy of tourism development.

The launch of the Vision 2010 (the tourism reform plan) was endorsed in Marrakech in 2001, on the occasion of the first Tourism Conference held in the country. The Federation of tourism and the Government gathered to adopt a tourism strategy called Vision 2010, which took the form of a contract program signed between different public and private entities belonging to various sectors such as hotel industry, enterprises, ministries. etc. This strategy would raise all the indicators of tourism policy (arrivals, jobs, income, investments, etc.). The objectives were primarily quantitative. The symbolic formula for "10 million tourists in 2010" was the main slogan. Given the number of international tourists visiting Morocco in 2000 (4.3 million), this public announcement set high ambitions for the country's tourism development. The Vision 2010 was divided into six additional sites each of others, whose realization was to take place at the same time. Multiple defined projects were set to lead towards a broad renewal of the tourism sector in all its components.

The Plan Azur, which aimed to the creation of six tourist resorts within a decade (110 000 beds in total), was the main program of the project. A transport project designed to increase the international air flows to Morocco by liberalisation air transport, in

order to improve the quality/price ratio Moroccan product (by reducing the cost of flights). The objective was to increase the frequency of international flights of 600 frequencies weekly to 1,300. This project had aimed at the restructuring of the Moroccan national Office of tourism (ONMT), in order to optimize its function to promote Moroccan tourism abroad.

Another project of institutional organization was launched to redefine the roles of all the tourist institutions (private and public) and on improving their coordination. It had a decentralization component, in through the creation of regional councils of tourism (CRT) to manage, at the regional level, the State tourism development (decision, investment promotion, etc.). Additionally, a training project was launched to create support structures to train 72,000 people in skilled hospitality jobs, in order to promote the professionalization of Moroccan tourism. Another project concerning tourism environment. This qualitative work sought improving the practices of hospitality and the management of flows, as well as on the legal environment of business.

**Table 16.** Major resorts project of Vision 2010, (FNT;HCP, 2001)

|                              | Saidia | Guelmim | Taghazout              | Port Lixus                                  | Mazagan                        | Mogador                                     | Total          |
|------------------------------|--------|---------|------------------------|---|--------------------------------|---|----------------|
| <b>Managing entity</b>       | Fadesa | Fadesa  | Colony Capital Satocan | Thomas & Piron, Delta Holding, Colbert-Orco | Kerzner, CDG, Somed Memda/MCMA | Thomas & Piron, Delta Holding, Colbert-Orco |                |
| <b>Beds to create</b>        | 28 000 | 30 000  | 21 000                 | 12 000                                      | 8 000                          | 10 500                                      | <b>109 500</b> |
| <b>Direcet empolyments</b>   | 8 000  | 10 000  | 8 000                  | 3 750                                       | 2 000                          | 3 300                                       | <b>35 050</b>  |
| <b>Indirect employments</b>  | 40 000 | 50 000  | 40 000                 | 18 750                                      | 10 000                         | 16 500                                      | <b>175 250</b> |
| <b>Investments ( Bn MAD)</b> | 12,00  | 10,00   | 10,00                  | 5,60  | 6,30                           | 5,20  | <b>49,10</b>   |

The Vision 2010 had therefore ambitious objectives, both in terms of quality and quantity. The rough results of ten years of tourism policy made the implementation of the Moroccan tourism strategy run through structural clashes; affected by the international situation at the time.

In addition to the complicated extra-tourism factors (of the September 11 attacks 2001, attacks in Casablanca in 2003 and Marrakech in 2011), Morocco, like other countries in the South of the Mediterranean, has been affected negatively by the world

economic and financial crisis, which hit the main tourists departure countries and caused a significant decline in their tourist arrivals. Despite these difficulties, the means deployed by the Moroccan State and private actors involved in the Vision have helped create tourism development plans and relatively good sector growth in the light of the drawn objectives. The number of international arrivals has come close the initial goal to receive 10 million tourists in 2010, since 9.3 million arrivals have been recorded that year – the country includes Moroccans residents abroad (MRE) in its international tourism statistics. In parallel, The ONMT reform was carried out leading to a refocusing of its activity to the promotion function. The Agency has developed a strategy to diversify the target markets (including European countries, the Middle East and Russia), and invested in e-marketing.

The transformation of the administration of development and investment (DAI) performing under the supervision of the Moroccan Society of Tourism Engineering (SMIT), dedicated exclusively to the development of tourism products, is part of the main strategy. Furthermore, a Tourism Observatory (Observatoire du Tourism) was created, to ensure the collection and analysis of information on tourism (statistics, strategies, etc.). Finally, the national and regional professional associations have been strengthened, particularly in legal terms. The main weakness of this project concerns the decentralization. Lack of sufficient budgets, and because of local governance problems, regional tourism councils (CRT) failed to give the regions a real autonomy in terms of tourism development.

Professional training and education axis was focused on the optimization of the national training system of tourism jobs and qualified personnel has been pursued by the restructuring of the sectors and implantation specific programs (airport jobs, ongoing training, etc.). Overall, the results of this project appear insufficient, both in terms of quantity (deficit of trained employees) and in terms quality (dissatisfaction of professionals, lack of public-private cooperation, etc.).

Tourism development axis, concerning legislation and funding, is marked by the slow pace of the reforms, due to the complicated administrative procedures, and by the persistence of an informal activity and failures that affect the image of the country and the investment (informal accommodation, dilapidated transport and poor state of the sites, etc.). In macroeconomic terms, the dynamics of the tourism growth emerged

clearly: tourism GDP increased from 28 billion of dirhams in 2001 to 50 billion in 2009, which corresponds to an annual average growth in value of 8.4%. In 2010, tourism accounted for 6.8% in the formation of the Moroccan GDP. In contrast, in the four institutional reports providing tourism development quantitative data, ignored the question of the creation of jobs in tourism. It did not do well on the rate of achievement of the goal of creating 600 000 direct and indirect jobs between 2001 and 2010.

The general public reports of the Vision 2010 major achievements described challenges both in terms of quantity and quality. For example, governance, the reform of tourism management involved in reorganization and an extensive restructure of regulations was a challenge for a the country, where administrative blockages, regulatory constraints and issues of power abuse are resistance to change, especially in a delay also shorter than that set by the Vision 2010. However, and although the objectives defined in Vision 2001 have not been met in full, achievements and the results suggest that the country has been able to face the challenge of a Tourism accelerated implementation. Before analysing the approach to implementation in work of the Vision 2010, focusing on the role of tourist firms in the quantitative and qualitative transformations it has caused, it must be submitted the manner in which these actors have been involved, and according to what kind of governance.

After decades of State control of the tourism sector, Vision 2010 presented a reconciliation of public tourism management and private companies. It is mainly in the context of the Plan, conventions on the creation stations together a multitude of international private actors, which all means would be given for the projects to be realized. The commitments of the State defined in different axes of the project (including the essential liberalisation of air transport) and those included in the conventions (off-site infrastructure construction). They also took the form of incentives intended to convince foreign operators to invest heavily. Tourist groups having invested over a minimum threshold of 200 million Dirhams have completed their projects agreements of investment with the State. The convention to which they have accessed includes many investment incentives: exemption from import duties for the tourist equipment, exemption from taxes for five years of the tax on the turnover in foreign currency, etc. it granted by other important land benefits: transfer of raw land at competitive prices (maximum 50% of the cost price) by the State of

infrastructure offsite. In Exchange for this support, the investor Tourism had to commit to create a minimum number of predefined jobs premises, to perform all of the infrastructure planned in the project. To ensure the marketing and promotion of the goods, and to respect a number of operational criteria (including environmental procedures).

#### 4.7 Vision 2020

A remarkable world performance The number of international tourists visiting Morocco increased from 4.4 in 2001 to almost 9.3 million in 2010, an average annual growth of 8.7%, much higher the global average. Morocco has indeed reached 93% of target he had set in 2001 as part of Vision 2010, confirming and its ability to sustainably change of pace growth. It is not excluded that Morocco occupies the 25th world rank at the end of 2010 with 9.3 million visitors, thus gaining 12 places during the decade and recording the 8th World performance in terms of growth in the world ranking. Finally, among the Mediterranean destinations, Morocco has emerged over the past ten years as the leader in terms of market share gains in Western Europe. By ambition, relevance and consistency of the strategic vision presented at the beginning of the decade, its Then tenacity in the deployment of this vision, by the performance finally realized, Morocco has emerged in the global tourism landscape as one of its rising stars (UNWTO 2011). 2020 Vision will value this diversity through an ambitious development policy based on two main objectives, through which will bring the Moroccan tourism sector to a better and a more developed state:

##### 4.7.1 Ambition 2020 "Being part of the top 20 global destinations"

The strategy planning seek to make the country a reference tourist destination in terms of sustainable development in the Mediterranean region, through a unique tourism model that combines sustained growth with a responsible management of the environment and respect for the socio-cultural authenticity. This is planned to be achieved through spreading culture and traditions; and hospitality dimensions, while reinforcing sustainable management of ecosystems and people's participation in development. And improve offering the visitors a world-class tourism infrastructure in terms of quality, comfort and accessibility (SMIT, 2010).

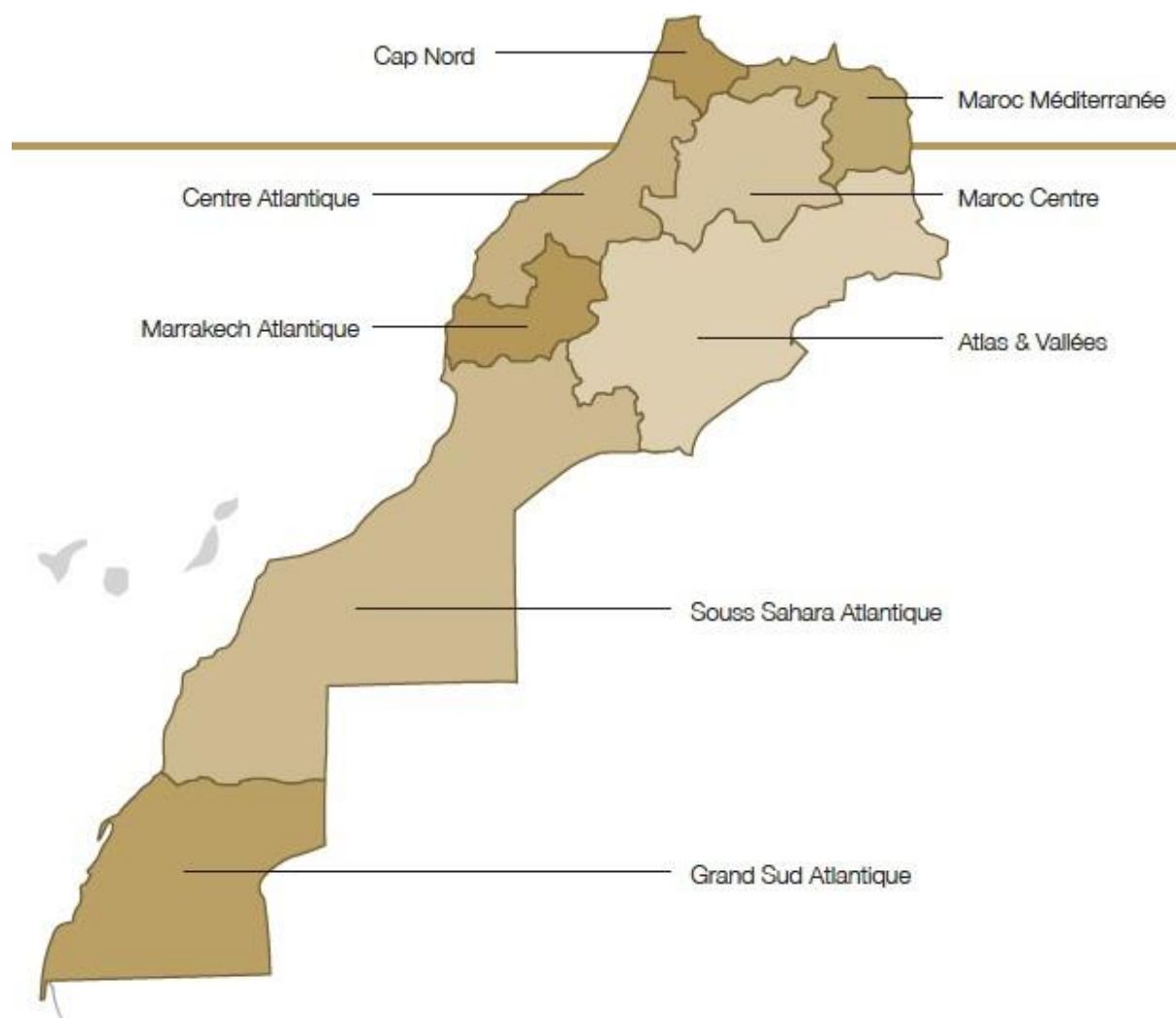
#### **4.7.2 The 2020 "Double the size of the sector"**

The other main objective that the 2020 vision is set to achieve double the size of the tourism sector in order to make it able to receive the ascending number of tourists arriving each year. This process of enlarging the sector itself is divided to many steps or which can be described as sub-objectives. Most importantly, comes doubling tourist accommodation capacity with the construction of 200 000 new beds, 160,000 hotels to offer its visitors a rich and dense tourism experience; along with doubling the market share in key traditional European markets and attracting 1 million tourists from emerging markets. Moreover, this will lead to maximizing the number of domestic trips, with the goal of democratizing tourism in the country. The achievement of these sub-objectives will establish a vital tourism sector as the country's first industry. In order to reach the level of a world-class destination, this vision has set a strategic framework in which the Moroccan tourism experience becomes much more diverse, both in terms of number and of destinations. The country has the resources needed to meet these various needs but have not yet managed to fully exploit them. The exploit planned in the 2020 vision is set to create more touristic destinations and provided with adequate infrastructures.

#### **4.7.3 Presentation of 8 destinations**

The vision considers creating or rather dividing the country to eight different touristic destinations. More importantly, the so called territories will value the Atlantic and Mediterranean coasts of Morocco seaside offers, which will be significantly strengthened during the decade with the completion of the Azur program projects and new product development. They are distributed on country as shown in figure bellow: Souss-Atlantic Sahara, Mediterranean Morocco, Atlantic Marrakech, Central Morocco, Cap Nord, Central Atlantic, Great Atlantic South, and Atlas Valleys.





**Figure 25.** The 8 touristic destinations (territories) created in the 2020 vision (SMIT, 2010)

Considering the complexity of the objectives set to be accomplished on time and convince the community investors to engage with confidence in its implementation, the 2020 planners executed the establishment of a new institutional architecture to ensure the implementation of 2020 vision and strengthen the institutional legitimacy such a transverse sector as tourism, such as: The High Tourism Authority, Tourist Development Agency, and Provincial Councils of Tourism. Southern destinations are positioning aggressively on the seaside, developing the tourist resorts of new generation more integrated, they offer in one place a wide range sports and leisure or cultural activities. Six structuring programs the realization of national ambition and regional ambitions go through the development of a set of programs the emergence of a diverse tourism offer of quality meeting the needs of tourists. Six structuring programs were defined around the cultural, the seaside and nature, with sustainable

development as backdrop and complemented by programs focused on certain high value added niches and specific segments (e.g. domestic tourism) to increase the attractiveness of destinations.

These programs will be materialized by large projects structuring that will be distributed to the eight destinations. These called strategic projects will crystallize ambition of each destination, and will be driven and supported by the State, whatever the nature of their promoter. Strategic projects can benefit from all advantages, benefits and measures included in this program contract, in addition to general provisions in regulations (including the Charter of investment). These programs will be as follows: Azur 2020, Eco / Sustainable Development, Legacy & Heritage, Animation, Sports & Leisure, Business, Well-being & health, and Internal Tourism Biladi.

#### **4.7.4 Trajectory of implementation**

A realization into two phases, the evolution of the institutional framework in the sense of a gradual transfer of powers of the central bodies to ADT implies a strong mastery of the calendar: product development and the rise Power sector support tools are interdependent effect. The success of the strategy will be conditioned by a dynamic piloting able to anticipate and adjust the implementation of the device and to position the destination on the opportunities that may arise to suit the changing environment and industry. In this context two sequences are defined, each with its challenges, priorities and objectives:

##### Sequence I: 2011-2015

- Complete the development of the planned projects, seaside particular by supporting the rise up of new destinations;
- Support the consolidation of destinations already developed;
- New development cycle generation of Moroccan tourism products;
- Establish the main governance tools supervision and support of the sector;
- Scaling up the instruments of governance territorial.

##### Sequence II: 2016-2020

- Accompany the arrival of new tourism products seaside and culture;
- Consolidate new destinations in terms of entertainment and

complementary products back country;

- Complete level skills transfer national to territorial level.

#### **4.7.5 The implementation of ecotourism**

Under the various policies of the governments that have succeeded until now, it is important to note that the ecotourism industry virtually never received attention (Sbai, 2012). The trend was rather turned only toward the development of a mass seaside tourism that can drain the maximum visitors. We can bring himself to say that Morocco has simply followed the classic pattern which consisted of will host the maximum, while worrisome, at least, impacts on resources and their natural environments. Testimonies abound elsewhere in this framework. According to Benmecheri, (2005) "Moroccan protected areas represent for their potential future for the development of ecotourism, provided that it will take its economic, social dimension (local community), ethical (charter - codes of conduct) and Environmental (minimum environmental impact)" (Benmecheri, 2005).

#### **4.7.6 Eco / Sustainable Development Goals**

This program aims to enhance natural and rural resources while the preserving, and ensuring respect for the socio-cultural authenticity of communities Home by providing socio-economic benefits. It provides for the dissemination level 8 territories, new structures tourist upscale, friendly environment and integrated into their environment sociocultural form of eco-stations, eco - resorts, green stations, desert resorts and luxury bivouacs. Consolidation and revaluation Countries Tourist Home (PAT) is also part of the program Eco / Sustainable Development. Lodging structures small sizes such as lodges and eco-lodges will be developed to Tourists in search of scenery and alternative lifestyle. This program also provides for the development the first destination African "carbon neutral" level the Ouarzazate site by building on the production platform energy (in 2015) to compensate CO2 emissions by all economic activities and local tourism.

#### **4.7.7 Leagacy & Heritage program**

This program aims at highlighting the cultural identity from Morocco through the structuring and valuation of tangible and intangible heritage united and construction of coherent and attractive tourism products. It provides for the rehabilitation and

retraining historical monuments the country while preserving their identity architectural. The design of browsing the interpretation circuits' medinas of great imperial cities the Kingdom is also part of this program. Throughout different topics including the most aspects significant historical heritage Moroccan and thanks to networking of these circuits, the tourist will have the opportunity to discover and capture the fundamental Moroccan culture. Also on the program, creation revaluation of a tourist company heritage to build on the architectural heritage of the Kingdom through its transformation top hosting true range characterized by a strong stamp cultural. Their geographical distribution on the whole Moroccan territory facilitate weaving a network of institutions responding to classified international standards. This will generate thereafter a brand effect contributing to the success of the project.

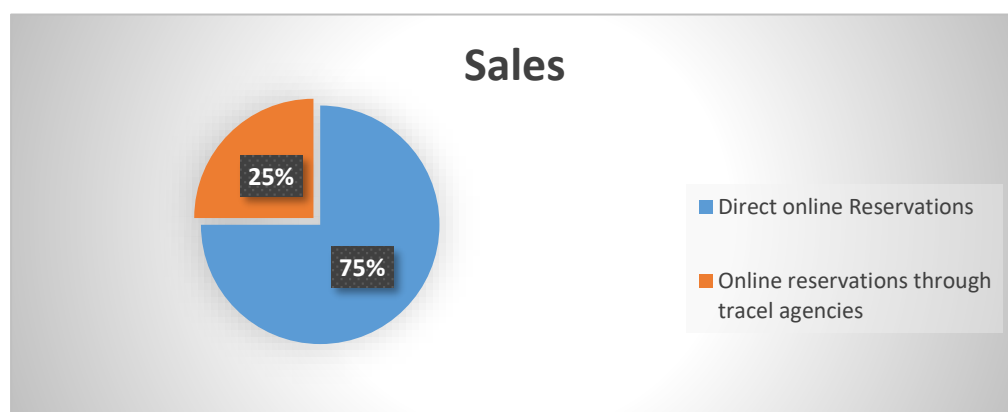
The creation of major museums to provide world-class tourists discovery and interpretation of historical heritage and culture of the Kingdom is also provided. Initially, two great museums, the Africa Museum Tangier and the Museum of the History of Morocco Meknes, will be institutions recognized for the quality of their exhibitions, like the great museums in Europe, and contribute to international influence of the country. Heritage & Heritage program finally account swarming an offer animation arts-based and Intangible Heritage comprising many festivals. Festivals traditions the different regions of Morocco, perpetuating ancestral traditions, will be managed by the Foundation Traditions Festivals. Projects Hotels like the arts or weekly art markets will affirm positioning some cities while capitalizing on the creativity of local artists.

An integrated device Development of a sustainable tourism to achieve the goal of sustainability is at the heart of the strategy, an integrated device will be set up and will cover the various aspects of tourism development: the control, monitoring, development of a regulation and its implementation. Creation of a commission "Sustainable Tourism" On such a cross problematic and complex, it is necessary to set up a Public-private cross body able to promote, monitor and evaluate the implementation of integrated sustainable tourism strategy. This instance will be created within the High Authority Tourism in the form of a Commission "Sustainable Tourism".

#### 4.7.8 E-tourism

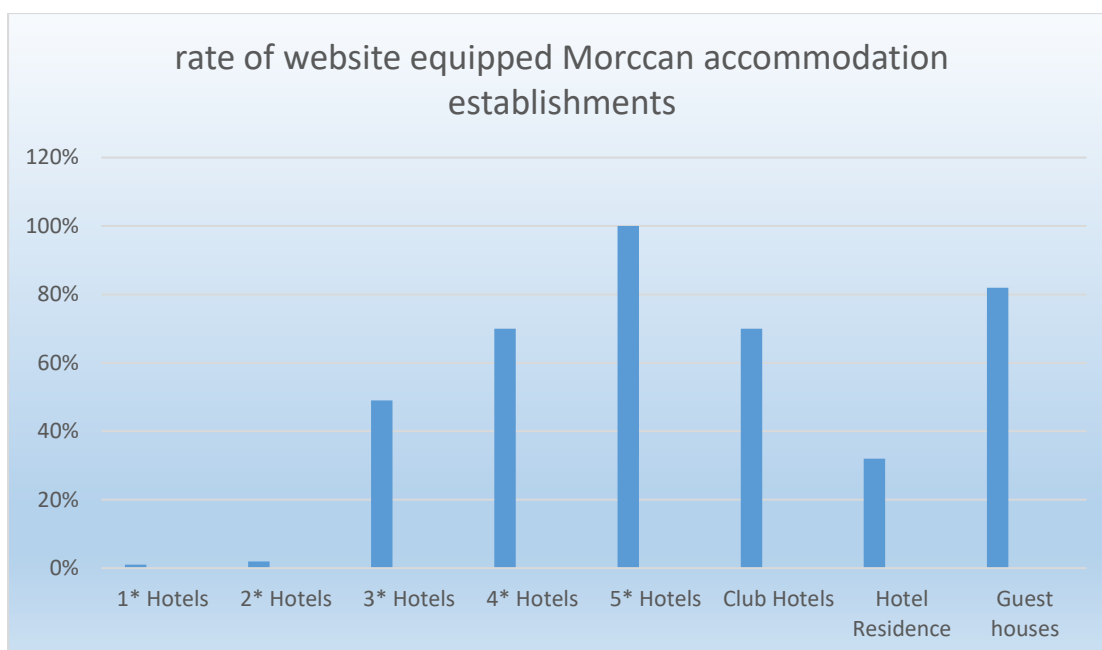
In collaboration with Horwath HTL France, the Moroccan National Tourist Office (ONMT) had launched, in 2009, several studies and reflections in a global project that aims to equip the Office with modern booking platforms. The results of these studies will be highlighted in this section, the first phase of these studies which consisted of make a diagnosis of the current situation in Morocco via marketing of tourism and the various online distribution channels:

- Online sale, or even selling through intermediaries (online agencies, aggregators, tour operators or advertising websites).
- Direct online booking of flights bound for Morocco according to a survey of (Observatoire du Tourisme), the penetration rate of direct selling Online is 75% for direct flights, on the other hand, 25% reservations are still at the level of physical travel agencies.



**Figure 26.** Reservation means of direct flights to Morocco, Observatoire du Tourisme 2010

Online direct booking of accommodation allowing the global trend that promotes the disintermediation, the Moroccans operators of accommodation began to invest more in direct sales by relying on the new opportunities offered by the Internet. The web sites of the operators of accommodation on the basis of a study (by Horwath HTL), on 800 accommodation establishments classified (hotels, Club Hotels and apart-hotels), it shows that 30% of the units have a clean site, while 20% of the units are part of a chain or group and are present on this website. On the other hand, 50% of the units have no own website. For hotels, the presence of a website varies according to the category of the establishment. Please note that the hotels average and high range have a quite important equipment rates.



**Figure 27.** Rates of hotels equipped with online webpages (Observatoire du Tourisme, 2015)

Regarding the Club Hotels 70% of them have a site within the managing operator. Regarding the aparthotels, 32% have an own website. As to the guest houses, the analysis of a sample of 220 institutions also revealed that they are very well equipped on the web site with a combined 82% rate. The web sites of the operators are, in most cases of recent creation. They are simple but good quality. On the other hand, the content is often entrusted to a web agency and providers not provide the regular update. About generated traffic, it is still small and evil followed by operators.

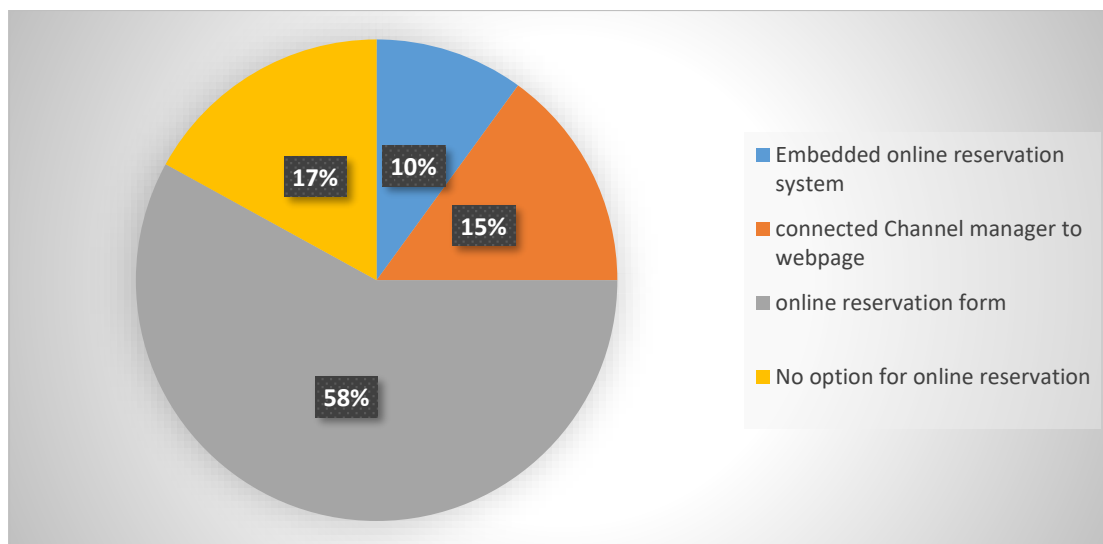
Regarding the visibility of websites on the search engines, they appear, thanks to a good SEO, in the top positions for a query on the name. This is especially true for guest houses, less for hotels that are more marketed by intermediaries (who invest in SEO rankings in order to appear at the top of the list). The present international hotel chains in Morocco have central reservation and commercial tools able to generate large flows of booking online, directly, but also through other distribution channels online. Tariff parity control ensures better control of distribution. As for national channels, even if they are all equipped with an own website, they don't have no means allowing them to optimize their distribution channels and apply effectively their yield management. There, an equipment rate virtually zero in booking system computerized and centralized (CRS) accessible by Internet.

By way of illustration, Kenzi Hotels uses, for some time, the booking system issued

by Fastbooking, which allows both the direct online sale and sale through other channels of distribution connected. On the other hand, Atlas Hospitality does not yet have a direct sales system online on the Internet, but only a booking form. It is the same for Ryad Mogador and Palaces and Traditions.

The results of direct distribution based on surveys conducted by Horwath HTL with operators and data existing at the level of the Observatory of tourism, the share of direct sales (online and offline) has been estimated as follows: 32% for bookings of 3-5\* hotels, clubs, and 42% for the guest houses. Direct sales on the internet represents only 4% of bookings total in 6% in guest houses and hotels. These ratios do not take into account the bookings "generated" by Internet on the part of customers who call or send a mail after having consulted the web site of the provider. Remember that online direct booking is made via the booking forms addressed to the operator or on reservation in real time systems. Hotel chains (including Tour Operators TO and resorts) present at Morocco, a total of 20% of the number of units (hotels and holiday villages) with 43% of the capacity in rooms.

While channels are especially present on segments of 4 and 5 \* hotels In France, they are also introduced in the diffuse offer.



**Figure 28.** Systems of direct reservation in hotels possessing own webpages (Observatoire du Tourisme 2015)

New intermediaries online (agencies and online aggregators) have emerged to Morocco for take advantage of the emergence of "Dynamic Packaging", offering the facilities of accommodation a contractual pattern less clumsy and less expensive than

traditional distribution channels. The market is shared between the major international operators with an important catalogue made up of 3-5\* hotels, guest houses, and agencies specialized in promoting Morocco online which are, for the most part, positioned on the commercialization of the guest houses. These are small structures of recent creation, currently in the development stage, cover of the offer by the operators of online sales. The study which was conducted on the catalogue of these operators reveals they cover a share enough part of the offer of accommodation to Morocco. So nearly 33% of hotels are marketed by at least an online selling system. The coverage of the offer is 57% for hotels 3 to 5 \*. The guesthouses coverage is more important with 68% marketed by at least one online sales system. Moreover, this does not exclude the fact that a large number of institutions are excluded from global channels distribution of tourism on the Web. These operators apply a technical and business model well established based primarily on a flexible policy of recruitment of providers to have a catalogue balanced by range and by destination; and a Marketing policy to generate a big audience (directly or by affiliation) and to optimize their conversion rate.

Online operators specialized on Morocco 20 operators appear as products online booking specialists, there are two types of operators:

- The generalists, as Morocco-Emotions, space Morocco Odicy, Morocco, including the catalog consists of more than a hundred tender covering different categories of accommodation (hotels 3 to 5 \*, resort hotels, riads).
- The specialists, who are positioned on a segment of specific offers, with a catalogue more Limited (from 50 to 100 institutions) composed notably: high range facilities (Morocco-Luxury) of riads, especially in Marrakech (Ryads.fr, Marrakech Ryads, Riads 2000, riadon - time, etc.).

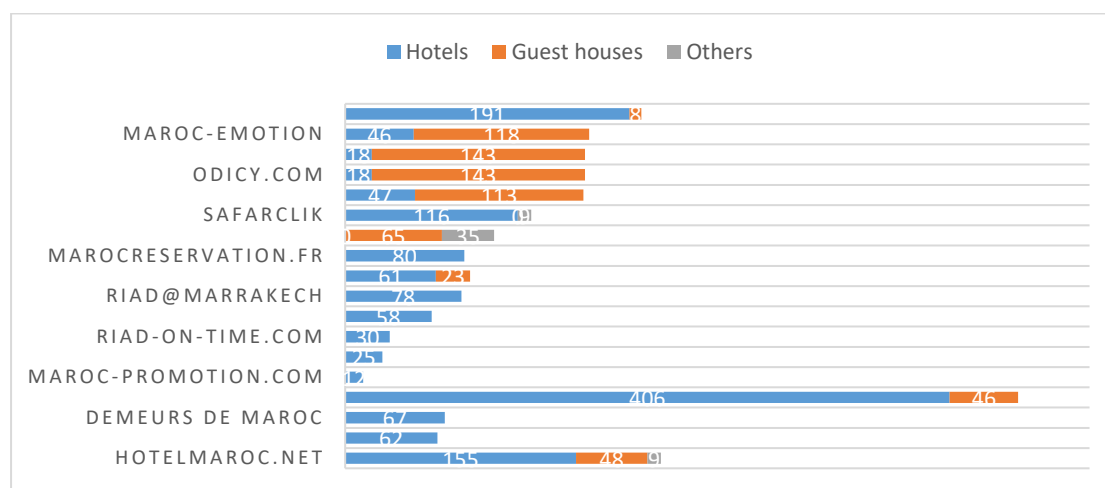
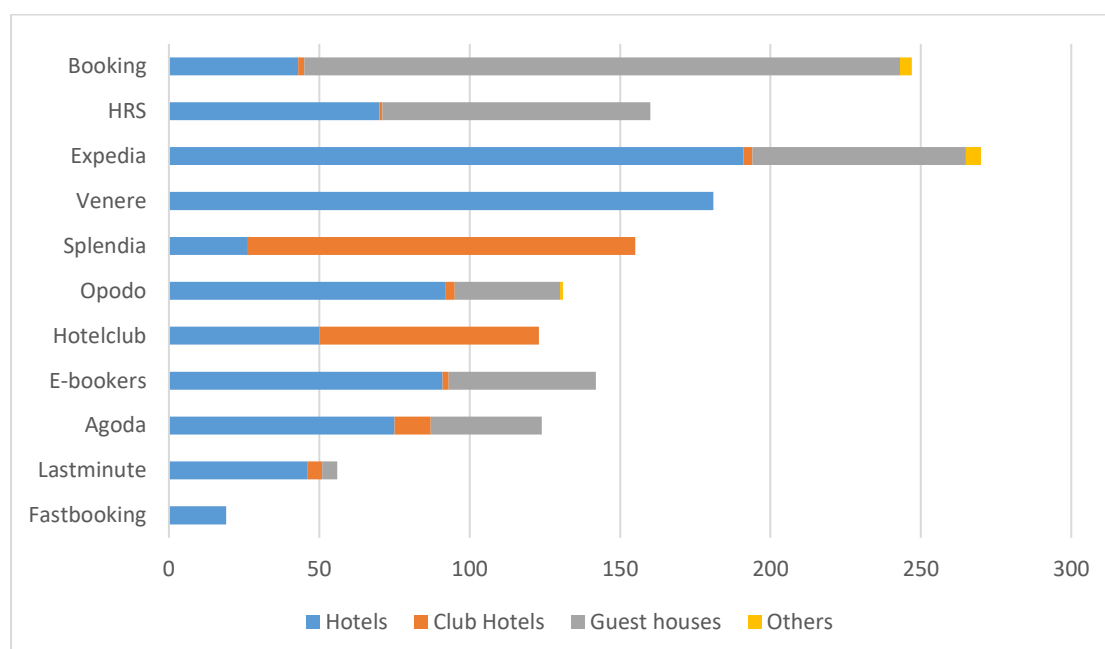


Figure 29. Moroccan reservation portals and the accommodation types (Horwath HTL 2015)



The product marketed by these operators is strictly accommodation. However, some operators have other benefits: example "Morocco destination" offers a selection of villa rental, then that "promoting Morocco " integrated booking cars in real time and two others provide Html links to rental companies' sites. The operators specialized on Morocco work on a 100% online model. On the other hand, their sites are of good quality and well referenced. They charge a commission on tariff rate general public ranging from 20 to 25%, significantly higher than that practiced by the International operators.

International operators, in comparison with the operators specialized on Morocco, have a slightly more robust catalogue and especially more positioned on hotels on the riads (to the exception of Booking and Spendia).

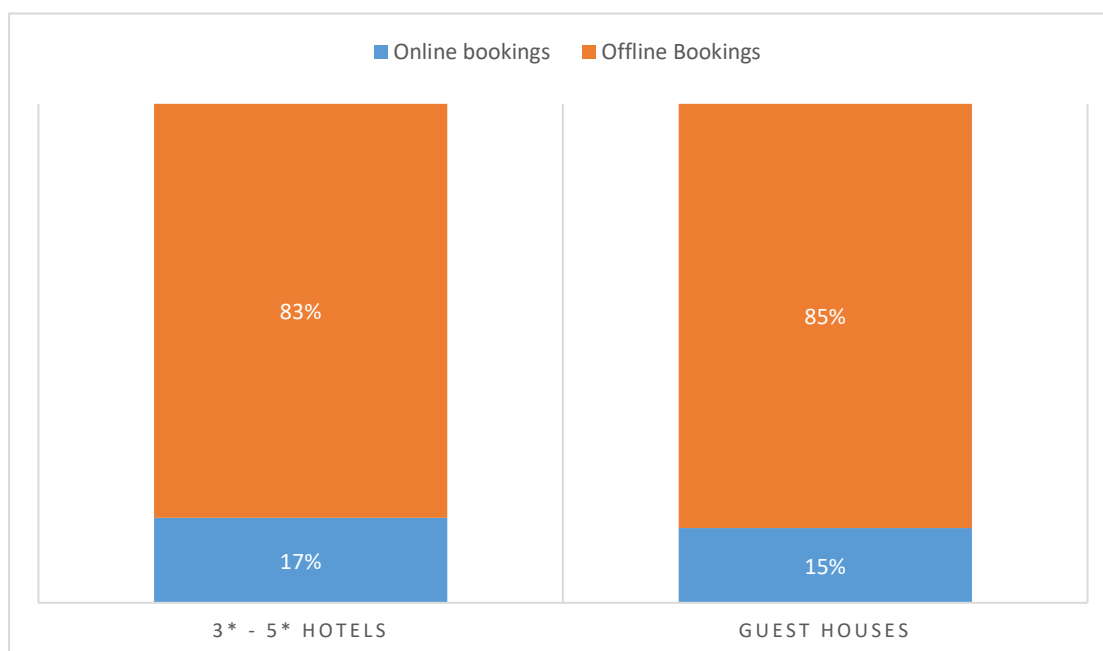


**Figure 30.** Foreign booking platforms hosting Moroccan accomadation units (Horwath HTL, 2010)

For these international giants, Morocco offer represents only a small part of their overall offer. For example, has a fleet of 66 000 hotels Booking, HRS has a fleet of 230 00 hotels. However, compared to other destinations nearby or competing, Morocco, however has a significantly more important. So Booking is only 55 hotels in Tunisia, 188 in Egypt. These operators have a very well organized sales policy characterized, notably through the application of a Marketing policy: Online (SEO, SEO paying, affiliation etc.) and Offline (TV, press display etc.). They use very

sophisticated Web sites with powerful and user-friendly search engines and publications of customer reviews. They also, practice a policy of loyalty to their clients. Their commission rates on the public rate range from 13 to 15%.

The basic product marketed by the TO on Morocco is the stay of one week in hotel or resort including airfare. It represents according to TO between 40 and 70% of sales. Their circuits represent only 10 to 20 percent of sales. However, the new trend clearly observed by the TO is the increase in the demand for products, travel insurance or accommodation. Marketing of tourism products is more often done in large structures in 4 \* hotels and hotels clubs. It is largely automated and generates sales and margins important benefits. To report also that the same institutions can be marketed by several actors. Stimulated by the new opportunities offered by the internet, made most of the TO evolve their model to direct distribution. This is through the opening of offices in order to control access to the customer as well as their trade policy, or through the sale direct online. The results of the sale through TO on the 2.6 million PAX marketed by tour operators, in 2008 the share of sales in line (either directly on the site of the TO or through online agencies) is estimated, in the Hotels 3-5 \* and hotels clubs, at 17%. It is 15% for guest houses:



**Figure 31.** Booking via TOs at Moroccan accomodation establishments (Howarth HTL, 2010)

After diagnosis of online travel distribution, Morocco scores big in the field of E-tourism in comparison with its European partners. On the other hand, the market represents development opportunities to seize based on this observation, the department of Tourism has launched, as part of vision 2020, a strategy based on five disintermediation areas of development: A DMS (Destination Management System) representing the set of complete solutions designed specifically to allow tourist offices to manage their information policy, promotion or marketing on a variety of channels. The DMS should be implemented progressively, according to four levels:

1. **Level 1** includes the distribution of information on tourism products and services (such as electronic brochures).
2. **Level 2** includes the features of level 1 as well as an online booking feature.
3. **Level 3** includes levels 1 and 2 functions and the management of databases customers to improve overall marketing of the destination.
4. **Level 4** includes the functions of 1, 2 and 3 levels and adds the strategic management of the destination.

At the global level, E-tourism will continue its ascent in power, on the one hand, stimulated by the great technological progress, who brings every day new innovative and good solutions adapted, and other hand, by the will of the various tourism actors' chain (clients, producers, distributors, promotion agencies, etc.).It takes full advantage of the opportunities offered by this channel. This does not overshadow the fact that a significant number of consumers remain concerned about the terms of payment and the confidentiality of data, however others still prefer contact for someone to make their reservations: human contact remains important.

For Morocco, whose accommodation sector is dominated 80% by SMEs. TPE, ICT equipment rate remains low. This situation allows not to take advantage of the disintermediation offered by internet by accessing directly to the customer in B2c. 5% have a clean booking system and 8% are bookable online through the central reservation of their chain and 50% of the units have no Web site. To report that an important number of institutions are excluded from the global online distribution channels, it is 67% of hotels and 32% of guest houses. Starting from this observation,

the public bodies (Ministry of tourism, ONMT and ADT) should fully play their role of federators and coordinators.

This market diffusion, thus, defines a common strategy by sharing different means and resources for the application, in particular, strategic directions presented in this document would allow producers of tourism services (especially the) PME/TPE) through the support provided by these organizations, to become more autonomous and reduce their costs by promoting and selling directly to their products to consumers. This will help them manage their assets, of make decisions about the management of revenues and reduction of commissions paid to third-party distributors. Internet, however, must be considered as a distribution channel complementary to other offline and online distribution channels that attract a large number of consumers around the world.

#### **4.8 Heritage related policies**

##### **4.8.1 Introduction**

The concept of heritage in the modern sense of the term is therefore very recent in Morocco. She finds its origins in the eyes of the authorities of the Franco-Spanish Protectorate (1912- 1956) on elements of nature, on witnesses of history and the culture of the country. They made a legacy of past mobilized to give shape to a new configuration social and political that asserts their legitimacy and their domination. In the French zone, Lyautey is very sensitive to the question of what was then called "historical monuments", "inscriptions" and the "antiquities". Four fronts are then open: the conservation of new medinas doubled modern urban centres; registration and ranking sites and historical and natural monuments; the implementation of archaeological excavations and the setting worth of sites; and the creation of archaeological museums and ethnographic powered by the excavations and acquisitions of ceremonial objects and daily life.

Institutional, legal and financial measures help to implement this ambitious policy. From 1912, the Service of Antiquities, Fine Arts and Historical Monuments is created. Royal decree of November 26, 1912 relating to the conservation of historical monuments and inscriptions is adopted. Amended several times thereafter, it allows the promulgation of dozens of Dahir of classification of sites and historical

monuments through the country. Financial resources are mobilized to conducting archaeological excavations at Volubilis and for the purchase of objects or collections of objects. This allows the creation of two types of museums: archaeological and ethnographic. The management of historical monuments and the control of constructions in a classified zone has ceased the creation of inspections of historic monuments and sites.

After independence, the management of this legacy in turn to the Ministries of National Education, Tourism or Crafts, before being definitively under the responsibility of the Secretary of State for Culture created in 1969, ancestor of the current Ministry of Culture. It is managed with very modest financial means and human resources mostly trained on the job. In 1985, the creation of the National Archaeology Institute and heritage sciences (INSAP) and that of the Directorate of Cultural Heritage (DPC) in 1988 mark a desire to truly take charge of a legacy remained almost unchanged since the end of the Protectorate. The goal of INSAP is to train conservators in heritage, all disciplines combined. About the Directorate of Cultural Heritage, it has regrouped within the departments of Fine Arts and Antiquities which were previously scattered both administratively and spatially. Responsible for protection, conservation and the enhancement of cultural heritage, recruits most of the laureates from INSAP. The Ministry has also put in place legal measures already (1980 Heritage Act) that it is in the process of to revise today.

In addition to monuments and sites at the national level, a number of Moroccan cultural properties on the UNESCO World Heritage List. Nine sites in total benefit from international recognition: medinas of Fez, Marrakech, Meknes, Tetouan, Essaouira, Mazagan, Rabat, the archaeological site of Volubilis and the ksar of Aït Ben Haddou. All are cultural sites. Morocco, to date, does not count natural site on this list. At the same time, Morocco has actively participated in heritage recognition intangible at the international level. Jemaa el Fna Square Marrakech is at the origin of the process that was going to result in the adoption by the United

Morocco has six elements inscribed on the Representative List created by this convention: in addition to the place I quoted, we count Tan-Tan's moussem, falconry, the Mediterranean diet, the cherry festival of Sefrou and the Argan, practices and know-how related to the Argan tree. Awareness of the value of this heritage for the consolidation of national identity is growing shared by the different components of

society. It is emerging, as in other countries, as this same heritage is subject to various pressures.

Preserving the natural and cultural heritage in Morocco today is more than a necessity, an emergency. It requires greater involvement of public and private actors. This is both protect assets and identify more natural sites and cultural elements of intangible culture which require to be saved. The commitment of Morocco in a process of infrastructure development all-round has a certain impact on landscapes and natural / cultural heritage. It is important to strengthen the work in progress on the archaeological sites map to avoid involuntary destruction of sites. It is also important to multiply rankings for greater legal protection and to strengthen the transversal management of property heritage (medinas, monuments, buildings...) to prevent non-renewable heritage resources waste. In the same sense, the profound changes that Moroccan society knows these last decades require a special attention for intangible cultural heritage. This backup is more than ever necessary in these times of identity uncertainty, particularly among young people. To achieve this, it would be necessary to integrate heritage into modern life and present it in a way that corresponds to contemporary life.

#### **4.8.2 Vision ‘Patrimoine 2020’**

##### **A. Strategic Objectives**

There two main strategic objectives of this Plan, the first consists of preserving and valorising cultural heritage; and the second aims at establishing a heritage economy that contributes to economic and social development. Each of the objectives is composed of three programmes. These programmes, in return, are sets of measures thematically grouping various actions that are taken in order to achieve the expected objectives as a whole.

For the first programmes these results are set in establishing a system of geographic information (GIS) in order to create a data bank and key indicators of the State of conservation besides updating and annual publication of the registry and inventory specifications. Also, the development of 200 inventory sheets of heritage by region and year, annual edition of a book of the heritage by region and publication of monographs of the heritage maps every 5 years. It contains design of the management plans of 5 medinas and 5 sites of cultural and natural heritage. Among the drawn

objectives also we can find the creation of a national heritage furniture restoration laboratory and the development and launching of a national programme of support for the safeguarding of the intangible cultural heritage projects.

While in the second strategic objective, the expected results consist mainly of improving the services and information visit besides reaching 10 million paying visitors in 2020; and conducting awareness-raising campaigns for the recognition as a legal document management plan. It consists also, of assigning economic management and the cultural activities of 10 sites to providers under the public-private partnership along with implementing of 5 major thematic circuits along with a hotel and transport in partnership with the Ministry of tourism, the ONMT and SMIT working on the development of a repository on the programming of animation of squares. And most importantly of creating 17 interpretation Centres that allows the public to discover the natural and cultural heritage.

## B. Heritage Projects

Heritage sites are highlights of the national heritage sites. Hundreds belong to different historical periods and under the control of a variety of categories ranging from religious, cultural or natural site, monumental or industrial site, the urban fabric or cultural expression, etc. These sites are located throughout the regions of Morocco. Their mapping reflects the depth of the history of the country and the different nerve centres of power and culture. Their restoration and their valuation demand huge investment, of \$ 3.5 billion , outside the usual scope of the investment budget of the Ministry of Culture. Today, a few sites identified in this strategy have already been launched and a start of production with the joint efforts of the Ministry of Culture and other departments. So, it is sites of Fez, the Hassan tower or in Rabat Chellah. Other projects, supported by the own funds of the Ministry of Culture, are underway, like the restoration of the Palace Badia and Al Bahia to Marrakesh, of the synagogue Simon Attias in Essaouira, or development of the ancient site of Lixus near Larache, lofts collective at the top and the Middle Atlas and sites of rock art on the Valley of Draa, in the desert and pre-desert areas, and in the Saharan provinces.

**Table 17.** 'Patrimoine 2020' programme projects (Culture ministry 2015)

| Project  | Localisation | Realisation period | Estimated cost (MAD) |
|--|--------------|--------------------|----------------------|
| Enhancement and valorisation of Haris Vila                           | Tangier      | 05 years           | 30 000 000           |
| Enhancement and valorisation of Perdicaris Palace                    | Tangier      | 05 years           | 20 000 000           |
| Enhancement and valorisation of Ain Dalia                            | Tangier      | 01 years           | 2 000 000            |
| Enhancement and valorisation of Khalifa Moulay Mehdi Palace          | Tetouan      | 06 years           | 100 000 000          |
| Restauration and enhancement of Msala National Thearte               | Tetouan      | 02 years           | 10 000 000           |
| Valorisation of Tetouan Medina                                       | Tetouan      | 06 years           | 8 000 000            |
| Enhancement and valorisation of Al Mzamma                            | AlHoceima    | 03 years           | 15 000 000           |
| Valorisation of Nekour City  | Alhoceima    | 02 years           | 5 000 000            |
| Managemet and valorisation of Ajdir (Command Post)                   | Alhoceima    | 02 years           | 5 000 000            |
| Restoration and valorisation of Torres Tower                         | Alhoceima    | 02 years           | 5 000 000            |
| Restoration and valorisation of Snada Kasbah                         | Alhoceima    | 02 years           | 5 000 000            |
| Management of Archeological site Lixus                               | Larache      | 03 years           | 45 000 000           |
| Restoration and valorisation of Borj Assaadyine                      | Larache      | 03 years           | 10 000 000           |
| Management and valorisation of Hajar An-naser Castle                 | Larache      | 03 years           | 10 000 000           |
| Restauration and enhancement of Borj Laqlaq                          | Larache      | 03 years           | 3 000 000            |
| Management of Archeological sites Zilil, Kouass Briech and Tahaddart | Assilah      | 04 years           | 40 000 000           |
| Conservation, restoration and valorisation of Albasra site           | Ouazzane     | 03 years           | 5 000 000            |
| Conservation, restoration and valorisation of Asjen site             | Ouazzane     | 02 years           | 5 000 000            |
| Restoration and Management of Kasbah                                 | Chaouen      | 03 years           | 5 000 000            |
| Restoration and valorisation of Ksar Sghir site                      | Fahs-Anjra   | 03 years           | 10 000 000           |
| <b>Total</b>   |              |                    | <b>338 000 000</b>   |

These projects, whose run extends over several years, mobilizing human resources in greater numbers and a budget in the range of 3.7 billion dirhams. At the level of the intangible cultural heritage, the Department has already launched the program for the inventory of the elements of this heritage in the region of Sala (Rabat) and prepare the start-up of the inventory of the oral heritage of the Saharan provinces as well as the valuation local musical expressions. These projects proceed and inspire this strategy which aims to connect inventory backup then the valuation on the whole of the national territory in line with the obligations of Morocco to the title of the Convention for the safeguarding of the heritage cultural heritage of Unesco that it has ratified in 2006. The implementation of a new management mode of monuments and historical sites, based on the public-private partnership, and exclusively dedicated to the benefits of economic management and the cultural delegation, is likely to ensure a management of the sites met the international standards, and to generate additional non-State budget, estimated revenue to 500 million dirhams to the horizon 2020. The budget necessary for the implementation of this strategy amounts to approximately 4 billion dirhams allocated 94% for material heritage and 6% for the intangible heritage.



**Table 18.** *Heritage intangible projects backup and recovery (Culture Ministry 2015)*

| Project   | Localisation       | Realisation period | Estimamted Cost (MAD) |
|---|--------------------|--------------------|-----------------------|
| Inventory establishment of ICH elements   | National territory | 04 years           | 8 000 000             |
| Establishment and implementation of conservation plans                                  | National territory | 04 years           | 8 000 000             |
| ICH valorisation transcribing 5 UNESCO sites (Argan, Gnaoua, Tiskiwine dance, Yennayer) | National territory | 04 years           | 200 000 000           |
| <b>Total</b>  |                    |                    | <b>216 000 000</b>    |

The achievement of these major projects requires the mobilization of the budgetary resources much more important than the budget of the Ministry of Culture. It requires an exceptional effort on the part of the State, firstly to cover these financing needs boosting budget allocations to the Department and to promote to the other the pooling of resources from institutional partners. Heritage material projects of restoration, development and promotion of the medinas, sites and monuments these projects are distributed across the regions, according to the new regional division of the Kingdom.

## 4.9 Cultural heritage

### 4.9.1 Introduction

The economy of cultural heritage (CH) and Creative Industries (CI) in Morocco through a knowledge of supply and demand. Cultural, here means to be understood correctly requires, upstream, a delimitation of the cultural field in the country, which is a work in progress. CH offer comes from public, private and mixed actors. This breakdown between these three areas has a financial logic. Sectors, not profitable financially (even if they are economically due to the induced effects), have public or semi-public management. The major features of the components of the CH (historical monuments, museums and historical sites, crafts, books and publishing, music and festivals, film industry) will be explored in this section. Also, we'll present some of the features of the CH offer by the Ministry of Culture, a major institutional player. A major component of the offer of the CH & CI: the strategy and approach of the

Culture Ministry which is holding the role of enhancing heritage products and supervising the demand supply interaction in order to make it be more attractive economically. However, this attraction is potentially dangerous for the CH, it may generate an overexploitation of heritage aspects. This contradiction is overpassed over the years and grows to a strengthening of the role of the actors responsible for the protection of the heritage items. The authorities in question (Culture Ministry) started various means for the protection and development of the CH & CI. This section is not an in-depth analysis of this institutional actor but an overview of its strategy and available financial resources.

#### **4.9.2 Historical tissue / architecture**

The Medinas, Ksour and Kasbahs are an essential dimension of the tangible CH in Morocco. These heritage items are multidimensional spaces characterise the tangible CH (historic monuments) and the intangible CH (lifestyle, craft industry) production and trade. This diagnosis will focus especially on the Medinas, which are, to various degrees, a transitional phase between a period of marginalization/densification/impoverishment and the more or less visible beginnings of a reversal of the trend: they are all phase of habitant clear out after experiencing density peaks. Public authorities, local communities, private investors (domestic and foreign) are starting to invest this space, but at a much slower pace. The medina is the space where the traditional Moroccan lifestyle is still preserved. The medina is also the space where the craft unfolds. These two characteristics - attached to its urban and architectural-dimension make the medina the 'collateral' beneficiary of sectoral development policies (the Vision 2010 tourism and the Mada'in Plan the Craft Industry Vision 2015).

The medina, like all the spaces, to different degrees, are invested by several ministries. The budget allocated by the Ministry of Culture, within these spaces, the heritage dimension represents a low amount compared to the needs and the State of degradation. Thus, in 2008, the Ministry of Culture spent a budget of 10 million MAD (880.000 Eur) for approximately thirty operations of restoration and development of Kasbahs, Ksour and other historical sites/monuments. Indeed, the medina have overall heritage value: it is the whole of the urban fabric comprising the beautiful monuments and ordinary housing that gives this specific 'atmosphere'.

Resulting in the ordinary habitat, such as monuments, while reflecting on the terms of its valorisation. The Department action is available in actions on the ground and studied architectural, plans development and backup of these historical sites. For several Medinas, the intervention consisted of reconstructions of damaged ruins. In the case of Oujda, Chefchaouen, Ouezzane, Safi, Azzemour, Meknès, Tétouan and of course Fez, other interventions refer to the recovery of basic infrastructure, to paving, sanitation, landscaping of places and rehabilitation of awnings and commercial units, at the restoration of facades, public lighting ...

#### **4.9.3 Craft industry**

There isn't unfortunately, data relating to the locations of this activity. The relationship between the space and socio-economic is complex in nature, in absence of any simple method of determining it. However, we can make the assumption of a relationship between space and the type of production. This form of production, small-scale, in conditions where the human work is predominant, is in resonance with Medina's space (Old parts of imperial cities). The immense difficulties in Fes to relocate crafts worker polluting the medina to an outside site is explained in part by the anchor in this space. This example illustrates the echo between activity, know-how and a space.

From a functional and legal point of view, the definition of the craftsman is a problem yet to resolve. However, to avoid being stuck in the conceptual definition, it is better to consider that craft and industry are two different modes of production. The industry refers to the mass production with a component of the machine capital proportionally stronger than the labour component. On the contrary, the craft is based mainly on manual labour and limited production parts. The ministry wants to establish for a radical change; no longer consider craft as a traditional sector, but as a professional industry where the use of labour is predominant. This project distinguishes between the craft of production and services. Considered as a traditional and turned instead to the 'survival' sector (which local population practice to provide enough income to survive), it was attached to departments dealing with social issues. In 2001, the Minister in charge of this sector stated: "despite its actual weight in the creation of added value and employment, the craft industry has long been apprehended as a social sector.

**Table 19.** Distribution percentage of different Crafts practices (Panorama de l'Artisanat, 2006)

| Craft Industry | Job positions |         |           |     |
|----------------|---------------|---------|-----------|-----|
|                | Urban         | Rural   | Total     | %   |
| Crafts         | 231 796       | 109 586 | 341 382   | 16  |
| Utility craft  | 450 836       | 154 702 | 605 538   | 28  |
| Craft services | 754 721       | 450 494 | 1 205 215 | 56  |
| Total          | 1 437 353     | 714 782 | 2 152 135 | 100 |

Currently, the focus is on its potential for economic development, especially for the component designated as a craft to strong cultural content. This change of perspective complemented a diagnosis and a statistical monitoring. Thus, handicrafts, after tourism, underwent a development strategy named "Vision 2015: Our authenticity, Engine of our Growth - Programme 2006-2015. In the Vision 2015, the craft is empowered to be" reposition by developing added-value products." Thanks to the introduction of design, this production would be "keeping up with the market and in attuned to global trends. The issue in this debate is not only of intellectual in the speculative sense of the term, but also, there is an important economic issue: Currently, one in five (1/5) craft industry workers are not officially registered in the ministry's records, making their know-how endangered. Thus, this heritage, by nature, changing, due to the opening of the companies that are producing craft items on mass production levels.

**Table 20.** Produced Craft elements rates (Panorama de l'Artisanat, 2006)

| Products      | 2000       | 2001       | 2002       | 2003       | 2004       | 2005       | 2006       | 2007       | %          |
|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Carpets       | 191        | 185        | 136        | 125        | 121        | 115        | 102        | 87         | -55        |
| Leather goods | 41         | 25         | 43         | 39         | 29         | 62         | 47         | 40         | -2         |
| Clothing      | 43         | 34         | 59         | 34         | 33         | 36         | 34         | 31         | -28        |
| Covers        | 23         | 20         | 19         | 25         | 25         | 26         | 27         | 25         | 9          |
| Brassware     | 15         | 17         | 21         | 15         | 13         | 13         | 13         | 15         | -1         |
| Wood          | 56         | 58         | 57         | 61         | 60         | 79         | 78         | 77         | 36         |
| Basketry      | 43         | 49         | 54         | 47         | 42         | 36         | 38         | 42         | -3         |
| Shoes         | 7          | 6          | 14         | 29         | 20         | 11         | 9          | 8          | 11         |
| Pottery       | 127        | 118        | 109        | 111        | 130        | 126        | 124        | 109        | -14        |
| Jewelry       | 6          | 3          | 7          | 2          | 2          | 4          | 4          | 3          | -42        |
| iron          | 118        | 128        | 147        | 153        | 174        | 169        | 144        | 121        | 3          |
| Various       | 19         | 14         | 16         | 16         | 11         | 13         | 13         | 26         | 36         |
| <b>TOTALS</b> | <b>690</b> | <b>656</b> | <b>683</b> | <b>657</b> | <b>659</b> | <b>691</b> | <b>634</b> | <b>584</b> | <b>-15</b> |

The craft industry is very broad sector, which knows different developments. Some of its forms are already on the way to disappear (binding, saddlery...), others are in decline (carpet), others on the contrary are booming (Caftan, jewelry, iron...). This sector has, thanks to the new strategy, visibility, and a schedule. It is even more difficult to measure as the work of women in this sector, is often invisible. This sector is undoubtedly a creative space to income- generating activities to scales differentiated since it meets both of the mono-craftsmen and SMEs.

#### 4.9.4 Museems/ historical sites

Museums are caught in the paradox of value; with their traditional basic functions: keep, expose, develop and transmit the Cultural heritage. In addition, new functions as educating, and contributing to the economic development. Indeed, the Museum is a cultural property that has many externalities: contribution to the education of the members of a society, attractiveness of tourists... This section will explore, from available data, the major parameters of the dimension of the museums in Morocco: supply and demand Museum, budget, operation. There are 31 museums distributed on 14 cities. The capital Rabat leads with nine museums. These institutions cover the towns and cities with few exceptions closely (Chefchaouen). Morocco seems to have remained away from the 'Museum fever' around the world in the 1980s.

**Table 21.** *Distribution of museems of cities (P.A 2006)*

| Cities       | Number of Museems |
|--------------|-------------------|
| Rabat        | 9                 |
| Marrakech    | 4                 |
| Tangier      | 4                 |
| Fes          | 3                 |
| Tetouan      | 2                 |
| Chaouen      | 1                 |
| Larache      | 1                 |
| Safi         | 1                 |
| Essaouira    | 1                 |
| Sale         | 1                 |
| Laayoune     | 1                 |
| Casablanca   | 1                 |
| Agadir       | 1                 |
| Meknes       | 1                 |
| <b>Total</b> | <b>31</b>         |

The management of these museums differentiate from public to private. Public

museums managed under the Ministry of Culture for more than half of them, the other five dependents on the Ministry of post and telecommunications, the Department of energy, Bank Al Maghrib and the Office of the High Commissioner of war veterans.

**Table 22.** List of Meusems and date of creation (Ministere de la Culture 2006)

| N°   | Ville        | Nom du musée                    | Date d'ouverture | Types   |
|--|--------------|---------------------------------|------------------|---|
| <b>Les musées du Ministère de la Culture</b> |              |                                 |                  |   |
| 1  | Tanger       | Musée de la kasba               | 1922             | Bipolarisé (devenu spécialisé, archéologique, régional)             |
| 2  | Tanger       | Musée de l'art contemporain     | 1990             | Spécialisé (archéologie)  |
| 3  | Tétouan      | Musée d'archéologie             | 1943             | Spécialisé  |
| 4  | Tétouan      | Musée Bab al Okla               | 1928             | Spécialisé (Ethnographie)   |
| 5  | Chefchaouen  | Musée de la Kasba               | 1985             | Ethnographie  |
| 6  | Larache      | Musée archéologique             |                  | Spécialisé (fermé)  |
| 7  | Fès          | Musée Dar al Batha              | 1915             | Bipolarisé (archéologie et ethnographie)                            |
| 8  | Fès          | Musée Borj nord                 | 1963-1964        | Spécialisé (cédé à la commission marocaine de l'histoire militaire) |
| 9  | Meknès       | Musée dar Jamaï                 | 1917             | Spécialisé (Ethnographie)   |
| 10   | Rabat        | Musée archéologique             |                  |   |
| 11   | Rabat        | Musée des Oudaias               | 1915             | Spécialisé : parure   |
| 12   | Safi         | Musée national de la poterie    | 1990             | Spécialisé en céramique   |
| 13   | Marrakech    | Musée dar Si saïd               | 1932             | Ethnographie  |
| 14   | Essaouira    | Musée Sidi Mohamed ben Abdellah | 1980             | Ethnographie  |
| 15   | Salé         | Musée de la poterie             | 1994             | Fermé   |
| 16   | Laayoune     | Musée des arts sahariens        | 2001             | Ethnographie  |
| <b>Musées des autres ministères</b>          |              |                                 |                  |   |
| 1  | Rabat        | Musée postal                    |                  | Spécialisé (Ministère de la poste et des télécommunications)        |
| 2  | Rabat        | Musée de Maroc Télécom          |                  | Spécialisé (Ministère de la poste et des télécommunications)        |
| 3  | Rabat        | Musée des sciences de la terre  |                  | Spécialisé (Ministère de l'énergie et des mines)                    |
| 4  | Rabat        | Musée de la numismatique        |                  | Bank Al Maghreb   |
| 5  | Rabat        | Musée national de la Résistance |                  | Haut commissariat aux anciens combattants                           |
| <b>Musées Privées</b>                        |              |                                 |                  |   |
| 1  | Marrakech    | Jardins Majorelle               |                  |   |
| 2  | Marrakech    | Musée Bert Flint                |                  |   |
| 3  | Agadir       | Musée Bert Flint                |                  |   |
| 4  | Tanger       | Musée Forbes                    |                  |   |
| 5  | Tanger       | Musée de la légation américaine |                  |   |
| 6  | Rabat - Salé | Musée dar Belgazi               |                  | Bouknadel   |
| 7  | Marrakech    | Musée de Marrakech              | 2000-2001        | Fondation Benjelloun  |
| 8  | Fès          | Musée -arts et métiers du bois  |                  | Fondation Lamrani   |
| 9  | Casablanca   | Villa des arts                  |                  | Spécialisé (arts plastiques contemporains - ONA)                    |

Private museums are divided in two categories: private museums and those created and managed by non-profit foundations. This is the case of 9 museums. It should be noted that some private museums benefit from support of the State: this is the case for example of the Nejjarine Museum in Fes: global costs are supported by the Culture Ministry since the employees are detached from this institution for the benefit of museum. In addition, collections have been loaned to help the museum to start and reduce the costs of building. The tenth private museum, Belgahzi to Bouknadel is a special case in Moroccan landscape: it is a private lucrative one. Besides, according to one official, "the Museum in question is no longer recognized by the Directorate of heritage as a Museum in the ethical sense of the term. The first rule to receive the title

of Museum is to operate in a non-profit'. This lucrative or non-lucrative dimension is important. Generally, These resources are enhanced by special programs such as the "National Fund for Cultural Action", a special account that injects an annual amount of 38 million MAD and the Hassan II Fund for economic and social development which contributes to the financing of a few major cultural projects like the National Library of Rabat, or the Museum of contemporary arts, the national Museum of archaeology and Earth sciences. The management of these museums is diverse: public and private.

#### 4.9.5 Music Festivals

The music is both a creative industry and performing art. It depends, in fact, either on live performance when the concert is given in a festival /theatre, or creative industry when it is recorded and produced on media. We brought them together in the same section because festival and music are articulated as discussed. Music, as a creative industry sector, is made up of artists, managers, organizers of festivals, music venues, means of communication, media, office of copyright, record labels, and training schools.

**Table 23.** List of festival celebrated in Moroccan cities (Ministrer de la Culture, 2006)

| Festival                                | Hosting City          |
|---|-----------------------|
| Luth International Festival             | Tetouan               |
| National Festival of Abidat R'ma        | Khouribga             |
| Madih w'Samae Festival                  | Moulay Idriss Zarhoun |
| Rouaiss Festival                        | Agadir                |
| Andalusian Music Festival               | Chaouen               |
| Gharnati Music Festival                 | Oujda                 |
| Volubilis festival                      | Volubilis             |
| International Festival of Oasis Culture | Figuig                |
| International Festival of Youth Theatre | Taza                  |
| Dakka Rythms Festival                   | Taroudant             |
| Ben Amar Festival                       | Moulay Idriss Zarhoun |
| Rawafid Festival                        | Laayoune              |
| Festival Ahidous                        | Ain Louh              |
| Al Aita Festival                        | Essafi                |
| Malhoun Festival                        | Errachidia            |
| Hassani Chant and Poetry Festival       | Dakhla                |

In the last decade, Morocco has been at the forefront of the media scene, in its 'creative industry' dimension, where musicians are normally supervised by professionals in production, programming, distribution, and communication. However, some of constraints occurred in these critical areas necessary for the development and consolidation of a creative music industry. Festivals funding, existing cultural infrastructure, and sponsorship in the music field are other main challenges this sector

faces in the country. Before analysing the phenomenon of festivals, we draw a general comparison between the status of the permanent venues and the Moroccan musical scene in its economic dimension, we will present an overview of the history of the music scene in the country.

During the 1970s, Morocco knew an important musical explosion. Driven by the Nass El Ghiwane, Bouchnak brothers, Jil Jilala, Lmchaheb, this movement changes the face of the Moroccan music. Based on a work of back to basics, to the popular origins, taking all of the Moroccan cultural heritage, while describing their reality and their daily life problems, in their songs they realize the first musical revolution in contemporary Morocco. It's a music revolution and a symbol since this music became a social phenomenon where it recognizes all of the socio- economic, young and old groups, rural as urban... Since that date, and for two decades, the creative impulse fell. The Moroccan song is contained in an opposition between two opposed styles summarized by the formula: local influence and "Western culture". There is referred to as commercial productions. The popular song often drifts into some form of folklorization. During this period, few things were made to encourage musical artistic expression. Added to the lack of musical events and the emergence of piracy blurring distribution networks.

Festivals are considered to be a tourist point and financing private and public festivals are a cultural animation in growth and a tourism attraction. Over the last decade, Morocco has experienced an explosion in the number of festivals: of some Moussem and a few festivals (national Festival of popular arts, Festival of Assilah created in 1978) went to well more than 20 festivals in several cities in Morocco. This choice, in favour of the festivals, returns to explanations in political, social and economic terms. The standard of living can be approached through two indicators: income or expense. The new coming festivals were the largest of urban music from Africa and Middle East. Starting in 2004, the number of festivals is growing at a very high speed: If during 40 years, there were two festivals, four new ones were created in 2005 (including Timitar, Chefchaouen, the Gnaoua Festival of young talents), 2006 (Festival Theatre & culture, festival of Raï from Oujda), in 2007, Festival of Dakhla, the Mghrib Music Awards, Festival tea - Arts, Awalnart ' Art, Slam & Klam, in 2008, the Moonfest... The goal seems to be to have at least one festival by city.



**Table 24.** Festivals sponsored by ONMT (ONMT 2006)

| <b>Festival</b>                        | <b>Hosting City</b>    |
|--|------------------------|
| 'La Transmarocaine'                    | Ouarzazate / Marrakech |
| 'Fetes des Cires                       | Sale                   |
| Assilah creative Women Festival        | Assilah                |
| AWTAR cultural spring                  | Benguerir              |
| International Salon of books and arts  | Tangier                |
| Alize musical spring                   | Essaouira              |
| 'La Fete des Roses'                    | Kelaa M'gouna          |
| MAWAZINE World Rythms                  | Rabat                  |
| Azemmour Spring Festival               | Azemmour               |
| World sacred rythms Fes festival       | Fes                    |
| Tan'Jazz Festival                      | Tangier                |
| Gnaouas and World Music festival       | Essaouira              |
| Timitar Festival                       | Agadir                 |
| Mediterranean Nights Festival          | Tangier                |
| Women's voice Festival                 | Tetouan                |
| Amazigh Culture Festival               | Fes                    |
| Alegria Festival                       | Chaouen                |
| Tangier's International Meeting        | Tangier                |
| Moulay Abdellah Amghar Festival        | El Jadida              |
| Popular Arts National Festival         | Marrakech              |
| Rai International Festival             | Oujda                  |
| Assilah International Culture Festival | Assilah                |
| Tourtite Festival                      | Ifrane                 |
| Desert Music International Festival    | Errachidia             |
| Atlantic Andalous Festival             | Essaouira              |
| Tanja Latina                           | Tangier                |
| Fes Jazz Festival                      | Fes                    |
| Tan-tan Cultural Festival              | Tan-tan                |
| Tolerance Concert                      | Agadir                 |
| 'Andalousiat Festival'                 | Casablanca             |

Indeed, alongside political reasons and economic objectives, the tourism strategy developed in the 'Vision 2010' seeks to not only increase the number of tourists but also the average duration of their stay. However, attract and retain foreign and domestic tourists, to create such cultural animations. Thus the program of regional development of Casablanca deplores the lack of animation in this city and in particular the low number of festivals: "Barcelona and Marseille have respectively 14 and 17 international festivals at a time. where Casablanca organizes a limited number not exceeding five festivals a year in scope (knowing that many festivals are organized and they currently have a national scope), because of this tourism strategy, festivals became the events programmed and funded in part by the National Moroccan Office of Tourism (ONMT).

#### 4.9.6 Cinema

In Morocco, the film industry employs tens of thousands of people, either in Moroccan or foreign productions. In this section, we will focus more our reflection on the areas concerning Moroccan productions, rather than foreign, because the development of the creative industry of the film must first be based on domestic production. Film industry is composed of two levels/periods: the one preceding the film, and one that follows. Moreover, the realization, production, consumption, communication and promotion of the film are the sublevels that constitute both. Today, the complexity lies in the bad relationship between training (professional, the audience, and communication). The paradox between the vitality of this sector in terms of production and creativity and the continuous decline in audience levels, maybe be related to insufficient promotion. There is a cross-cutting concern, trained at each of the stages development, production, distribution, communication, promotion - and the question of the profitability of a movie.

A production increase if the main indicator used to assess the State of health of the film industry's production, so the Moroccan cinema is doing well. The Moroccan film production is currently estimated at 15 films per year. This qualitative change is remarkable and striking considering that for several years the number of Moroccan annually produced films fluctuated between zero and one. During the 60's and 70's, it happened that one Moroccan film produced per year, then between 1980 and 1986, 35 feature films and 30 short films were produced, and between 1987 and 1999, 58 feature films and 38 short films. The increase in domestic production is a reflection of the renewal of creativity. At the end of the 1990s, a new generation of filmmakers moved (Nabil Ayouch, Narjiss Nejjar, Faouzi Bensaïd, Nourdine Lakhmari...) dealing with formerly taboo topics (prostitution, years of dictatorship, poverty, corruption...)

the sources of funding for feature films being not diversified, Joint Programme 'Culture and Development of Morocco' operating the Moroccan Film Centre in, the bond quality in terms of national production is directly related to the creation of the Fund for the production by the Moroccan Cinema Centre (MCC), State agency responsible for the film sector. Established in 1980 (at the time, a Moroccan film per year only was produced as we have seen), this production fund is a measure of

encouragement necessary to the stability and development of the sector. It has allowed the take-off of domestic production that went from one to two films a year, in the 1960s, to a dozen feature films per year today. In order to support the Moroccan cinema and to allow it to assert itself, this public subsidy in 2008 issued an amount of 60 million MAD, two times more than the 2003 budget, and 26 times more than in 1980. The Director sees MCC one part of the total production budget (grant covering between 30% and 50% of the budget necessary to accomplish), but he must reimburse the CCM on the revenue generated by the film. However, the career of a film to Morocco being limited, developers generally have to reimburse the sum paid by the CCM.

Domestic production is encouraged by the emergence of a new generation of Directors gives new life to the Moroccan cinema. Financing, admittedly limited, is nevertheless being resolved. Moroccan movies are doing well in terms of production and are also first at the Box office. But the structures of the end of the chain, the cinemas, are doing less well: they are closing one after the other. In 1980, more than 240 were listed, while in 2009, there were only 53 (CCM). Some cities have more screens: El Jadida, Nador, Ouarzazate. The causes of the closures are constant: revenue declining, unprofitability of activity, faulty operating conditions, poor financial management, debt, deficit... Among those who have not yet closed, some were renovated, and investments have been made, but most are difficult to coordinate management, programming, sound equipment and material, and to attract spectators. Inevitably, the audience decreases proportionally to the closure of the halls. The number of annual entries went from 9 522 109 in 2003 to 3 376 452 in 2007. 60% of Moroccans never see movies in the cinemas, according to the study of the Valyans consulting firm, which has established a diagnosis to the application of the MCC. The entries to the cinema experienced a fall represented by -77%. This verge went the two million by the year 2010.

#### 4.10 Natural heritage

It consists of all natural sites, forests, training geological or geomorphological, littoral, bays, lakes and waterfalls which, from a perspective of environmental and natural sciences, are of high interest. Existing national parks already partly illustrate this concern for biodiversity conservation. The country's arsenal of National parks

consists of: Toubkal national, High Atlas Park, Souss Massa Park, Tazekka Park in the Middle Atlas, Talassemtane Park of Al Hoceima and Khnifiss national park lagoon in the Sahara. Those included in the tentative list of the realm for a future proposal for inscription on the list of world heritage of UNESCO should see their enhanced status and their closer protection. The protection of these parks, reserves and protected areas, existing or to be created, managed by HCEFLCD, apart from the economic and social development, these protected areas contribute to the ecological balance of the country, to the preservation of its fauna / flora richness whether in the mountains, plain, the desert or by the sea.

In addition to the historical and cultural potential present in Morocco, the country has considerable natural assets to develop several tourist niches (rural, mountain, cultural and spiritual tourism...); to the extent of being considered as a destination on the map. Also, given the fact that it is located in the extreme north west of Africa, some 14 km from the largest international tourism market (Western Europe), this is favourable for the development of tourism in the country, insofar as it allows to build relationships of cooperation with European operators for the operation of combination products. As a result, located in its continental context, in 1994, and during a presentation of the most attractive tourism products across five continents, at the World Travel Awards (international forum of travel) in the United States, Morocco was quoted as the third best destination coveted in Africa by the biggest tour operators of the globe. All of these offer channels, Morocco is considered to be a prime area for the practice of mountain tourism and play an important economic role, particularly by the supply of hydraulic sources. As for the weather conditions, the country has a temperate climate for most of the year.

#### **4.10.1 Protected areas**

The HCEFLCD elaborated the "Morocco Forest" collection, which consists of nine manuals with the objective "to make known the biological diversity of Morocco, frailties, and actions. It calls for greater awareness and sense of responsibility; "to commit strongly to ensure intergenerational solidarity, by a real ecological recapitalisation for the benefit of future generations. In addition, Morocco inscribed 24 wetlands sites on the Ramsar list for the purpose of conservation of habitats and migratory birds of the Western Palearctic. Furthermore, the HCEFLCD manages

three biospheres reserves: reserve of the Argan forest, the Mediterranean intercontinental biosphere reserve and the biosphere reserve of the cedar forest being created. Morocco's natural resources are certainly of high quality, but remain fragile and especially insufficiently protected. The conservation of the natural environment has become a decisive issue.

In addition to this network of national parks, Morocco has three reserve of Biosphere, coming to promote solutions reconciling biodiversity conservation and its sustainable use. It's: The (RBA) Arganeraie Biosphere Reserve, with an area of 2.5 million hectares, in the southwest region, declared in December 1998; The Biosphere Reserve of the Oasis of the South of Morocco (RBOSM), declared in 2000, at the level of the oases of southern Morocco, on an area of about 7,200,000 ha; The intercontinental Biosphere of the Mediterranean (RBIM) Reserve, extending over a space of nearly 1,000,000 ha, shared at roughly equal between the two Moroccan and Spanish banks. The part of Morocco is located at the level of the Tingitan peninsula (Province of Chefchaouen, Larache, Tétouan and Fnideq, Fahs-Anjra). A fourth Reserve of Biosphere known as Reserve of Biosphere of the cedar forest in the Middle Atlas was adopted by UNESCO in February 2016. It will include three national parks of Ifrane, once created Khénifra and the High Atlas Oriental, on an area of approximately 500,000 ha and will declare the ecosystem 'Cedar forest of the Atlas' world heritage.

#### 4.11 Conclusion

The survival of tourism activity depends on coordination between the different actors. This is more of a challenge and important to complete the sustainability of tourism industry. Its development must be guided by more dialogue, more cooperation and partnership between the private and public sector (WTO, 2001). Collaborations between different stakeholders allow the success of planning, tourism management, marketing, the product development, training and education in this sector (Selin, 1999). The process of collaboration and partnership is the key to plan and manage tourism products, partnerships are at the heart of sustainable tourism development. In a clear manner the tourism plays a vital role in the development of the economies of several countries in the world, if it is properly planned and

managed, it allows a significant contribution to the sustainable development and conservation of the environment. Yet tourism is more than an activity and an industry, it is inter connected with the environment and culture. It is identified as a sector engine for most of the economies, the engagement of the public sector is considered important to support the growth of this activity (Elliot, 1997).

Indeed, the public sector is an essential component of the tourism industry, its key role is to provide the necessary infrastructure, implement programs of attraction and support the private sector in its efforts investment and business development. As for the private sector, its role is to provide products and sustainable services such as: accommodation, transport, catering and a variety of attraction and experiences. That's the private sector plays a vital role in the management and sustainable development of tourism activities, and must engage in the same way as local, regional and national authorities in the growth of sustainable tourism (Mayot, 1996). In the early 2000s, tourism industry has hesitated to establish public-private partnerships because of the strong competition it confronted, it was reluctant to participate in the objectives of the public authorities materialised in respect of the environment with what it can lead to in terms of cost and loss of competitiveness. According to Wood and Gray (1991) collaboration occurs when a group of independent stakeholders engage in an interactive process, mobilizing the shared rules, standards and structures to act and decide on actions in relationship with this problem (Bramwel, 2000). Tourism has been identified in 1992 at the Earth Summit in Rio as one of the sector that can contribute positively to the achievement of the objectives of sustainable development, therefore in 1994 the WTCC, the UNWTO and the Earth Council launched the agenda for tourism and travel. A document that contains appropriate actions and suggestions for implementation in place, it provides a framework for sustainable tourism analysis, summing up how it is fundamental and essential to adhere to the principles of sustainable tourism for development in place of sustainable development in tourist destinations.

Public/private sector partnership and sustainable tourism although several companies and Governments can individually improve sustainability, co-operation in this area can bring better (UNEP 2001). The process of collaboration and partnership is the key element in the development of sustainable tourism. The latter may be responsible for launching a process of dialogue between all stakeholders and

identification of mechanisms and action plans to achieve sustainable tourism objectives (UNCSD, 1999). This partnership can include indicators concerted regulation systems to measure degrees of completion of the principles of sustainable development), certifications granted to stakeholders/firms respecting the environment. The achievement of these objectives depends largely on the quality of the partnership; a collaboration with mutual benefits is source of success. It must include a broad representation of the tourism actors who are able to play a leading role in the implementation of the principles of sustainable tourism and widely distributed between other actors.

Public and private sector can participate in the implementation of a sustainable partnership. Indeed, the public sector has to offer and support legislation that encourages sustainable tourism initiatives and help put in place a climate of free action in this industry, it can also provide mechanisms for coordination between local authorities, regional and national actors who engage in actions of tourism development. It also has as mission to provide necessary facilities so that the actors can engage in environmental actions, it can also assist tourism operators to target a type of tourism not destructive of the environment through assistance in fairs and international tourism fairs. The private sector made up of several actors and stakeholders is the task of implementing the principles of sustainable tourism. It is up to the promotion of interactions between tourists and host communities and therefore contribute to the respect for the culture of Aboriginal people.

The tourism actors must also work with small and medium-sized businesses for a transfer of experience, development of markets and the transfer of technology. In the current context of globalization, the national and international dimension of tourism public institutions relationships with tourism operators are strategic. In this perspective the alliances and networking with other international operators intensify and contribute to the objectives set by the international forums of sustainable tourism. A multitude of initiatives collaborations with international tourism operators whether carriers, travel agencies have observed in recent years for the implementation of common tourist policy, and the increased participation of companies and associations in the development of sustainable tourism.

The emergence of partnerships and collaborations in the tourism sector have not been addressed by researchers in social sciences of the importance that this topic may present. Indeed, after 2000s research tend towards the understanding of the interrelationships between companies, forms of networking among organizations. With globalization and complexity of emerging economies, tourism players have understood that it is difficult to act unilaterally to achieve the common objectives of sustainable tourism. Collaboration with Governments and local authorities are essential as not for the survival and maintenance of activity sustainable tourism.

The existence of partnerships and collaborations among stakeholders in tourism is a condition prerequisite the success of the experiences of sustainable tourism. First partnerships between public and private actors allow ease of financing of quality infrastructure, necessary for the implementation of a tourism that respects the requirements environmental, economic and sociocultural, the sharing of experience and the know-how of international operators and level local partnerships allow a diversification of the tourist offer by the proposal of sustainable offers. It is certain that in this area there is a certain mismatch between supply and demand in this for sustainable tourism products, this can be mitigated through the implementation of participatory collaboration between the different tourism actors' in a tourist destination. Indeed, it was found that among the factors that can lead to the failure of any form of sustainable tourism, the lack of studies beforehand of tourism demand in line with what the actors of tourism can offer as a sustainable supply.

A conflict of temporality between the logic of actors, public and private tourism agencies was raised by several stakeholders, more partnerships if they offer good practice conditions, it remains to develop a specific to the tourism sector view its transversal work methodology. From one point of view, aware of the indispensability of the involvement of the different parties involved in collaboration in sustainable tourism projects, we wanted to through this research put the point on the achievements of Morocco in terms of sustainability, and propose a work lead to tourism stakeholders who want to get involved in actions of sustainability. As a result, we can say that the goal of this work is the proposal from a new perspective of forms of sustainable tourism partnerships based on the mutual definition of objectives, the mobilization to the tower by the same values and assessment subsequent actions and good practices. Any partnership to be successful must be



based on mutual trust and communication around a common vision, the definition of a framework under a Charter of cooperation and the overhaul of the methods of constitution of certain tourist operators, to give more representation to stakeholders in tourism, including those located in countries of the tourist territories arrears. To sum up, we want to raise some limits to our research that we can sketch new tracks all about this topic to deepen knowledge especially in terms of operation of the forms of collaboration in sustainable tourism.

The fever of rural tourism in Morocco actually became a real enthusiasm for the various opportunities to host tourists in rural areas and activity is spreading quickly, most often of how spontaneous both at the level of demand than of the offer. However, it is impossible to have an encrypted idea on this activity because there is, to date, no system or means to assess or to keep up with demand. A study commissioned by the Department estimated the real number of rural tourism in Morocco to 650,000 people in 2002 and was considering a potential evolution to reach 2.900.000 rural tourists in 2010 (WTO-Ministry of tourism 2002). But if the numbers are still missing, observation on the different courses is evidence of strong demand and real in front of which an offer is progressively organized. The origin of a local initiative often follows a spontaneous demand from tourists discovering the potential attraction of the region, which, in turn, is often an offer, also spontaneous.

The case of Chefchaouen region is a good example of this application prior to the application. From the middle of the 1990s, individuals and groups visiting the town of Chefchaouen have extended their stay in the region by hikes in the hinterland, with improvised homestay accommodation and sometimes steps. Then small groups of tourists (mostly Spanish but also French) arriving at Morocco by car, began to integrate into their routes to the South of the country for two or three days in Chefchaouen for a few tours locally and have become 'classics' (WTO-Ministry of tourism 2003). These hiking programs are developed in consultation with young guides, associations of local development, professionals of catering or hosting, all of the city. This typology, although it may seem basic, highlights the roles of three major categories of actors: The State and its external services, international agencies and local companies. Hence the need to analyse the interactions which exist between them or not.

## **V. CHAPTER FIVE: NATIONAL SYSTEM OF PROTECTED AREAS & PROMOTIONAL / MARKETING STRATGY**

### **5.1 National system of protected areas in Morocco**

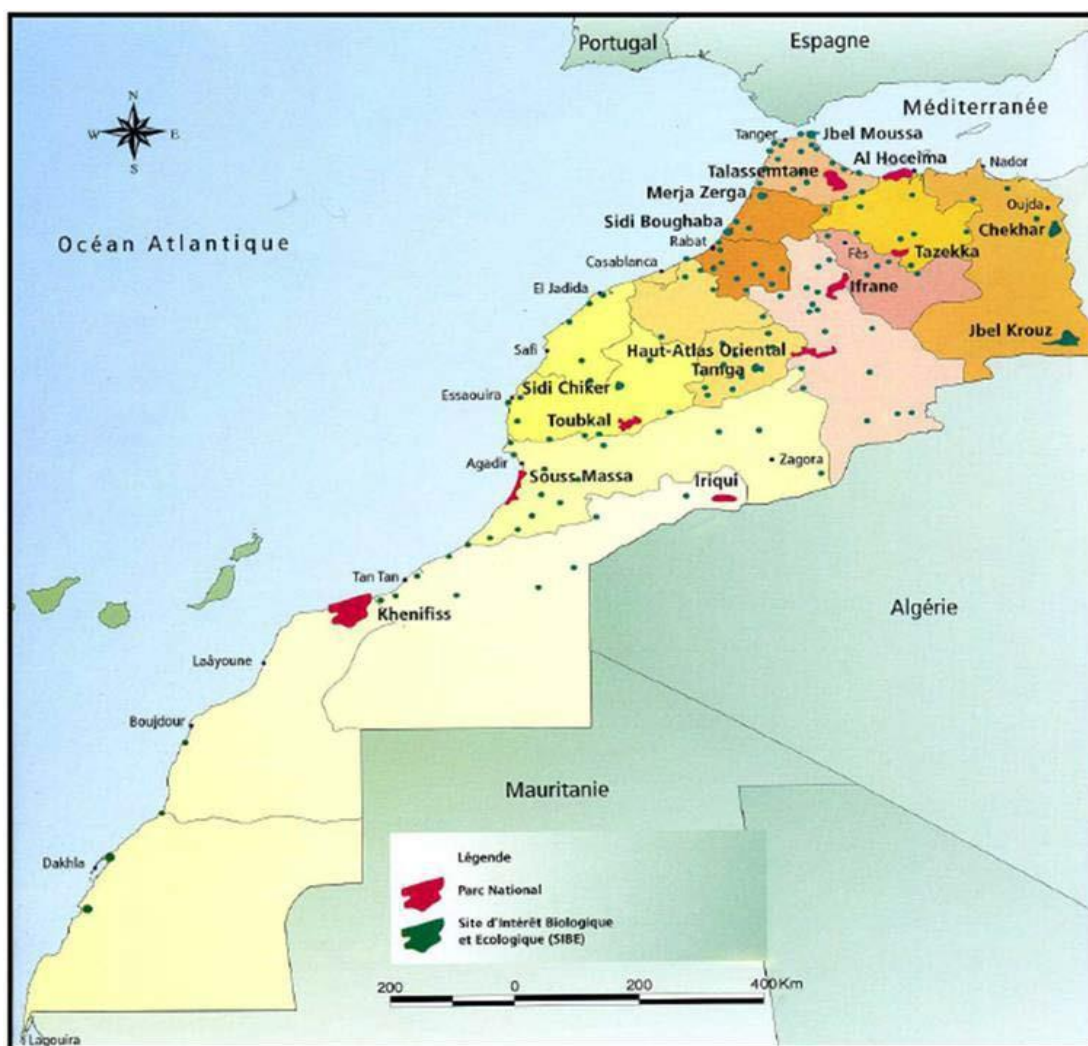
Protected areas in Morocco are rich in species and ecosystems countries. Bordered by the Mediterranean Sea and the Atlantic, it has diverse fauna and flora origins of European African origin. There are both high snowy mountains, populated by coniferous forests, vast plains and desert areas (State Secretariat of Environment of Morocco, 2004). The Department of Environment of Morocco (2001) estimated that more than 17,000 animal and plant species biodiversity of the country, including 7,000 plant species, 930 are endemic.

The Moroccan biodiversity is under pressure. According to the National Biodiversity Study (Department of Environment of Morocco, 2001), most of the native species that still survive in the territory have become scarce. Many species, including most large mammals have completely disappeared from the country, mainly because of population pressure, deforestation, unplanned urbanization, pollution, overexploitation of resources and legislative control inadequate (State Secretariat of Environment of Morocco, 2004).

### **5.2 Protected areas in Morocco**

Morocco have established zones where the change in the environment was limited, usually for recreational purposes. However, the first law that oversaw the creation of protected areas was the Dahir (Royal Decree) of 11 September 1934 on National Parks, which included among others the prohibition of actions that could lead to environmental changes. To this law has been added the same year Visceral Decree of 24 September 1934, which set out the procedure for the creation of a natural park, and a presidential decree in 1946 on the creation of an Advisory Committee National parks. In addition to these laws and decrees, there is more a series of other laws that may impact on the creation of protected areas, including the Forestry Act 1917, the Agricultural Investment Code of 1969 of the Dahir 1976 on the organization of public participation in the development of the forest economy, like the Hunting Code, the protection of historic monuments and the Water Act (Development Project and

protection of forests the province of Ifrane, 2007). It was in the year 1951 that the Tazekka National Park, the first created by Visceral decree (SCBD 2003b).



**Figure 32.** Map of national parks and sites of biologic and ecologic interest SIBE (HCEFLCD, 2010)

This is perhaps the abundant legislation on the protection of the environment, particularly developed, which has slowed and complicated the creation of more protected areas (development project and protection of the forests Ifrane province, 2007b). The current conservation policy is compromised by a series of archaic laws that ignore local and faces fundamental rights (Project management and protection of forests in the province of Ifrane, 2007). Under this legislation, it is the High Commissary of Water, Forests, and fight Against Desertification (HCEFLCD) which is in charge of the management of protected areas, and it has neither the technical means nor a culture adapted to the requirements of a concerted participatory management (Project development and protection of forests in the province of Ifrane,

2007).

To tackle this problem, a proposed protected areas Act is in development for several years. Bill No. 07- 22, which according to forecasts from 2003 had to go to the National Assembly in 2007 (SCBD 2003), was put online in 2008 (Exchange Information Center Biodiversity Morocco, 2008). It was then announced in early 2009 media (Le Matin, 2009), but it is not yet past through National Assembly. This bill went online in 2008 (Centre for Exchange of Information on Biodiversity Morocco, 2008) defines a protected area as:

"Any land space and / or sea, geographically defined and specially designed and managed so as to ensure the protection, maintenance and enhancement of biodiversity, preservation of natural and cultural heritage, development for development sustainable and preventing its degradation

"(Exchange Information Center Morocco's Biodiversity, 2008).

The Act defines five types of protected areas:

- 1) National Park is a protected area that has both protective role of biodiversity and landscapes and use by the public for recreational purposes, education, tourism, science and respecting the natural environment and local cultures;
- 2) The natural park, where the objectives are the protection of natural resources and natural processes, while protecting the natural resource use;
- 3) Biological Reserve is a fragile space only owned and whose purpose is the conservation of species and ecosystems present, allowing only scientific research and educational activities;
- 4) The nature reserve is a protected area aimed at conserving and maintaining the sedentary and migratory wildlife, flora or geological formations of particular interest to preserve or restore;
- 5) The natural site that presents the elements or both natural and sufficiently rare for them to be outstanding cultural protected.

The Act (Clearing House Information Morocco Biodiversity, 2008) does not define the competent government administration for the management of a Moroccan protected areas system. There is, however, that any administration or local authority may make the request to create a protected area, and that the competent government administration will issue a ruling three months after the request. Every protected area shall be subject to a management plan developed by the administration or the local community concerned in consultation with local communities and subject to the approval of the administration competence. The legal complexity related to the creation of protected areas however, did not prevent Morocco to develop in 2004 a National Strategy for Conservation and Sustainable Use of Biological Diversity and associated Action Plan. The purpose of this approach is not only to ensure an ecological balance for domestic needs, but also to participate in the international effort to protect biodiversity. The main objective of these documents was to identify ways and means to protect the biological heritage of Morocco, yet respectful of the social practices and economic conditions of the people that take their environmental resources (State Secretariat in charge of Environment of Morocco, 2004).

The National Strategy for the Conservation and Sustainable Use of Biological Diversity, the associated Action Plan and the State Secretariat of Environment of Morocco, were born after the signing in 1992 of the CBD by Morocco. Indeed, since the signing of the Convention on Biological Diversity, the Secretariat of State was created to address the environmental problems of the country and to ensure the implementation of agreements signed at the Earth Summit in Rio. For the CBD, the State Secretariat of Environment of Morocco has commissioned a study on national biodiversity. The report of the National Study on Biodiversity was published in 1997. It is from this document that have been developed alongside the National Strategy for the Conservation and Sustainable Use of Biological Diversity and the Action Plan Associate (State Secretariat of Environment of Morocco, 2004), the Secretariat for the Environment of Morocco in collaboration with all affected departments or indirectly by biodiversity, several scientific institutes and multiple development NGOs and conservation.

In the "Priority of the national strategy" section of the National Strategy (State Secretariat for the Environment of Morocco, 2004), we first mentioned the need for Morocco to investigate more before biodiversity and interactions between its

elements, and the problems of local people. The State Secretariat of Environment of Morocco (2004) continues by providing that "nothing can be done in the field of conservation of natural resources without participation, and integrating contribution of local people and that any investment conservation would remain a fruitless without the support of users" (State Secretariat of Environment of Morocco, 2004 p.69). Information, awareness, education, and taking into account the needs of local people become necessary when developing conservation strategies, according to the State Secretariat of Environment of Morocco. The National Strategy for the Conservation and Sustainable Use of Biological Diversity (State Secretariat of Environment of Morocco, 2004) also contains the recognition that coordination and cooperation of public and private stakeholders is necessary and in conservation in the form of protected areas, is the recommended and prioritized approach.

The National Strategy for the Conservation and Sustainable Use of Biological Diversity (State Secretariat of Environment of Morocco, 2004) contains five main objectives, which are brought down differently in different ecosystems. The objectives are:

1. Conservation and sustainable management of biodiversity;
2. Improved knowledge;
3. Awareness and education;
4. Strengthening legislative and institutional frameworks;
5. Strengthening internal coordination and international cooperation.

In conservation section of the National Strategy for the Conservation and Sustainable Use of Biodiversity (State Secretariat of Environment of Morocco, 2004) it is stated that the creation and maintenance of areas protected is probably the most effective means of preservation, and that helps protect areas or interactions between areas that have not yet studied. This is particularly relevant in Morocco because the biodiversity knowledge is rather limited. The State Secretariat of Environment of Morocco (2004) reports that there have been 168 areas in the country that are protected or studied to become, two Ramsar sites and four sites. Sites created to date have been mainly for the protection of emblematic species of megafauna or megaf flora, however sites that have unique ecosystems and endemic species less important charismatic or visible, will also be protected.

According to the thematic report on protected areas of Morocco of the CBD (SCBD 2003b) (these reports are based on questionnaires completed and transmitted by the country's officials), only one protected area in the country is run by a non-government, the Sidi Boughaba reserve (a Ramsar site), which is managed by the Society for the Protection of Animals and Nature. According to the report of the CBD (2003), stakeholders are always taken into account to a large extent in the establishment and management of protected areas.

### **5.3 Principal characteristics of national system protected areas**

#### **5.3.1 General provisions**

The Act n° 22-07 concerning protected areas declared by the Royal Decree n° 1-10-123 dated 16 July 2010 defines protected area as follows: 'means any land area and / or sea, geographically defined and specially designed and managed so as to ensure the protection, maintenance and enhancement of biological diversity, conservation of natural and cultural heritage, its development for sustainable development and preventing its degradation.

#### **5.3.2 Classification and characteristics of protected areas**

The Act also classifies protected areas by management, based on its characteristics, its purpose and its socio-economic scale, in one of the following categories:

##### **A. National Park**

The national park is a natural area of land and / or sea, which aim to protect biological diversity, landscape and cultural values and / or geological formations of special interest and offer the public opportunities visit, cultural, scientific, educational, and recreational tourism, respecting the natural environment and traditions of the local people.

##### **B. Natural Park**

The nature park is an area of land and / or sea, containing a natural heritage of particular interest to be protected and valued, while ensuring the maintenance of ecological functions and sustainable use of their natural resources.

##### **C. Biological Reserve**

The biological reserve is a land space and / or sea located exclusively on one area of

the state, containing rare or fragile natural environments, scientific and educational interest, which aim to maintain species or groups natural, plant or animal species and their habitats for conservation and preservation.

#### D. Nature Reserve

The nature reserve is a natural area of land and / or sea, formed for the purpose of conserving and maintaining the health of the resident or migratory fauna, flora, soil, waters, fossils and geological and geomorphological special interest that should preserve or restore.

#### E. Natural site

The natural site is a space containing one or more natural elements and specific cultural or natural, outstanding or unique value worthy of protection because of their rarity, their representativeness, their aesthetic qualities or their landscape, historical, scientific, cultural or legendary, whose conservation or preservation is of general interest.

### **5.3.3 The creation of protected areas and its effects**

#### A. Creation procedures

The proposed establishment of a protected area is established at the initiative of the administration or at the request of local authorities concerned. It is subject to the opinion of the person or government and local authorities concerned. The Act n° 22-07 also allow the administrations and local communities concerned to formulate opinions and proposals on the draft within the period of three months from the date on which they were entered; otherwise, the local governments and communities are supposed to have no opinions or proposals to be issued. The administration in charge of protected area creation project studies, not later than three months after the end of the aforementioned public inquiry, the comments and proposals made during the investigation. When the creation of the protected area is confirmed at the end of this procedure, the competent authority shall prepare the final courses of the said protected area and undertake the procedure for adoption of the decree of its creation.

#### B. Effects of creation

The Actual ownership rights of land within protected areas must be exercised without the condition and appearance of these lands as they existed at the time of the creation



of the protected area, can be modified. By the stated law bill, the State may acquire, by expropriation, land located in protected areas it considers necessary to include in the domain of the State under the legislation in force. The rights of individuals who have not been acquired for the benefit of the protected area continue to be exercised within the limits of the restrictions made to them by the provisions of this Act and texts for its application.

#### **5.3.4 Planning and management**

##### **A. Planning**

The protected area has a development and management plan; the project is established at the initiative of the competent authority, in consultation with the people concerned. The management plan and management describes, in detail, the elements of the protected area, the physical and biological conditions, and the socio-economic environment surrounding it. It also lays down specific measures and actions which restrictions to ensure conservation of the protected area and the areas in which are admitted agricultural and pastoral activities or other activities authorized by the administration and not resulting from detrimental impact on the protected area. However, the duration of the development plan and management of the protected area, which may not exceed ten years, as well as the form and terms of approval and revision are established by regulation. Prior to its approval by the administration, the Act allows project development and management plan of the protected area as subject to the advice of local authorities and administrations; the latter can formulate, within three months from the date on which they were entered, opinions or proposals that are studied by the competent authority.

##### **B. Management**

The authority in question, in collaboration with local authorities and the populations concerned provide the management of the protected area. Management functions cover include:

- The preparation of the development plan of the project and management of the protected area.
- The development of the protected area, the establishment of adequate infrastructure, and the implementation of monitoring management programs.

- Concluding agreements for the exercise of use rights to local populations affected or agreements for the implementation and monitoring of management programs.
- The exercise of supervision and control of the protected area to prevent, control and prohibit certain human activities likely to disturb the natural environment.

### **5.3.5 Offences and penalties**

#### **A. Sanctions**

As the law bill declares, the sanction applies to defying established law in protected areas suggest the following penalties that anyone who refuses to obey the orders of the officers referred to in the Act or prevented in any manner whatsoever, to perform their duties is punishable by a fine of 600 to 1,200 dirhams. Also, they will be punished with a fine of 30 to 1,200 dirhams, unless they weren't part of the local resident of protected area or allowed to use the surrounding resources.

Also people who introduces animal or plant species whose presence is prohibited or restricted, in violation of the requirements of the law bill; or causes damage of any kind to flora, fauna of the protected area or natural elements of its ecosystem is punishable by a fine of 2000 to 10,000 dirhams, unless expressly recognized rights for local people.

#### **B. Recognition offenses**

The Act n° 22-07 also make responsible the administration officials for reporting violations to the concerned authorities and the texts for its application, in addition to the judicial police officers, authorized specifically for this purpose. These officers and officials must be sworn in and carry a professional card issued by the administration in the manner prescribed by regulation. Moreover, they are bound by professional secrecy subject to the penalties provided for in the Act. On the occasion of the exercise of their duties, the officers stand of the transcriptions that outline the nature, date and place of the findings or checks.

#### **C. Transitional Provisions**

As the matter with all laws, each one comes new or to substitute an existing one; the Act n° 22-07 comes to its end to clarify the state of the previous substituted law declaring that the existing parks and reserves at the date of publication of this law in

the official newsletter<sup>6</sup> will be classified in one of the categories under the provisions of this bill, in the manner prescribed by regulation. And consequently, all provisions contrary to the articles of this bill are repealed, including the Dahir of 30 Jumada I 1353 (11 September 1934) on the creation of national parks. However, it also draws the attention to the fact that the provisions of the texts adopted for the application of this bill remain applicable to existing national parks, until replaced in accordance with this Act.

#### 5.4 Promotional and marketing strategy

Since tourism is structured, more or less, as any other businesses involving supply and demand of a given product. Obviously, a marketing policy is required in order to have a clear business vision and continuity. A good and efficient marketing policy also opens new opportunities for the destination product to reach and keeps it competing on the long term. Usually, this the promotion of country's destination is carried out by public agents (tourism ministries, especially in 3<sup>rd</sup> world countries). The sector structure here defines the efficiency of the marketing policy. However, there may be usually a difference in managing this aspect between private and public actors. It depends on the available resources, destination perception, and target market. In Morocco, not much difference could be found between public and private marketing policies. In both cases, similar promotion channels and techniques are used.

Morocco with 10.2 million tourists in the year 2016 remains the first destination of Africa in tourists' arrivals and the third in tourism receipts after South Africa and Egypt (UNWTO, 2017). These figures reflect strong growth in the last ten years. It has maintained a growth line despite the recent political turbulence that has affected other North African tourist countries, especially Tunisia and Egypt (the latter has traditionally been the main tourist destination in Africa). At present tourism has a significant influence on the Moroccan economy. Between 2010 and 2013, revenues generated by international tourism accounted for 6.5% of GDP (UNWTO, 2014). In summary, in the last fifteen years, Morocco has experienced a significant change in the economic structure, with tourism being the main factor of economic development in Morocco.

This close link between tourism and construction must be understood within the concept of space-time solution elaborated by Harvey (2003), cited in Arrighi, (2004).

Excess capital production needs to have an outlet to maintain its profitability and not generate inflation. A great solution is to fix this financial capital to the ground by means of tourist-residential housing that generates rates of return much higher than the conventional hotel activity. The creation of sun and beach spaces of tourist-residential character is a magnificent solution for the accumulation of capital, and plans like Vision 2010 and 2010 are unbeatable destinations for that capital. The overall balance of the two plans highlights certain successes: the significant increase in tourists (Africa's first destination), tourism receipts (more than \$ 7,000 million in 2014) or the jobs created (about 500,000 direct jobs) (UNWTO, 2015: Ministère du Tourisme, 2015c); but the profitability for the State can be questionable if all the economic costs are taken into account, and even more so if the environmental and social costs are added later.

### 5.5 **Tourism marketing/promotion concept**

Building on the previous section, in order to provide a better background for the analysis, it is planned in this section to deconstruct the Moroccan tourism marketing strategy, developing a critical overview from within the general public policy management of the sector. Also, concluding with highlighting the strengths and weaknesses of the said strategy allowing to come out, at the end, with synthetically recommendations for future application.

Marketing generally is widely defined by various authors, in their difference, those definition usually rise similar points. CIM (Chartered Institute of Marketing) defines marketing as a management process responsible for identifying, anticipating and satisfying customer requirements at a profit. While Kotler (1972) defines it as a set of activities directed at facilitating and consuming exchanges, but in 1988, he refined the definition to the business function that identifies current unfulfilled needs and wants, defines and measures their magnitude, determines which target the organization can best serve and programs to serve these markets.

(Jamal et al., 2017) states it as a process through which individuals and groups provide exchange and obtain product-ideas, goods and services capable of satisfying customers' needs and desires at a desirable price and place. Marketing requires a strategy. It is an all-encompassing, planning, scheduling, studying, figuring stuff out, researching testing and practicing strategy. While the destination marketing refers to

management process through which the national tourist organisations and /or tourist enterprises identify their selected tourists, actual and potential, communicate with them to ascertain and influence their wishes, needs, motivations, and likes and dislikes, on local /rural, regional, national and international levels, and to formulate and adapt their tourists products accordingly with a view to achieving optimal tourists satisfaction thereby fulfilling their objectives.

When applied to tourism, i.e. tourism marketing was defined by Coltman (1989) as a management philosophy that, in the light of tourist demands, makes it possible through research, forecasting and selection to place tourism products on the market in line with origins purpose for greatest benefits. Lunsdon (1997) sets it as the managerial process of anticipating and satisfying existing and potential visitors want more effectively compared to competitors. While tourism promotion is defined as the process designed to inform potential visitors about the tourism product offered, sharing with them its most attractive and innovative attributes. As it is usually integrated with distribution and implies communication activities including advertising.

The portrayal of destination image has been always affected by various objective and subjective factors. It is, principally, feeding on the information available on that certain destination. This information has many sources including promotion (advertising and brochures), the opinions of others (family/friends, travel agents), media reporting (newspapers, magazines, television news reporting and documentaries) and popular culture (motion pictures, literature). Nevertheless, (Echtner & Prasad, 2003) point attention towards the fact that this information is always manipulated by the visitors first hand impression while visiting it for real. Furthermore, by actually visiting the destination, the image will be affected and modified based upon first-hand information and experience. Another approach set by (Gallarza et al., 2002) stating that despite the fact that tourism services are intangible, images become more important than reality; and the tourism destination images projected in information space will greatly influence the destination images as perceived by consumers.

Promotion and marketing communication strategies are used by tourism destinations to influence destination image (Beerli & Martín, 2004). For this sake, different media information and communication technology (narratives/visuals) are deployed to enable a destination image in the market (Govers et al., 2007). Gallarza et al. (2002) draw destination image as a complex concept which is open to different interpretation

and lacking a unique meaning. They state that, out of reviewed definitions elaborated by them they tend to agree on defining it as a global impression about an area or a country. But they differ on the components that make up this global impression. Extensively, these components are classified differently; they can be either cognitive or both cognitive and evaluative (Gallarza et al., 2002). Tasci & Gartner (2007) present a review of destination image formation definition by all of Alhemoud & Armstrong 1996; Bramwell & Rawding 1996; Court and Lupton 1997; Gartner 1993; Gunn 1972; Young 1999). They state that image formation is defined as construction of a mental representation of a destination on the basis of information cues delivered by the image formation agents and selected by a person.

This destination image research line was initially approached in two different ways; empirical studies that apply statistical instruments without developing theoretic bodies (Schroeder 1996 quoted in (Gallarza et al., 2002), the other approach consisted of empirical studies that addresses image measurement problems while presenting methodological explanation. Destination attributes influence consumer behaviour before, during and after the visit occur. They classified destination image as a variable depending on various factors contributing to the formation of the destination image (Tasci & Gartner, 2007).

Baloglu & McCleary (1999) state that 'image is mainly caused or formed by two major forces: stimulus factors and personal factors. The former are those that stem from the external stimulus and physical object as well as previous experience. Personal factors on the other hand, are the characteristics (social and psychological) of the perceiver'. This formation process is addressed by two different approaches (Gallarza et al., 2002). A static one that studies the relationship between image and tourist behaviour; and a dynamic one that deals with the structure and formation of the destination image itself.

It is important to note here that tourism promotion is not a standalone factor within the destination image building process. Rather, it depends on other information sources that are projected about the destination influencing its final built image. Moreover, the variables affecting the destination image are various and can differ in type and nature; such as destination preference and visitation intention; destination familiarity and the impact of previous visitation; tourists' geographical locations; trip purpose; situational or temporal influences; the image as projected by the destination; and tourists'

sociodemographical variables (Govers et al., 2007).

The image of a destination, as its formation process controlled or formed by various components, its long-term status is seen by a large part of literature as dynamic rather than static. (Gallarza et al., 2002) point out that this dynamism is dependent on variables such as distance, residents and, most importantly, time and space. Moreover, the interaction between

These variables can occur on three dimensions; first, measuring subject's perception. Second, deals with objects and destinations. Third, concerning image attributes and characteristics. (Mazanec 1994 quoted in (Gallarza et al., 2002). The time variable can affect image in three different ways; length of stay in image destination, time interval between repeated studies on the same destination; and the effect of previous visitation of image formation (Fakeye and Crompton 1991; Gartner and Hunt 1987; Dann 1996 quoted in Gallarza et. al, 2002). In a similar way, the space variable influences the image formation process depending on where the visit occurs and the study circumstantiality (Gallarza et al., 2002)

Given the fact that the inter-relationships between these variable influences the destination image, it consequently affects the visitors' satisfaction level, as well, through a set of dependencies. Decrop (1999) quoted in (del Bosque & San Martín, 2008) suggests that the effect of image variables on the consumer behaviour in tourism is what defines the satisfaction level. He, also, states that the cognitive and emotional approaches are highly adequate for analysing tourist decision making and behaviour processes.

In the same sense, these variables surrounding the destination are ought to be rooted in any destination image promotion to portray a 'true destination identity' (Go, Lee, and Russo 2004 quoted in (Echtner & Prasad, 2003). Therefore, this identity is reflected in the actual tourism experience and the impression which the visitor is left with to form the tourist satisfaction (Govers et al., 2007). However, (Echtner & Prasad, 2003) note that, in this context, two significant gaps could occur if 1) the tourism product and the way it is promoted are not convenient with the destination's identity, or 2) when the destination image is idealistically perceived through promotion causing unrealistic expectations to the tourist.

## 5.6 Moroccan Tourism marketing strategy

### 5.6.1 Introduction

Since the late 1990s Morocco started to empower tourism as an economic levitator for the country (Sbai, 2012). This process of bringing tourism to the front economic situation started much earlier than that. Its very first aspects were implanted as soon as the dawn of independence (Berriane, 2002), with the creation of the Sherefian committee of tourism as the first Moroccan public institution charged with tourism. This committee will be transformed later to the ministry of tourism (Stafford, 1996).

However, this long turn over in the Moroccan tourism policy from a neglected sector to one of the main economic pillars of the country witnessed various ups and downs through its progress line. This progress line can be divided into many different periods. (Almeida & Chahine, 2016) divide it into three periods: 1) pre-Fordist starting from after independence in 1956 when the majority of public investments were focused on agriculture and water infrastructure. For tourism, in this period, there were few resort creating plans in the north and historical cities as part of the Triennial Plan. 2) Fordist period which started in the early 1970s, there was a shift in the public tourism policy towards attracting mass tourism. Promotion agencies were created to target international tourists and especially European market. However, this period went through a critical drop in tourists due to the Gulf War and other political/economic events in the area. This situation led to start the privatization process of considerable public supply accommodation; and 3) post-Fordist, with the beginning of the new monarchy period in 1999, tourism was put in priority for the economic development of the country. Public policies were pointed towards creating strategic plans that focuses on international investments and liberating air space and the creation of large holiday resorts. This new policy direction was translated to what is known as the major tourist development strategy in the country i.e. Vision 2010 and vision 2020 in continuation.

Launched in 2001, Vision 2010 was the major management plan in Modern Morocco carrying the ambition of a whole nation, it was drawn with the following principle objectives: 1) attracting 10 million tourists in 2010; 2) reaching an accommodation capacity of 230,000 beds;

3) Building six large resorts, and 4) creating 600,000 new jobs. These objectives



were distributed through four major plans:

- Plan Azur proposes building six coastal tourist resorts that will be poles of development (Mediterrania-Saidia, Mazagan Beach Resort, Port Lixus, Mogador Essaouira, Taghazout- Argana Bay and Plage Blanche-Guelmin). These seaside resorts combine hotel supply with secondary tourist houses and leisure centres.
- Plan Biladi will create eight resorts for domestic tourism, with affordable prices.
- Plan Mada'in aims to improve the old cultural destinations, seaside areas, or mixed destinations.
- Rural Tourism Plan aims to boost tourism in rural and natural areas.

It was, also, planned to create 600.000 jobs and contribute to up to 20% of GDP by 2010.

Vision 2020 came as a continuation of Vision 2010 but with more ambitious objectives. It focuses mainly on making Morocco one of the 20 biggest tourist destination in the world. It consists also of opening more opportunities to private investments as well as public ones. The main objectives of Vision 2020 are: 1) double the capacity of tourist accommodation, by creating 200,000 new beds; 2) double the number of international tourists to reach 20 million tourists in 2020; 3) triple the number of trips for domestic tourists; 4) create 470,000 new jobs and 5) increase tourism revenues to reach 15,500 million in 2020. It aims to Create 8 tourist destinations (territories) with diversified touristic product through 6 framework programs:

- The azur 2020 programme
- Patrimony and heritage programme
- Events, sport & leisure programme
- High value-added niche programme (business and well-being)
- Biladi programme
- Green/eco / sustainable development program

The 2020 Vision, compared to its anterior version (Vision 2010), concentrates more on qualitative objectives rather than quantitative ones. It also moves from focusing

tourism development on the national level to a more distributed regional cooperation with central authorities. However, both plans, even if they haven't had the expected success (Almeida & Chahine, 2016), they gave the country a very important push to rise as a real tourism destination competitor in the region. Tourism arrivals in 2016 reached 10.33 million with a 1.5% growth rate compared to the previous year and the first in the African continent with 17.9% of total tourists' arrival within the African continent (UNWTO,2017). Achieving 6.548 US\$ receipts making 18.8% of all African tourism receipts (UNWTO,2017). However, in terms of economic benefit remains always a critical question considering the annual receipts during both plans and the budgets spent mainly to create resorts.

With these plans the Moroccan state intended to promote the destination morocco as an open, diversified, and significant competitor in the region. This promotion strategy was built on four main pillars:

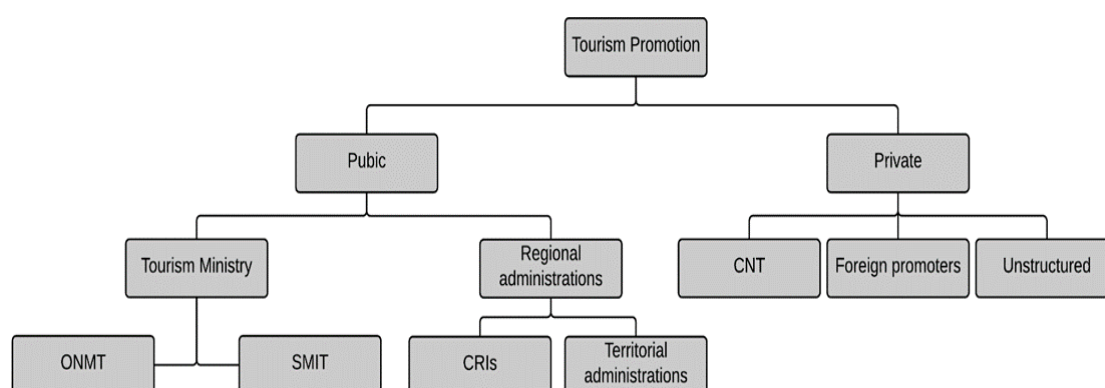
- 1) Regionalisation of the development process; to diminish the concentration of national tourism activity on a very limited number of cities, tourism Ministry has created ADTs (Agences du Developpemet Touristiques) with the task of the promotion of new marginal cities.
- 2) Diversifying tourism product packages; this diversification is based on the strengthening of investments valorising the country's heritage and culture giving more privilege to cultural animation products within the vision programmes 'Azur 2020' and 'Biladi'. It encourages in general the enhancement of all the natural and cultural resources of the country.
- 3) Financing touristic investments; the government assigned within this plan 100 billion MAD budget for the realisation of the project and programs forming the 2020 vision.
- 4) Formation; creating an important tool to push forward the emergence of national tourism like creating higher institutes (Ecole d'exelence) of hotel management and leisure studies. Other cooperating projects of cooperation with Harvard and Toronto universities for creation a research centre (Centre de Recherche et de Developpement en Tourisme Durable CRDTD).

The project " Marketing, communication, marketing " aims to support the growth of the tourism offer through an effective and adapted promotion policy. For this, the

action of the Office National Moroccan Tourism (ONMT), must be redefined both in its methods and in its organization. The increase in its financial resources is necessary in view of the stock development in the main issuing markets.

### 5.6.2 Promotion actors

In Morocco, the main tourism promotor is the ONMT (Office National Marocain du Tourism), a public administration created in 1918 in charge of the promotion and marketing of the product Morocco on the national and international level). The Office plans promotion strategies as a public actor, as it has become statutory a branch of the Tourism Ministry. However, it may include in its promotion strategy some of the private actors as well, as a collaboration policy between public and private sector. For instance, during the last two decades, many promotion projects were executed with some private actors such as travel agencies, real estate investors...etc., other public/private may be involved on different levels in this promotion process:



**Figure 33.** Moroccan tourism promotion structure (Author's elaboration)

#### A. The tourism Ministry:

The governmental administration mainly supervising the tourism sector in the country which defines itself as the governmental authority in charge of tourism whose mission is to elaborate and implement the government policy on tourism. It is designated with the following missions and attributions:

- Develop, implement and evaluate the tourism development strategy;
- Conduct studies and necessary surveys for the development of tourism at both national and regional level;

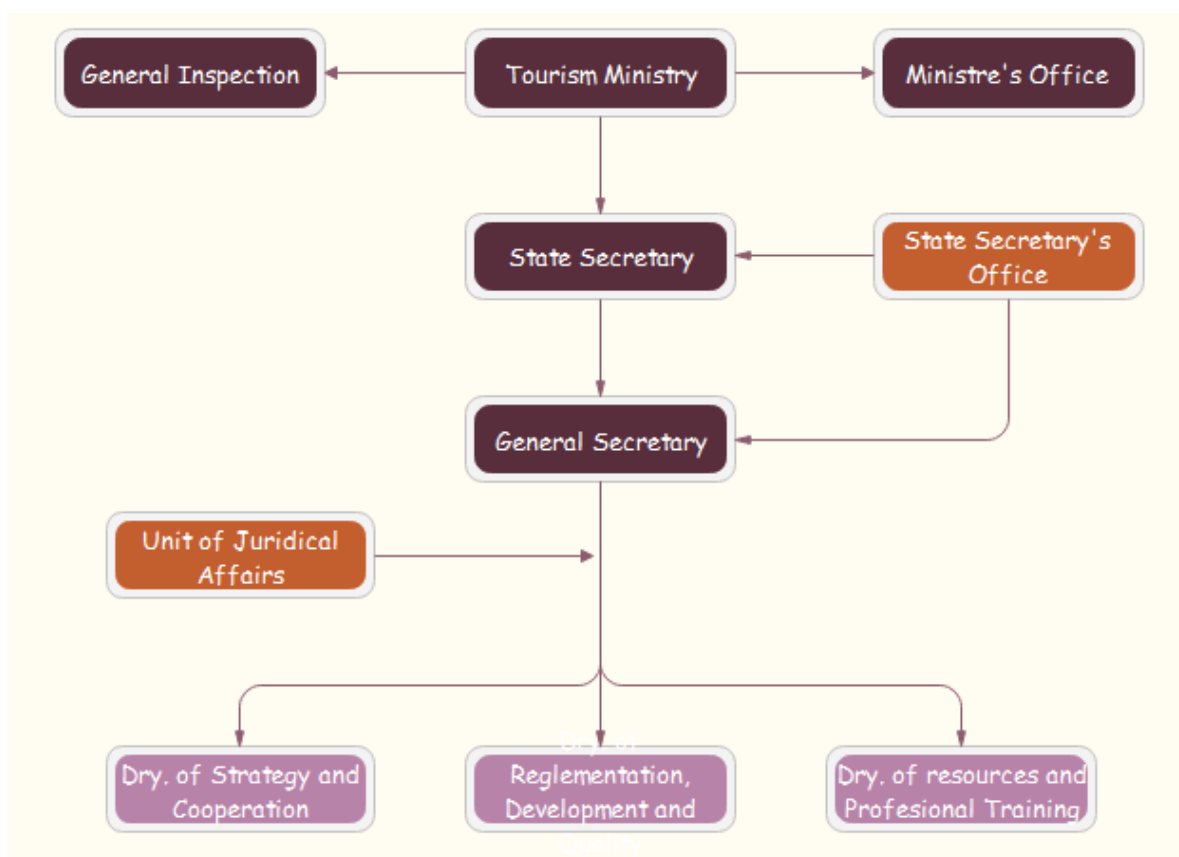
- Develop draft laws and organizational texts relating to tourism activities and ensure their application;
- Supervise and support tourism professions and activities in accordance with the reinforced regulations;
- Orientate, control the deconcentrated services and evaluate the necessary means for their management;
- Participate in the development and management of the hotel and tourism training strategy;
- Supervise training institutions under the Ministry of Tourism;
- Ensure the establishment and strengthening of relations in the framework of bilateral cooperation as well as with specialized organizations;
- Ensure the guardianship of institutions under the Ministry of Tourism.

In addition to the centrality nature of developing management plans for the sector, the ministry, also, have territorial representations in each region. These regional delegations are charged with applying the ministry's tourism policy on the local level.

Despite being under the central

authority of the ministry, they still possess a margin of intervention locally such as supervising the sector in the region and get involved in collaboration with local stakeholders for the sake of developing the sector, walk through new tourism related investment, and spontaneous intervention in case of regulation breeches concerning the functioning of tourism establishments.

As shown in the diagram bellow the ministry consists of three main departments: strategy and cooperation; department of regulations, development, and quality; and department of resources and formation. The ministry does not project touristic promotion directly, rather, it collaborates in developing promotion strategies with its two main affiliates; the ONMT and the SMIT.



**Figure 34.** Tourism ministry structural hierarchy (own elaboration)

B. The ONMT (l'Office National Marocain du Tourisme):

A public institution, with administrative character recognised as a legal personality and granted financial autonomy. Created in 1918, the ONMT is a key actor in the Moroccan tourism sector, its mission is to promote and market the product "Morocco" both at the national and international level. It has been assigned, in addition, the creation, development and management of facilities that contribute to the development of tourism, including accommodation infrastructure.

The commercial dynamism, of which the promotion strategy is an essential component, was an important link in Vision 2010 with the objective of "restoring the competitiveness of Morocco's destination and product". In this sense, it was agreed to restructure the entire promotion system with the aim of developing, in consultation with professionals, a more creative and responsive promotional policy.

In order to promote the notoriety of the destination Morocco in the markets carried out by the strategic positioning of the sector, the ONMT set the objective of revising its

promotion strategy in the direction of articulating it around "product", especially seaside and cultural product, instead of "destination". The review of marketing and communications strategies raised observations related to the development of marketing plans, the process of allocating promotional budgets, and the implementation of these marketing plans.

ONMT's marketing and communication plans are a reproduction of the elements drawn at the level of the strategic plans. Indeed, they contain only summary elements such as the number of contracts to be concluded with Tour Operators at the level of each market, the number of fairs on which the ONMT intends to be present as well as the media to be used for institutional communication. The promotion activities to be deployed at the level of each market have also undergone a clear change compared to the marketing plan adopted initially with the start of Vision 2010, particularly for Italy, the United Kingdom and the Gulf countries in terms of institutional communication that was not originally planned.

Nevertheless, important tourism market niches, whose potential is indisputable, could have contributed positively to the said performances if they had received a particular interest. These are Moroccans Living Abroad (MRE), domestic tourism and "Meetings, Incentives, Conferencing, Exhibitions" (MICE). With regard to MREs, whose share of total overnight stays did not exceed 0.3% in 2012, the ONMT did not undertake any measures in the sense of an understanding of their profile, their tourist behaviour, their expectations and perceptions of holidays in Morocco and the possibility of converting them to the consumption of tourism products. The results of the study undertaken in this direction in 2010 have not yet resulted in concrete measures.

On another note, to allow the ONMT to focus on its core business, namely the promotion of Morocco's image abroad, the parties to the 2001 agreements agreed to transfer the personnel its disposal to the supervisory authority, to unload it from the collection of the TPT (Taxe de Promotion Touristique) and the management of the State's hotel properties. It is clear that, at present day, no progress has been recorded on the first two of these three plans, except when taking into account the ongoing consolidation of the property base of the hotel units in the region.

Under this pressure of taking Moroccan tourism to a better position, and in order to keep

in line with the recent changes in the global tourism industry. The office announced in June, 2015 that it is undertaking a deep change in its internal organisation structure. The new organization chart is structured around three main activities, namely the strategic activities relating in particular to the definition of Morocco's brand strategy, the operational implementation of product strategies, and the coordination of all communication actions. For their part, the operational activities consist of the distribution of the Morocco brand in the various markets, the animation of delegations abroad while guaranteeing a single interlocutor for the provision of resources, adding that the support activities represent the main provider of financial, material and human resources and a guarantee of respect for the financial balance of the Office.

The new organisation, also, consisted of the creation of two new internal departments; As for the "Digital & New Technologies" Department, it will be in charge of the integration of new technologies in the promotion strategy of the destination Morocco to offer a better visibility on the Internet, while "Morocco and internal tourism" department will have as main missions the participation in the definition of the strategic orientations of Morocco's brand and the development of a deep knowledge and an expertise of the product Morocco. The general orientation of the new structure tends to focus on participation in the definition of product positioning, the development of awareness and the image of domestic tourism and the development of a permanent contact with tourism sector professionals in Morocco, local authorities and the press.

C. The SMIT (La société Marocaine de l'ingénierie Touristique):

A public institution created in December 2007 by the Moroccan State with the aim of implementing the strategy of development of the tourist product in Morocco. It emanates from the need to bring out a public actor in charge of the construction of the tourist product. In addition to carrying out new major projects on behalf of the State or legal entities governed by public law throughout the national territory, the SMIT has other mission such as:

- Conducting studies for the implementation of tourism development strategy adopted by the public authorities.
- Market studies for the definition of the different product ranges.

- Preliminary studies for the identification of tourist areas and those concerning the development and implementation of plans for the development of tourist areas.

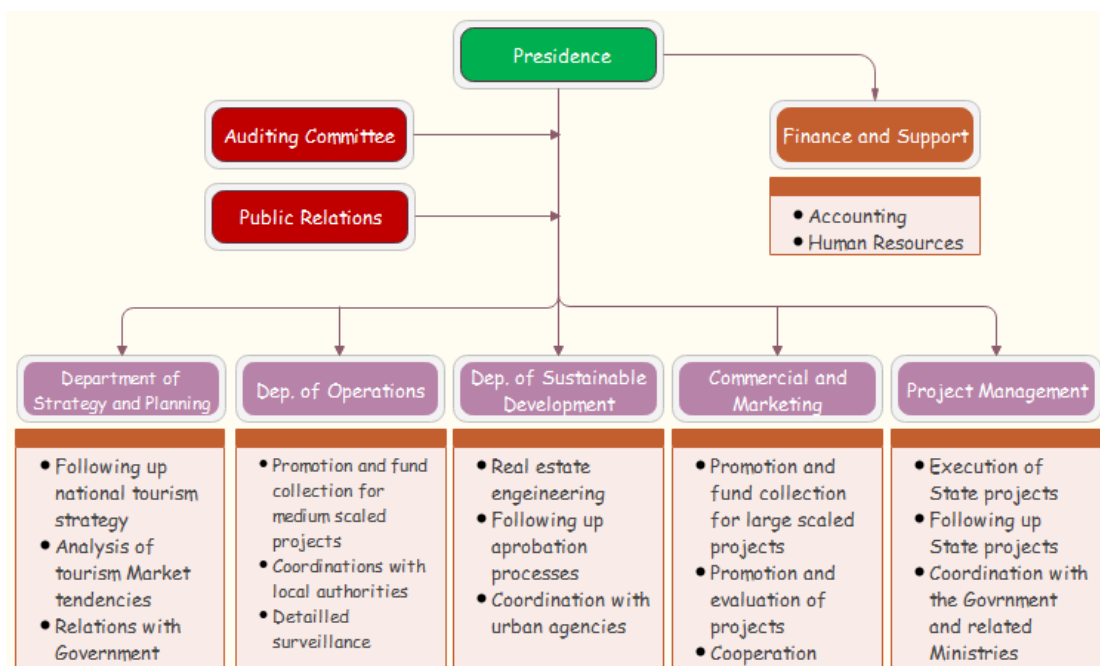
In addition, the SMIT will have to carry out actions of promotion and tourist development with the investors and assist the public authorities in the choice of the candidatures with the calls for tenders.

In an international context increasingly competitive between tourist destinations where differentiation is increasingly harsh, attractiveness has become one of the major challenges of development. SMIT states on its official webpage that it places attractiveness at the heart of its concerns with the aim of making the most of the assets of each tourist region to make it a true competitiveness cluster. Raising various challenges for the Moroccan tourism sector namely design the offer, identify and highlight tourist sites of interest, mobilize land, guide public and private investment, support investors and tourism operators, facilitate their development in Morocco.

With a Management Board and a Supervisory Board. The company also has an audit committee and an Investment Committee. The Management Board directs the company and has the widest powers over third parties to take all decisions, in the name of the company, that contribute to the achievement of its corporate purpose. He assumes his duties under the supervision of the Supervisory Board whose members are appointed by the statutes. The Audit Committee is an offshoot of the Supervisory Board and its task is to assist the Supervisory Board in the supervision of financial reporting compliance rules, compliance with legal and regulatory requirements and qualification, independence and action or external auditors. The Investment Committee's mission is to decide on the main investments and ensure the sound management of the Company's financial assets.

Throughout the years, SMIT accumulated a solid experience in structuring and assembling flagship projects. It provides private investors, local authorities and various public stakeholders with a team of professionals and a personalized and quality service offering to support them since the initial conception of their project until they are put into operation. Its main objective is to support these partners to increase their economic competitiveness and thus contribute to the success of their development.





**Figure 35.** SMIT internal Organigram (own elaboration)

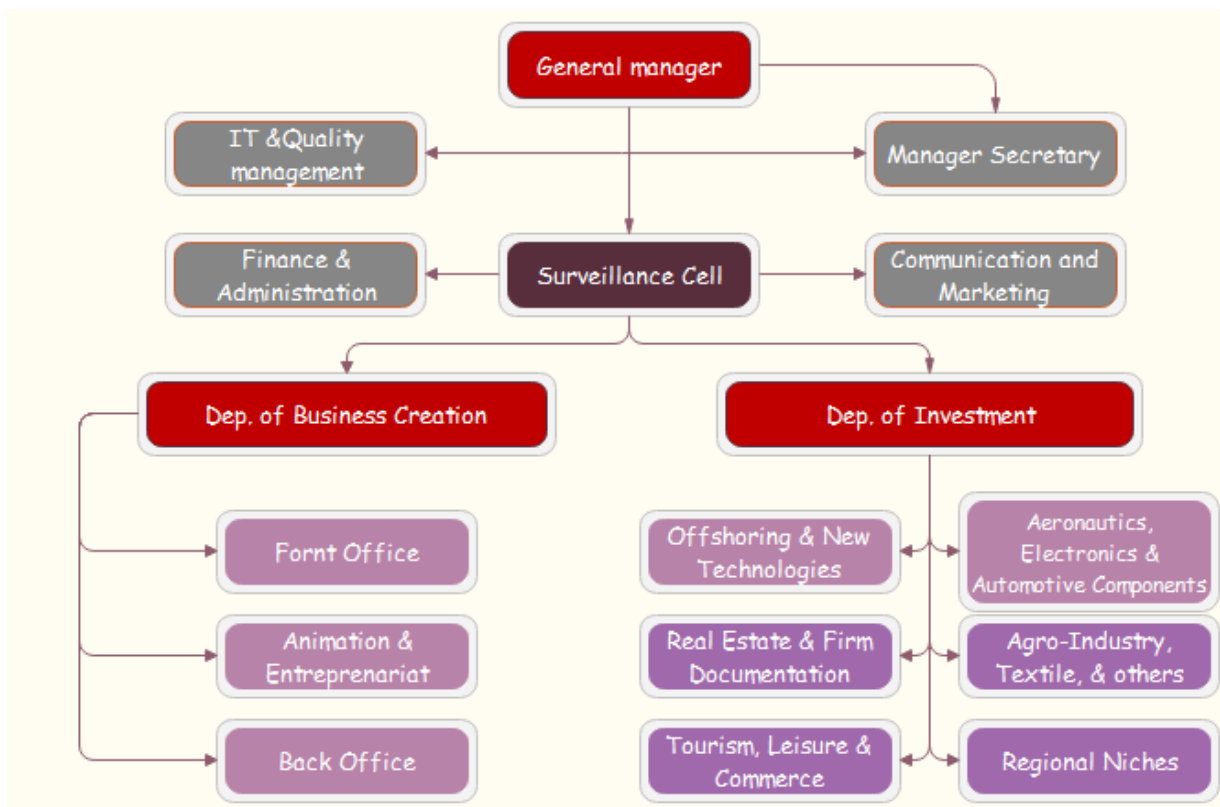
SMIT's intervention focuses on the strategies of tourism projects, by defining and implementing large-scale promotional actions able to support the attractiveness of the Morocco destination as a tourist investment hub. The SMIT, also, has some considerable presence on the international level. Taking advantage from its network of international partners, it seeks to place Morocco at the centre of global tourism investment and thus make the country a key destination for tourism investments.

#### D. Regional Centres of Investment (CRIs)

The CRI (Centre Regional d'investissement) created by the state in order to pursue its policy of regionalization of business creation and investment projects since October 2002. This entity has taken place at the heart of each region and provides both consultation and support in the steps that entrepreneurs or investors must take. It displays a proximity character by remaining available at any time and a professional one by participating effectively in the implementation of projects. Its main roles are business creation help, Assistance and investment projects, maintaining and developing existing investments, improving the attractiveness of the region to investments in sectors with high potential. The CRI is above all a partner for any project leader in Morocco. Structurally speaking, it consists of two main departments that form the core operation the CRIs perform nationally:

- Help desk for starting businesses:

- Unique interlocutor of contact for all business starters/project holders;
- Investment Assistance Window:
  - Provides investors with all the useful information for regional investment;
  - Study all requests for administrative authorizations;
  - Prepares all necessary administrative acts to the realization of investment projects



**Figure 36.** CRI Casablanca Organigramme (Own elaboration)

Any entrepreneur/investor attracted to the various opportunities offered by the county on its different regions must consider the correspondent CRI as an ally and a partner. In this public institution he will find the information necessary for the creation of a business or investment in the region and also a valuable help in getting in touch with the various administrations involved in each process. The IRC in Morocco is an intermediary entity between the project manager and the administrations which enables him to guarantee the creation of the enterprise.

As part of the assessment of the experience of these centres, significant results were recorded at the level of business creation, particularly in the reduction of creation time.

Court of Auditors<sup>7</sup>, notes in a report published in 2015 that several internal and external constraints that did not allow these entities to achieve the objectives assigned to them, including the adoption of action plans specific to each one. In addition, the report points to the lack of a special status of CRI staff, the existence of financial resources dependent on state subsidies, the lack of follow-up of the companies created, and a limited role of CRIs in the implementation of national policies at the local level. The report, also, mentions the inadequacy of the IT interconnection of CRIs with their partners, the limited representation of administrations within the interlocutor and the absence of a single system for the payment of creation costs, as well as a legal framework that governs the Regional Investment Commission.

#### E. National Confederation of Tourism (CNT)

Created in 1995, its main mission is to bring together all the tourism professions and contribute to the reinforcement of the structures of the various professions for greater efficiency and participation at the regional level namely Regional federations of tourism (FRT). Initially, the CNT was under the supervision of its mother federation, the CGEM (Confédération générale des entreprises du Maroc), of which it was externalised since 2007 but remains statutorily attached to it. The CNT acquires a new ambitious structure turned towards its members. Regional Federations of Tourism) and National (National Federations of Tourism Professions). The following are the seven National Federations of Tourism professions included in the confederation:

1. National Federation of Hotel Industry;
2. National Federation of Moroccan Travel Agencies;
3. Association of Touristic Investors;
4. Federation of car rental companies without driver in Morocco;
5. National Federation of Restaurants owner;
6. National Federation of Tour Guides and Mountains Guides;
7. National Federation of Tourist Transporters.

The CNT designates its intervention in the sector on three main strategic axes:

*1. The strategic interlocutor of the entire sector to the public authorities and to all decision-makers*

Placing tourism as a priority in the development of the country generating significant training effects on other sectors. The public authorities need a strong private sector, collaboration and partnership; the CNT as a component of the CGEM has responsibilities in terms of job creation; it acts as a real force of innovative proposals, credible and responsible for a fair recognition of the efforts developed by tourism professions. Through the support of all tourism professionals and the establishment of a new governance promoting the transfer of power to strong commissions and federations, structured and committed by a judicious division of responsibilities between volunteers who will participate in the work of the commissions and permanent experts of the CNT and through a strong collaboration with the thematic national commissions of the CGEM.

## *II. Achieving the deployment of the 2020 vision*

The potential of our country to achieve the objectives of the Roadmap we co-developed for our sector: Vision 2020. To highlight the key success factors of tourism development in our country; to reassure investors about the profitability of their projects and ensure regulation and balance between the regions. To ensure a fair and sustainable sharing of wealth as well as the development of skills and human resources. By taking into account the structuring effects of these visions at the socio-economic level; through stronger involvement of the CNT in governance bodies

## *III. Provide real services to members*

There is a strong demand and the needs are growing especially for SMEs in our sector; improving competitiveness is essential for better product quality; the sum of our individual talents can benefit everyone: Providing tools on trades; Organizing training and transfer workshops for associations, federations and companies; By setting up a watch and benchmarking service; By conducting specific upgrade studies for the sector and each trade; By facilitating combination of resources and accompanying tourism SMEs in their efforts to Upgrade.

### F. Other non-structured private actors

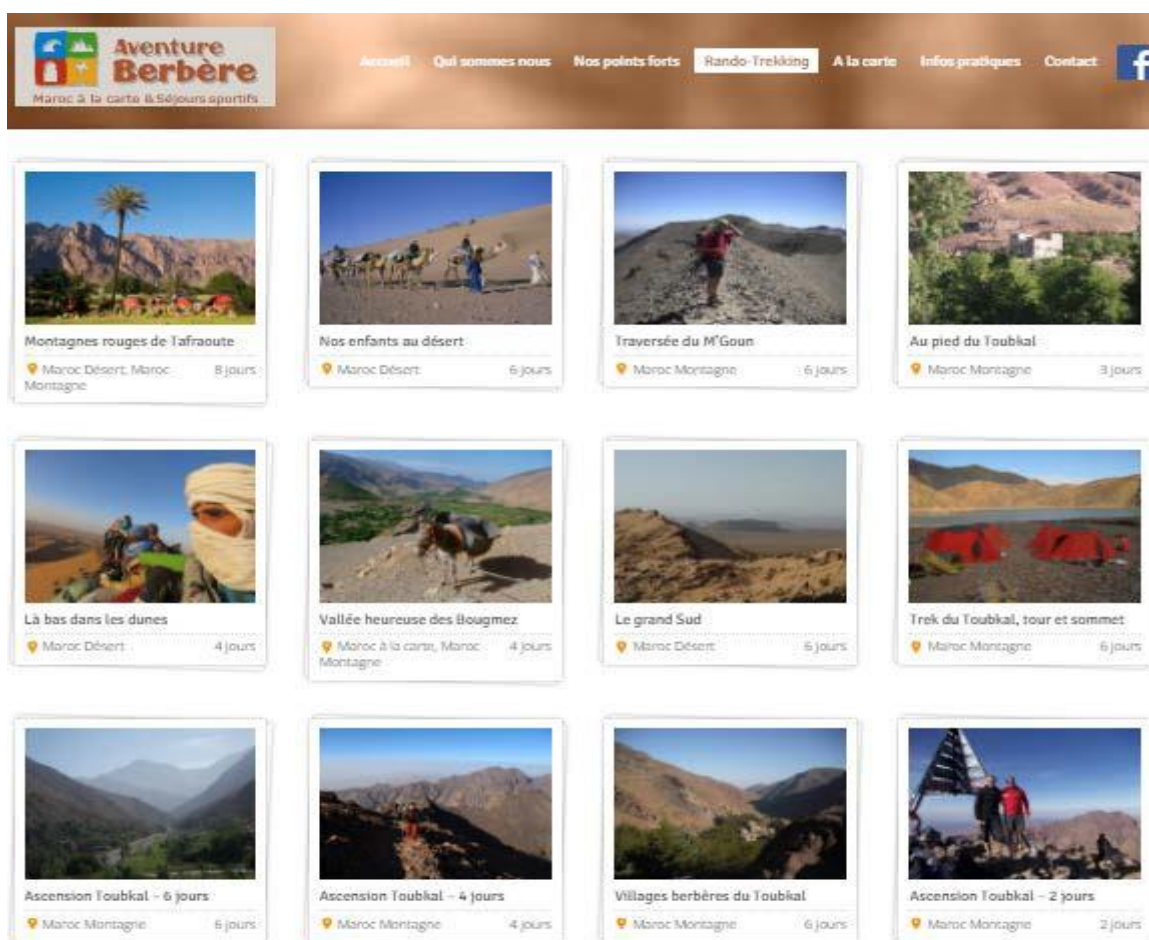
#### F.1 Travel Agencies

##### *Aventure Berbere*

Specialized in the sport trips 'à la carte' in Morocco, the agency is approved by the

Moroccan Tourism Ministry and has been based in Marrakech since 2002. Created and managed by a Franco-Moroccan team. They offer services based on know-how and passion for the country. They offer them to either a group of people, a family, individuals (from 2 people), even travel agencies, tour operators.

They offer trekking circuits all around south and south-east Morocco, in total, tourists will have the choice to choose between 17 different circuits. In addition, they offer a special menu divided to thematic categories such as 4x4 circuits, Riyadh-Hotels, Autotour, Family Stay, etc.



**Figure 37.** *Aventure Berbère* webpage featuring Tourism offers

### *Amaris Voyages*

It is an outdoor Atlas travel agency, based in Marrakech and specialised in organising travel events. This one also, is created by a French-Moroccan team. It is set on two main development axes namely ecotourism and responsible travel. The website is user-friendly and easy to use. They have a menu of five categories of travel. Trekking circuits, Family Travel, School Travel, Solidary Travel, and Nature-Culture Travel.

### Top Desert

Top Desert tours is a leader in luxury and Berber desert camps in Erg Chigaga, Erg Chebbi and Erg Lihoudi dunes in the Sahara desert of Morocco. Their travel packages also include private transportation, camel trekking, sandboarding, events organization. They run private tours to the Sahara desert and also to all important Morocco destinations.

In their description online, they present themselves as a local Berber and Nomad family business. Their travel company is from Berbers to Berbers. And a small business originally created to help promote the desert and guarantee a stable income to a dozen of families working with them. They state that the services they offer are in first place intended to generate revenues for a lot of families assuring the help needed in their daily struggle with life in remote areas.

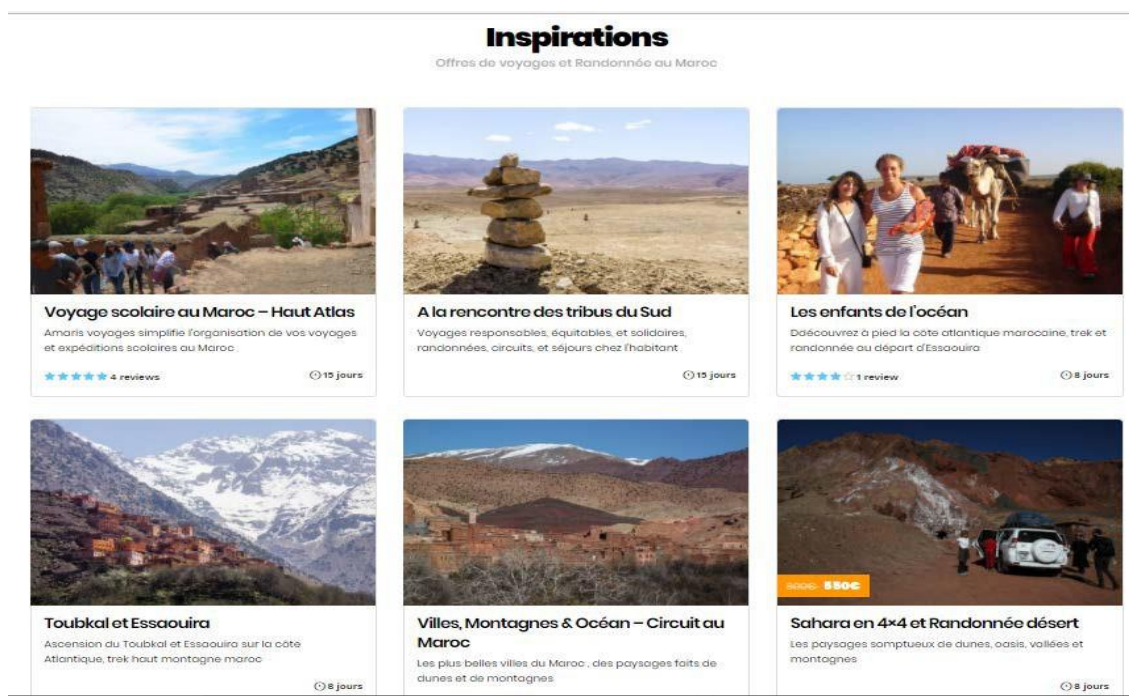


Figure 38. Top Desert Agency website

Atlas Voyages:

This agency presents the product Morocco in three thematic categories namely ‘En Famille’, ‘Entre Amis’, and ‘Maroc’. Featuring three main Moroccan destination: Marrakech, Agadir, and Essaouira. It offers, within each destination, the main hotels in the city and their main accommodation offers. The agency presents also an organised trip to south Morocco -Circuit Sud au Maroc en 4X4- which consists of 4 days circuit between Ouarzazate and Merzouga cities including food, accommodation and may other cultural activities. However, the offers intended to Moroccan clientele who wants to to visit other foreign countries. The webpage is principally built in French and has no option to choose another language.



Figure 39. Figure 45 Atlas Voyages webpage

Majestic Tours:

Majestic Tours is a travel agency based in Rabat and mainly presenting travel packages to Istanbul, Cairo and Dubai. It has also a three-day circuit ‘Marrakech - Terres D’Amanar - Ourika – Oukaimeden’ as product for Moroccan Destination. To complete ot tour pack, the agency has a special offer called ‘Excurssion’ which consists of circuits between various Moroccan cities; Agadir, Marrakech, Casablanca, Fes, Ouarzazate, Essaouira, Tanger, Rabat, etc. the pricing at this agency seems to be one of the most affordable compared to other offering domestic tours.



Figure 40. Majestic Tours webpage

#### Marisar Manar Travel:

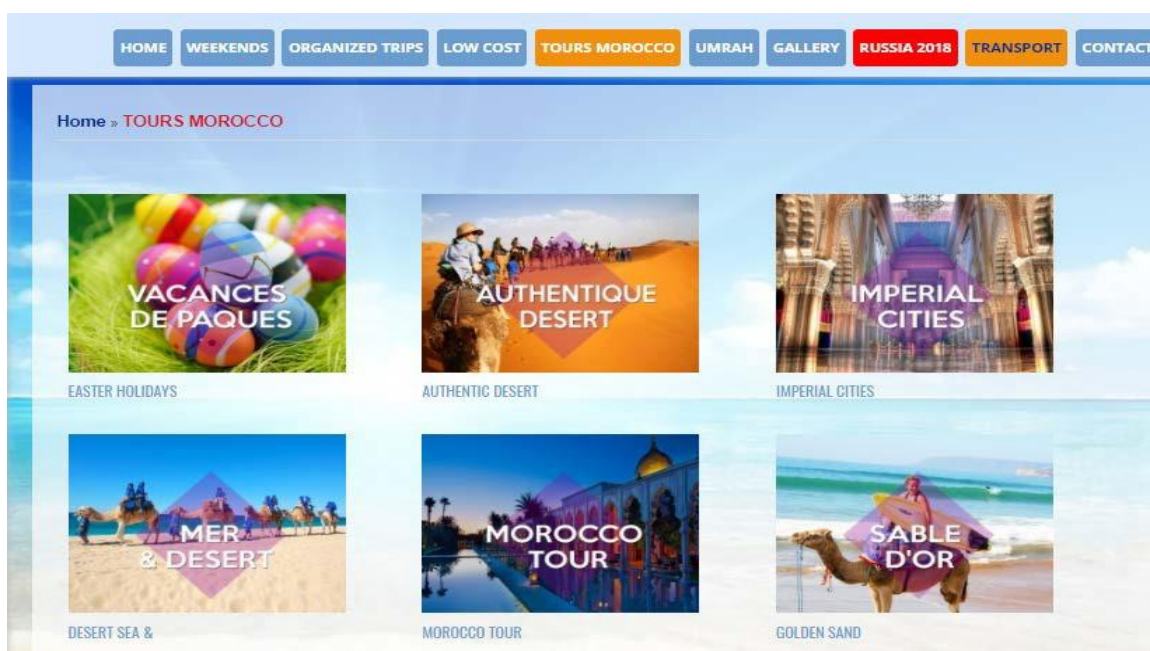
This agency is specialised in European destination such as Spain and Portugal but also has one of the largest circuit offers among the others. It sells six main circuits:

*Easter Holidays* which is a 9 days/ 8 nights circuit organised between the cities of Marrakech - Ouarzazat - Tinghir - Merzoga - Midelt - Ifrane - Fés - Meknes - Rabat – Casablanca.

- *Athentic Desert*, 8 days/7nights tour including the cities Marrakech - Ouarzazate - Zagora - M'hamid El Ghizlane. As it is named this tour focuses on exploring the product Desert in the south of Morocco.
- *Imperial Cities* consists of visiting the most attractive cultural cities of Morocco it is focused on the cultural heritage and architecture. Its program allows to visit Casa - Rabat - Meknes - Fes - Midelt – Erfoud - Tinghir – Ouarzazate - Zagora - Taroudant – Agadir - Essaouira – Marrakech.
- *Desert and Sea* another 8 days/7nights circuit between Marrakech - Ouarzazate - Zagora – Agdz - Taznakht – Taliouine – Taroudant - Agadir – Essaouira focusing the the desert and seaside product.
- *Morocco Tour* is the longest tour presented by this agency and one of the longest done in Morocco. Carried out through 15 days/14 nights visiting 16 cities: Casablanca - Rabat – Tanger - Tetouane – Chefchaoune - Meknes - Volubilis – Fes - Erfoud - Rissani – Zagora – Ouarzazate
- Taroudant – Agadir - Essaouira– Marrakech. Consists of touring for 7



days/6 nights between Agadir – Essaouira Marrakech – Taroudante. This circuit is about discovering the desert product of Morocco.



**Figure 41.** Marisar Manar Travel Website

#### OLÉ Voyages:

This tour operator presents, as its main internal offer, ‘Dakhla Discovery’. A four-day stay at the Atlantic city known for its surfing shores. It also offers three circuit programs featuring Merzouga and Ouarzazate mainly.

These agencies operate sometimes with outdated websites or non-user-friendly interfaces which are too complicated to use or not attractive to user. Most of them, if not all, are using RAM (Royal Air Maroc) as the only flights provider which is highly expensive compared to other available low-cost flights providers. Also, the majority of these agencies use French language as the one and only language of their websites. This may affect the clientele base who are not familiar with that language.

#### F.2 Hotel Industry

The most present hotel chain in Morocco is, certainly, the French group Accor (which is dominant in luxury as well as in low-cost category). This group also

manages other subgroups which considered of its brand too such: Ibis, Fairmont, Banyan Tree, L'univers Sofitel, Pullman, etc. across the major Moroccan cities (Marrakech, Agadir, and Casablanca) the dominant majority of accommodation capacity can be found.

#### *Louvre Hotels Group*

Manages the Golden Tulip hotels: Present in Morocco since 2006, Louvre Hotels Group currently has 7 establishments, including 6 Golden Tulip and 1 Tulip Inn, managed within a local structure. In Morocco, the Group has set up a real strategy of tailor- made development, in both in the economic hotel and in mid-range and luxury hotels. The Group has future plans to establish its first-class brands in the major economic centres of the country (Casablanca, Marrakech, Rabat, Tangiers, Fez) as well as in medium-sized cities like El Jadida, Meknes and Oujda to address both the international and local clientele. In addition, the middle and high-end segments are also likely to develop thanks to the Tulip Inn, Golden Tulip and Royal Tulip brands in major Moroccan cities and in tourist destinations to offer a full range of hotels and services to the Group's clientele.

The Louvre Hotels Group brands have all been very well received by the international clientele Moroccan and local investors, in particular thanks to the partners the Group's historical and trusted partners, H Partners and CMKD (Maroco-Kuwaiti Consortium Development), which allow it to contribute sustainably to the enrichment of the tissue local economy.

#### *Angsana Riads Collection:*

a sub brand of the Banyan Tree Holdings Limited which is a large international tourism investments group based in Singapore. Originally from Thailand, the company operates more than 26 luxury hotels and resorts, 65 spas, 70 retail outlets and 3 golf courses worldwide under the brand names Banyan Tree and Angsana. In Morocco it is present as Agsana Riads in major Moroccan cities (Marrakech, Rabat, Agadir, etc) with 10 establishments in total.

#### *Kenzi Hotels*

The leading Moroccan hotel group, offering world class service and high-profile professionalism in the Moroccan hotel industry. The group entered the Moroccan market

to compete on the same level with foreign hotel chains in luxury products. As stated on the group website, its vision is to be the hallmark, the ultimate reference and the landmark of fine hotels in today's Modern Morocco; to be known as a well reputed brand, its standards of excellence consistent in all locations, well-known and prominent for its high-quality service and its excess of guest experiences and gastronomic art. The group is present with 10 establishments distributed between Casablanca, Marrakech, Tanger, Agadir and Errachidia.

#### *Relais and Châteaux:*

High-end French-style hotels established in 1954, an association of more than 550 landmark hotels and restaurants operated by independent managers, chefs, and owners who perform under the name of the brand. The group uniquely formulates its hotels services in parallel with the country's culture values. It offers an introduction to a lifestyle inspired by local culture. They stress on protecting and promoting the richness and diversity of the world's cuisine and traditions of hospitality as well as preserving local heritage and environment. It has 5 establishments in Fes, Rabat, Essaouira, and two in Marrakech.

#### *Hyatt Hotels Corporation*

- A luxury hotel in the Old Medina of Casablanca, The hotel has a 255 rooms, including 223 deluxe king and twin rooms, 11 junior suites, 19 executive suites and 3 royal suites, and 8 conference rooms accommodating from 20 to 400 people. Its restaurants, such as Cafe M, Dar Beida, Bissat and the outdoor Les Bougainvillées cater in Moroccan, fusion or Parisian cuisine. They have a special line of accommodation called 'King Rooms' cover 31 square metres with extreme luxurious equipment and privileges intended to VIPs and high-profile guests like politicians and diplomatic bodies. The hotel also has an outdoor pool, a sauna, gym, and many other sports fields.

*Mandarin Oriental:* Located in the heart of 20 acres of Moroccan gardens and olive groves, Mandarin Oriental, is a hotel five stars located just minutes away from Marrakech city centre. With its excellent facilities and world-class cuisine, it allows you to discover all the country's qualities. This hotel brand is only present in Marrakech but it's one of the most famous accommodation facilities in the country. It usually hosts the national and international conferences, sports events, and different festivals. His view on the Atlas Mountains in the background gives it such a privilege.

Its offer varies from luxurious villas, spacious suites, and exceptional spa along with a wide choice of innovative restaurants.

### *Hivernage Colleccion*

This hotel collection includes five stars: the Hivernage Hotel & Spa, The Pearl Marrakech, Riad Marrakech by wintering and Palm Villa by Hivernage. It offers an exclusive offer and terraces offering views of the medina, the Atlas Mountains and ancestral monuments. Located in the centre of the city, the prestigious hotels of the Group Winter Collection are high-end of Moroccan luxury hotels. The various units of the group are in the neighbourhoods and the most exclusive places in the Kingdom. The Winter Collection Group also offers world gastronomy restaurants that are distributed on major imperial cities of the country.

### F.3 Foreign travel agencies and tour operators

#### *Fram*

Acronym for 'Fer Route Air Mer', a french tour operator founded in 1949 which started as a simple local agency based in Toulouse, then extended to become a group of multiple entities carrying its label, such 'FRAM travels' or 'FRAM agencies. Long flagship of French tourism behind the Club Med and Nouvelles Frontières, third tour operator after TUI and Thomas Cook, FRAM progressed inevitably over the twentieth century to reach its peak at the beginning of the 2000s. The FRAM agencies network is created in 2001 and includes a 60 spread over the France travel agency. The 'Embassies FRAM' network, deployed in parallel, has 147 branches in 2015 in France. Its branch facilities are distributed in several countries. They are managed by hotel subsidiaries that have mission administration, management and quality monitoring. On this business, the FRAM group has thirteen subsidiaries. The Group has implemented its own teams in five subsidiaries abroad permanently and has interests in local receptive, responsible for ensuring all logistics (Organization of stays, group management, home, animation, etc.) in France, Morocco, Tunisia and Senegal.

#### *Look Voyages*

A French tour operator, formerly a subsidiary of Transat A.T. Inc., now part of the TUI Group, specialist of the francophone club abroad Transat France, Look Voyages, Vacances Transat and Amplitravel brands is one of the leaders of the travel package

in France. Look travel designs hotel stays or circuit, with especially the Clubs Lookéa, flagship of the brand. All of their products are distributed by internet and travel agency. Look travel has many holiday parks including over 30 clubs Lookéa located in Europe, Africa, Central America, and Caribbean more recently in Asia. There are regular departures from Paris, Lyon, Marseille, Nantes, Lille, Bordeaux and Toulouse. A large part of this product variety is destined to Morocco, consisting of different tour covering the major cities of the country with numerous options in tour duration and quality.

### Thomas Cook

Thomas Cook Group is an English company of the sector tourism, originally created by the middle of the nineteenth century in England. The company has approximately 2 400 travel agencies, 33 tour operators, a presence through 15 countries worldwide and 88 aircraft. For the destination Morocco, it offers exotic trips all across the four seasons of the year.

On its promotional materials it encourages visitors to discover this exotic and authentic country with different available type of trips where they can enjoy Sun, gastronomy, and cultural discoveries. A set of in-city circuits to discover the stretched streets of Old Fez, as well as hiking in the Rif Mountains. In addition, it offers tours in south of the country to explore the product desert. Its most used trips are the short ones between Marrakech and Agadir due to the potential of the two cities and their fame among tourist as the the most wanted destinations in Morocco.

### Nouvelles Frontières:

A subsidiary of the Rosberg tour operator TUI Travel. Headed since May 2011 by Pascal of Feillu whose economic model integrates tour operating, hospitality, internet and physical distribution. The Group has opted for a "multi-channel" distribution materialized by 300 travel agencies, an internet site, as well as by well-designed mobile apps. In addition to this network, the group concluded a strategic agreement with Carlson Wagonlit Travel in June 2010, reducing the number of agencies Havas travel of 170 to more than 500. It offers many circuits destined to European visitors in general and especially French. The towers are varied between 4x4 tours between Moroccan imperial cities with round flights, accommodation, and meals included. The pricing policy is based on the European model since it is destined to Europeans.

### 5.6.3 Promotion channels

Once the promotion strategy is drawn, the actors included (private and/or public) tend to establish a work plan based on the drawn strategy guidelines. Depending on the nature and function of each actors, their intervention in terms of projecting a certain promotional material may vary. Also, the techniques used to transmit the promotion of the destination may differ to a large extent. This section highlights the possible channels through which promotion

Actors project their promotional image. This projection is executed principally on three levels; 1) direct information, 2) public relations, and 3) touristic advertisement.

- 1) *Direct information* refers to the general and basic information about a given destination available for tourists and easily accessed. It could tourism information centres which represent a permanent form of information to the public. This presentation could be done through engaging in interaction with visitors, animation of the visitors in parallel activities while presenting the destination product, or by facilitating the purchase of stay/service to visitors. By all means, this channel is the most traditional one but still the most reliable in third world destination due to lack of modern technologies use in tourism sector.

Moreover, direct information about a destination could be found also in documentation tools/ tourism diffusion. This includes informative brochures and folds made at visitors' disposal either at booking points or while on arrival. Mailing old clients or potential new ones. Also, this kind of promotion could be diffused in travel agencies, tourism offices, or at national representation in foreign countries.

- 2) *Public relations* with similar importance as information projection or advertisement, PR inside tourism must be planned and coordinated with other promotion forms which touch the public directly or with a press intermediate using read, spoken, or visual press. Big tourism enterprises use this method. Another way of using press as promotion channel could be aired interviews, press conferences, or even journalists travel.

Direct relation with the public without involving cooperation of the press, so that many promotion actors could be directed to other opinion formers. These direct promotional forms could be many and diverse such gastronomy,

diffusion of static or animated image (movies, expositions.).

- 3) *Touristic advertisement*, like any other advertiser, tourism ones must take in consideration five crucial decision while projecting their destination image.
- i) Theme: the offer must seek, in a persuasive manner, a simple message and within the possible rather than a choice of arguments or propositions. It must take in consideration that a potential client doesn't excel at choosing between highly varied propositions.
  - ii) Target: on different markets where touristic accommodation competition is intense, product suppliers seek to conquer new potential clientele. These suppliers, often, focus more on clientele adaptation to their products sections more than the preadaptation of the product to fit different clienteles. Market research in this case is conducted only to sensitive points to tackle in potential clients, since the clientele range is already known to the suppliers.
  - iii) Support: the choice of collaborating media (establishment, TV channel, Radio station...) is carried out considering the level of pricing process, capacity of product supply, and the mode of commercialisation applied by the competitors in the same aspect. However, knowing the precise features of the clientele group such as dominant gender, age, economic status... could be crucial in the choice of marketing support.
  - iv) Campaign: the preparation of a promotion campaign should take in consideration, imperatively, the projection timeframe. For instance, the period and duration of campaign, frequency and emission dates should be performed in parallel with high seasons or peak months of the year. These parameters are crucial in determining the success of the campaign. It really relies on the precise knowledge of the potential clientele.
  - v) Announcement (Emission): focusing on the good pricing, it is the case, it must be stated the most important feature. It could be also useful to use precise facts and avoid generalisation or other common used ones, the idea here is to be special, unique, attractive. Not to mention the creativity in product projection and offer variation. The emission

must focus, more importantly, on the best argument the supplier has and make it the leading motive.

These techniques are in general the one deployed actually on the promotion in the Moroccan tourism sector. However, they might be used differently depending on the nature and function of the actors using them. But generally speaking the promotional material is conveyed through the following distribution channels:

- ✓ Travel agencies
- ✓ Trade and tourists exchange
- ✓ Professional associations
- ✓ Press releases
- ✓ Internet

#### **5.6.4 Promotion techniques**

Since the state, in tourism development process, acts as a planner, manager, and promoter; it is the main actor who is in charge (directly or indirectly) of the realisation of vision 2010 objectives. Among the principle points of this vision is the promotion of destination Morocco With diversified product and to new markets. The initial action plan concerning promotion was focused on the following points:

- *Product*: triple classified accommodation capacity replying to international standards
- *Transportation*: activate the open sky policy and open various new airlines with European capitals.
- *Marketing*: communication, commercialisation, adapted and efficient promotion policy. Repositioning of destination Morocco. Anticipation on the market of responsible tourism programme.
- *Institutional organisation*: creating organs of consultation and coordination between public and private sector actors; on regional and national level.
- *Formation* (professional training): professionally prepare 72.000 qualified personnel for the national tourist reception.
- *Tourism environment*: applying a set of general measurements to enhance tourist reception (airports, indication system, and access to information).
- *Sector restructuration*: Quality responsible and sustainable tourism



The ONMT (Office National Marocain du Tourisme) is the main (public) promoter of tourism in the country. Its main mission is the promotion and Marketing of destination Morocco locally and internationally. The office follows a triple strategy in order to achieve the points mentioned above:

1) Product strategies: hard focus on seaside segment, by extending the seaside offer to a more diversified one and distributed as well on the Mediterranean coast consisting mainly of building new resort such as in Saidia, Alhoceima, Tetouan, Tangier. Surely, this will go in parallel with the repositioning of cultural product to make a more complete one and representing the real Moroccan potential.

2) Price strategy: improve relationship quality/price of destination Morocco, this policy suggests coordinated pricing process between professional conventions, and pricing reference network. Pricing quality coordinated with quality labels, As part of the legislative and regulatory provisions, the establishment of a quality label for all tourist- oriented businesses located in tourist development zones.

3) Promotion strategy: reform of promotion scheme, Restructure the whole of the operative part of the promotion of the destination with the objective of designing, in consultation with professionals, a policy of promotion more creative, responsive and adapted to the needs. Strengthen the OMNT's financial means and refocus the activities on promoting the image of Morocco abroad. Restructuring Tourism taxes system so that collected taxes could be invested into tourism promotion. Charge the costs of staff trained under the OMNT supervision to ministry. Restructure the OMNT by amending eventually in its denomination and to develop its mode of operation, to associate representatives of the profession to its decision-making bodies.

Increase of promotion budgets by creation of a promotion fund managed by "the restructured OMNT" and powered by the tax of tourism promotion and the State budget with participation of the private sector in proportions open to definition. Objective of annual donation of 500 million dirhams in the horizon of 2010, exclusively intended for the promotion, and agree on the need to schedule this effect an increase of the product of the TPT (Taxe de Promotion Touristique) and predict the contribution of other institutions (private or public) benefiting from the benefits of tourism.

## 5.7 Limitations

Despite the considerable position of Morocco destination among its regional competitors, the ambitious objective set to be realised by the end of 2020 (Vision 2020) still stuck to the previous vision 2010 rooftop. After more than 7 years of its completion, tourists' arrivals are still hanging in the 10 million interval. However, the surrounding or external circumstances affected to some extent the growth of the Moroccan tourism sector, especially for European countries given the fact that Europe is the first tourist outbound to Morocco. The late economic crisis back in 2008/2009 affected severely European investment in the country. Many corporations had to sell or withdraw their shares in resort projects that belonged to Plan Azur (2010, 2020). Also, the latest terrorist attacks in various European cities (Paris, London, Berlin, Bruxelles) led to spread fear among the public about visiting any country in the region; even though Morocco marked a clean security record during the last decade (since the last terrorist attacks in Casablanca 2003). This wrong idea formulated to the European public is due to the misleading media propaganda. The non-efficient promotion of Moroccan destination to those areas allows those wrong ideas of chaos and insecurity to spread quicker and wider. In addition to this factor, there are many other weak points that make promotion of the product Morocco inefficient such as:

- Poor optimization of communication: The ONMT has not managed to get into regional and international dynamics. No consultation and regionalization of promotion through the CRTs;
- Morocco has very little presence on the Web in general and in e-commerce in particular;
- The ONMT, as the main promoter of tourism in the country, does not present a quantified assessment of its policy to professionals;
- The ONMT is restructuring, but the operators do not have a road map, to coordinate their efforts and move towards the objectives targeted by the Office.
- Weak marketing means, especially for the seaside product for which competition is very strong;
- Weak and obsolete marketing means of products: seaside, and rural niches
- Weak occupation rate of accommodation units due to

inadequate policy targeting customers better than the product / market relation.

- Incoherent promotion/marketing policy;
- Unfair distribution of tourist infrastructure between PAT regions (pays d'accueil touristique).
- Absence of regional investment and tourism promotion fund and Establishing of performance indicators for the ONMT.

## 5.8 Promotion/marketing in case studies

### 5.8.1 Introduction

The country's potential consisting of both natural and cultural resources project it as a future tourist power of the region (Bernal Casasola et al., 2011). Institutional planning has led to an increase in international tourism in the last decade, from two and a half million in 1995 to more than nine million in 2010 (UNWTO, 2011). This means an increase of 256%, perceiving greater growth in the first decade of the 21st century than in the last years of the twentieth century. This assertion is observed when observing the evolution of the income by tourism that grows exponentially in the studied period. On the other hand, when analysing the share of Morocco's participation in international tourist arrivals and the weight they represent in the total of African continent, it is important because of the considerable increase in the relative sector size since 1995. This growth in the share of tourist arrivals is verified by the relative share of Morocco in the African environment compared to the income obtained by this sector.

Nevertheless, the northern region of Morocco is one of the major touristic gates of the country. Even if the region's offer is dominated by seaside product. It usually marks the fourth in most of tourism indicators. In fact, the government has been betting in the last decade, almost exclusively, for sun and beach tourism, despite having a great potential for other tourist types such as those related to cultural tourism (architectural, historical, ethnographic ...), natural, urban, etc. Morocco with the new tourist plans promoted from by public authorities (Vision 2010/2020), emerged as one of major tourist destinations in Africa and especially in the Mediterranean. Moreover, the two main entry points in the north of the country are Ceuta where the tourists crossing mainly to Tetouan and the other one in the port of Tangier and whose destination is the city of Tangier and surrounding cities mainly. Recently, a new 'Tangier-Med Port'

was created and boosted the both economic and touristic profile of the city becoming the first and most important gate of the country on the Mediterranean. However, the city land connection with the interior of the country still suffering various constraints such as lack of regular bus lines, lack of passenger rail infrastructure, inadequacy of taxi service, etc.

### 5.8.2 The region's potential

Tourism development process is an essential factor at the base of urbanisation diffusion and the sliding of intense population groupings towards the littoral. The hotel infrastructure of the region, is constituted in 2013, of 156 classified hotels (7% of the national capacity), and of 15,665 beds (9% of the national capacity) providing 9% of the national supply in terms of rooms (7,716 rooms). The rated 5-star hotels account for 10% of the classified hotel infrastructure while those of 4 stars represent 31%.

**Table 25.** Accommodation capacity 2010-2015 (Observatoire du Tourisme 2016)

| Region                | Absolute variation |               |               | Relative variation |            |            |
|-----------------------|--------------------|---------------|---------------|--------------------|------------|------------|
|                       | Establishments     | Rooms         | Beds          | Establishments     | Rooms      | Beds       |
| Marrakech             | 696                | 8 146         | 17 324        | 68%                | 29%        | 27%        |
| Sous-Massa            | 91                 | 3 700         | 9 568         | 65%                | 26%        | 29%        |
| Fes-Meknes            | 192                | 3 039         | 7 722         | 108%               | 46%        | 56%        |
| Tangier-Tetouan-      | 111                | 2 756         | 5 858         | 76%                | 36%        | 37%        |
| Alhoceima             | 47                 | 2 068         | 4 296         | 36%                | 23%        | 24%        |
| Grand Casablanca-     | 52                 | 1 522         | 3 958         | 108%               | 46%        | 58%        |
| Settat                | 148                | 1 756         | 3 949         | 87%                | 28%        | 31%        |
| Oriental              | 94                 | 650           | 1 892         | 149%               | 39%        | 55%        |
| Draa-Tafilalt         | 25                 | 565           | 1 144         | 47%                | 16%        | 16%        |
| Beni Mellal-Khenifra  | 31                 | 539           | 972           | 182%               | 81%        | 73%        |
| Rabat-Sale-Kenitra    | 21                 | 204           | 418           | 81%                | 43%        | 42%        |
| Laayoune-Saqia Lhamra | 5                  | 108           | 214           | 71%                | 39%        | 33%        |
| <b>Total</b>          | <b>1 513</b>       | <b>25 053</b> | <b>57 315</b> | <b>76%</b>         | <b>31%</b> | <b>33%</b> |

With regard to tourism demand, the region Tangier-Tetouan-Al Hoceima represents the fourth major destination of Morocco. In 2012, the nights in the classified hotels are count at 1,32 Million overnight stays with an evolution of 7% compared to 2008. International tourists were near 46% of all registered arrivals, increased by 143% between 2011 and 2012. The most important markets are: France Spain, England, Germany, Italy, the USA and the Maghreb. Moroccans represent 54% with 715 thousand arrivals.

The region of Tangier-Tetouan-Al Hoceima has several remarkable sites:

***El Merja Zerga:*** 80 km south of Larache, this site offers hiking inside pine forest that stretches for several kilometers along the Atlantic Ocean. ruins of ancient civilizations could be found at several sites of city such as the Lixus, Carthaginian port and Romanesque north of the city and the Moulay Bousselham Lagoon, also called Merja Zerga (or Blue Lagoon), offering Flamingos, White Spoonbills, Stilts, Avocets and other Tadpoles, thus creating, during winter, a concentration of 250,000 birds and making this site a hotspot of Moroccan ornithology.

***Bouhachem Natural Park:*** this park has great potential for ecotourism, thanks in particular to its natural resources, namely Jbel Bouhachem, located east of Tetouan. This site of biological and ecological interest offers a mountain tourism with hiking, the opportunity to observe more than 32 species of mammals (noctuous barn, maggot sign, porcupine, gloved cat, otter ...) and 99 species of birds, and local products (organic jam, small handicrafts, honey ...). Area of Perdicaris: named after this rich American diplomat, John H. Perdicaris, owner of the land, who built a majestic residence for his wife at the amidst a 70-hectare forest offering breath taking views of the Strait of Gibraltar and Spain and allows hikers to observe some 16 species of mammals and 55 migratory bird areas.

***Jbel Moussa:*** At 48 km from Tangier, overlooking the Strait of Gibraltar, Site of Biological and Ecological Interest (SIBE) Jbel Moussa, known to be an important passage of large marine mammals, is also considered a historical site and offers hiking and horseback riding, climbing, nature observation, campsites, marine circuits, scuba diving ... Talassemtane National Park: Near Chefchaouen (60,000 hectares), this park and other natural sites such as the Akchour valley, the Toubhoubit cave, the waterfalls of Charafate, offer multiple opportunities for trekking or hiking in a setting exceptional, where cliffs, springs, fir, cedar and pine forests abound with rich and protected flora and fauna.

***Al Hoceima*** which opens on 72 Km of coastline sheltering a multitude of beaches and sites seaside resorts, it also contains sites that can host mountain tourism such as Issaguen station (Jbel Tidghine 2456 m), Azila station (mountain site covered by cedar forests), Tizi Ifri station (mineral water source), and the Bokkoya Park National. As a result, the province has some craft centres such as Taghzout local handicraft centre

and museum, and Bni handicraft centres Boufrah and Imrabten.

The list of intangible cultural heritage decided by UNESCO includes 6 entries for Morocco between 2008 and 2014: the Argan, the practices and know-how related to the Argan tree; the Mediterranean diet; Falconry, a living human heritage; the cherry festival of Sefrou; the cultural space of Jemaa el-Fna; the Moussem of TanTan.

The intangible heritage of the Tangier-Tetouan-Al Hoceima region is rich and diverse and has several classified cultural sites. Indeed, to the advantages offered by the coastline, the region has cultural advantages namely, the medinas, the culinary art, painting, pottery, etc, and several sites of historical and natural value with a tourist impact. From the Roman ruins of Lixus (Province of Larache) to the Cervantes Theater of Tangier, passing through the Medina of Tetouan, heritage of humanity, monuments which testify to the grandiose past of the region have been the subject of renovations and conservation undertaken at various sites, and deserve support.

The region, offers several intangible heritage sites through:

***The Chefchaouen diet:*** as a singular lifestyle, determined by the climate and the Mediterranean space, the diet of Chefchaouen is reflected by the intimate relationship, from the landscape to the table, between the population and its terroir manifestation itself also through the celebrations and celebrations associated with them.

***Tarz Echaouini:*** Chefchaouen's embroidery is a counted thread embroidery that use what is called the looped point. Its motifs inspired by elements architectural, present one of the particular styles of Moroccan embroidery. This is a facial technique that dates back to the 18th century. Typical colours are bright red and green with some ornamentations in white, in golden yellow, dark blue and orange.

***Terz Tetouani:*** This is an embroidery with a pattern. The realization of this embroidery requires a heavily stuffed cushion held on the knees of the embroiderer. As and as she does her work, she keeps the embroidered part of the piece wrapped and with a cotton batiste to better preserve it. The supports used in the Tetouan embroidery are often valuable supports: stamens, fine linens of linen or even of natural silk.

***Al Hoceima Bay:*** a real cradle of civilization, the bay is a place multiple heritage, which illustrates, through recent archaeological discoveries, the importance of the

exchanges he has maintained with the civilizations around it. The bay has kept the traces of very old settlements that go back to the Neolithic. A second highlight, almost three years ago, Al Hoceima, with its maritime culture millennium, represented Morocco with Safi and Dakhla to the Thunder of Brest as Great Guest of Honor and Great Maritime Nation.

### **5.8.3 Who is selling tourism?**

The study area namely the north of Morocco consists mainly of the Mediterranean littoral, which is known for its special seaside potential. This northern Mediterranean line could be divided in two axes. Each one belonging to a different ‘touristic territory’ as divided by Plan Azur. The north-eastern axe from Saidia to Alhoceima; forming the Mediterranean territory; and the ‘Cap Nord’ territory consisting of Tetouan and Tangier. The dominant touristic offer in the region is seaside as long as the Mediterranean coast has groups most of the highly rated beaches of the country. This kind of offer tendency is already affecting the potential actors implied in the promotion marketing of tourism in the area. Mainly, these are large beach resorts, hotel or residences which focus principally on the seaside product.

However, on the official level, the promotion carried out by the tourism ministry and its affiliates portray some of the region natural or cultural products, but still weakly presented and does not opt to the highly significant alternative tourism potential this area possess. In fact, the main projects conducted by the government in this area as part of the Plan Azur (2010,2020) are focused on the seaside and mainly beach resorts in Saidia, Nador, Tetouan, and Tangier. The management strategy puts the public policy on credibility on the line. Taking in consideration the fact that, in either Vision 2010 or Vision 2020, the plans concentrate on the sustainable or the ‘Eco’ aspect of the strategy adopted to develop the tourism sector. Actually, this situation fired back to these policies on more than one level. The mega resort project that were planned especially in Vision 2010 were either accomplished years after the supposed due date or not accomplished at all to companies’ withdrawal because of the economic crisis. Given the huge budgets assigned to those projects on the one hand, and the poor economic benefit achieved due to decrease in tourist receipts on the other hand; it is hard to say that those resort project were, at least, economically beneficial.

Government officials usually defend this as an external economic parameters that they

did not see coming while making the management plans, which could be credible to extent. But, what stand unjustifiable, is the weak importance given to the sustainable tourism projects or the lack of valorisation of the natural/cultural potential of the country in general and of the study area specifically. However, in some cases, the initiative comes from the public-sector actors which could be small-scale business owners or ecolodges. They, with their humble capabilities, tend to vary product mainly focusing on the cultural/ natural nature of activities and promote them through social media, or local media. Still, the main promotion of this kind of products is word of mouth.

In other cases, such in Chaouen, Ecolodge owners collaborate with local civil society association to benefit from training programs for their staff or projecting promotion through association channels. The CPT (Conseil provincial du tourisme) possess the juridical framework of a civil society association and groups tourism professionals in the city (hotel owners, restaurants owners, ecolodges owners, tourism stores, guides) its main objective is to promote the tourism product of the city and bring the different professional to some kind of collaboration for the good of the sector.

In Alhoceima, the equivalent CPT is still struggling to emerge, as understood from the statement of its president: [Interview CPT Alhoceima] there is a lack of professional sense to the actors who normally invest in the sector of tourism out of financial capability rather than sector knowledge. In fact, tourism investments in the city still typically distributed. Most of the cases, in form of hotels, beach hotels/restaurants. In addition, seasonality is ruling the functioning of these investments. It is just the summer season in which their trade flourish. With the Moroccans living abroad (MLA) visiting back home the whole socioeconomic structure of the region transforms. It comes dependent on touristic activity featuring seaside activities. It is important to note that visiting MLAs usually are hosted by their families and do not use hotels for that. At this point domestic tourism may hold the answer. Its is completing the gap left by MLAs. Here we can easily notice the kind of interaction between national and domestic tourism referred to by Berriane (2002) as completion rather than competition.

Touristic promotion in this case is initially based on word of mouth taking benefit from the tight social structure of population. It rarely relies on social media to project simple promotional material. However, when it comes to social media use for promotion in



the city, it is highly probable that the users themselves who upload online their locations of the places where they are having fun tend to have more promotional effect than the promotion done by the professionals on the same channel. This occurs due to the fact that the professional promotion via social media is not consistent nor structural; in most of the cases, this task is carried out by workers' personal accounts mixing professional posts with personal ones. This leads to an ambiguity to the receiver and usually neglecting both.

Social media is mostly used by ecolodges as a promotion channel, the owners use the network to publish their products, offers, and the region's potential in general. But the promotion technique does not differ a lot from the mentioned above; the mixing of the professional and personal on this matter is a frequent mistake.

However, most of the ecolodges have Facebook pages with their names created for the purpose of promotion and being close to the potential clientele. Often these pages are used to publish personal updates of the owners which sometimes can include their proper political or religious orientations or even some random post describing their own state of mind. This non-professional behaviour could be due to the lack of professional training to owners/managers. This does not allow to build a professional perception of their work.

#### **5.8.4 Challenges**

Given the nature of tourism structure in both cities, and the professional aspect of the actors, it is quite clear that touristic promotion is a theme that those actors still need to work on extensively for an adequate projection of the diversified potential of the region. However, the general environment surrounding the tourism activity could be also an important factor. Yet, the major constraints of tourism promotion in the region could be stated as the following:

- Absence of professional aspect to the principles of tourism stakeholders in the region who diminishes the importance of a good and efficient promotion policy. Most of them rely only on the high season in summer without developing any marketing policy to cover the sector's recession in low season.
- Concentration of the national promotional material projected by the ministry or its affiliates on the major/big cities of the country, without empowering other highly potential destinations north of the country (Tetouan, Alhoceima, Chaouen, Asila, etc.)

- Absence of strong regional or local media participating in tourism promotion process. Recently emerged electronic media do not contribute to this process and even if it does partially it remains as partnerships with large tourism actors rather than promoting a certain city or destination.
- Weak presentation of the cultural product in the projected promotion making non-seaside destinations out of any promotional program as its potential cannot be present in the dominant seaside product promotion.
- Weak public investment promoting intra-regional balance and above all interaction between the different territorial components, to cover up the insufficient land supply needed by investments looking to boost growth, create employment, and reorganize the informal economy.
- Poor communications and lack of infrastructure surrounding the study area, not to mention the weak training of human resource in major tourism jobs in the region.
- Lack of coordination between public and private interests, excessive bureaucratization and overlapping of powers in the new administrative and political structures for the decentralization of the Moroccan state.
- Limited transport capacity and risks to its ecosystem. Tell that the sizing of airport capacity remains very insufficient compared to tourism development ambitions by 2020 (2.77 million international tourists expected at the end of the period).
- Neglecting environmental aspects by major tourism establishment which carry out tourism development operations. Adding that to the degradation factors: Wastewater from real estate and tourism operations and transported to the courses of Wadis nearby or directly dumped at sea.
- These investment projects use, in construction, sand for which the use has become a tradition in this region of northern Morocco, despite calls by the authorities for the consumption of crushing sand which in itself represents a substitute material of better quality.

## 5.9 Conclusion

The current situation of tourism promotion in Morocco requires a general reorientation of the actual tourism policies. A deep understanding of the country's tourism potential including its strengths and weaknesses compared to its direct and indirect competitors in the area. The country promising potential is tied up by various structural and

management challenges. These challenges could be easily overcome by innovative plans and retargeted interventions. Starting with a complete and general diagnosis of the Moroccan tourism sector highlighting the most affecting factors, its full potential, and the best practice that could be carried out. A key element here, after identifying the sector fully, may be the identification of similar practices in competing destinations with similar resources.

Morocco must use competitive advantages over its direct competitors in the area currently, such as Turkey, Cyprus, Tunisia and Egypt. Therefore, Moroccan policymakers and tourism industry leaders ought to re-draw their management strategy to reach the maximum exploitation of the country's tourism resources. In this sense, many applicable steps could be taken in account like resetting the tourism image of the country -portrayed through the official promotional materials- through diversifying the offer to contain other promising products especially outside the typical imperial cities of the country. There is a considerable touristic potential in areas like the north of Morocco or the marginal areas of the Atlas with splendid natural resources. If correctly managed these 'forgotten' regions could make a huge difference in the performance of the Moroccan tourism sector by making its offer more diversified both on the level of product and space.

Public marketing of tourism in Morocco still sticks with the same destination image created by 1st world agencies or worse from the colonial period. Even in some recent promotional media they concentrate on the product desert as the main theme of the destination. The depiction of Moroccan tourism product in official promotional media is still highly superficial. It does not show the real identity of the destination. In some cases, the exhausting use of local culture elements for the sake of tourism led to some kind of reluctance towards their own culture compositions. For instance, in the city of Chaouen, the excessive exposition of cultural artefacts covering all the blue beautiful walls of the city, making it all about a large artefacts market. In this sense, from the image existing on the ground it seems that the Moroccan public policies have led to centring the touristic activity solely around the touristic product; totally neglecting the human factor. Absence of empowering of the Moroccan Man within the destination make the tourism activity appear as any normal trade with product and consumers.

This reorientation process requires a serious implication of all actors and stakeholders

implied in the marketing of the destination Morocco. Both public and private sectors have to develop a shared vision that could function as a roadmap for a new promotion strategy that empowers the full diversified potential of the country. To facilitate achieving this objective, some short- and long-term tactics and strategies should be deployed such as directed investments at improving the content and quality of the Moroccan promotional and marketing techniques and channels; Also, a cooperative effort between the private sector and the public sector is needed in order to systematically promote the tourism and cultural image of Morocco through hosting well-orchestrated international fairs and exhibitions. Such strategy should focus on improving the competitiveness of the different aspects of Moroccan tourism as a standalone destination generally, and its interior major sub-destination as the core competing product that will reset the country as a leading destination in the region. Finally, the Moroccan government must reconsider its commitment and national priority in relation to the tourism industry.

## VI. CHAPTER SIX: FINDINGS AND RESULTS:

### 6.1 Introduction

Investigating the tourism sector in Morocco may drive as deeply as possible in the various challenging issue dominating on different aspect of the sector. More importantly, highlighting the ups and downs of the sustainable tourism concept, its practicing experience, and the different external and internal factors contribution to the development process of this vital part of tourism sector.

Ecotourism offer in morocco is low, even not visible in the destination morocco. Ecotourism sector is generally associated with the development of nature, green and rural tourism”. However, Ecotourism clientele remains very limited compared to the whole tourist flow in Morocco as well as in the world. For instance, the ministry of tourism in morocco gives a number of 150,000 visitors per year, where 50% is for the atlas destination only, and 30% for the desert product. (Sbai, 2012).

The ecotourism sector in Morocco, despite the efforts done in the last years, remains a niche yet to emerge strongly.it has been always just included or annexed to mass tourism management plans; the government yet approaches the ecotourism sector, at its best practice, as a secondary matter. The intention was always turned to only towards a seaside mass tourism that can bring a maximum of visitors. We can strictly say that morocco has simply followed the classic scheme that consisted of receiving the maximum tourists, with a minimum care for the impacts on natural resources, witness cases in this framework are not to miss (Sbai, 2012). Consequently, and as direct reflection of the State’s policy, Moroccan tourism is highly concentrated on the shoreline. This concentration translates the whole Moroccan tourism sector into a 3S tourism (Sea, Sand, and Sun) despite its rich and varied potentials.

The touristic offer in Morocco has two main weak points that affect negatively the whole sector. These points are the highly concentrated geographic distribution of tourists, and the low diversified touristic offer (Less than 10 cities focus about 80% of the total capacity). The strong focus of lodging capacity on the shoreline and imperial cities is also the consequence of the low touristic offer diversity. However, the cause/effect relationship between the two points remains open to debate; because, from another perspective, if there was a diversified touristic offer (rural, nature, green

tourism), there would be a relatively tourist distribution eliminating the high concentration on shoreline and imperial cities (Ratsimbanierana et al., 2013).

Despite the official dark side, still, there is a bright side of ecotourism in Morocco. Some individual initiatives along with the valuable contribution of NGO associations begin to make their way in ecotourism development. Even if these initiatives start isolated, with the support of some foreign operators who find refuge in local particulars; have started to develop this segment of sustainable tourism.

The protected areas are undoubtedly of great quality and of vast diversity, but remains fragile and, above all, insufficiently protected. The valorisation of these natural spaces through ecotourism will allow offering a real economic alternative that can help to decrease the degradation process that continues to endanger Moroccan natural spaces. The conservation of natural areas has become a decisive issue. Especially in promoting local community development in terms of economic alternatives.

This study tackles the question of tourism sector in general in Chefchaouen and Alhoceima national park, and especially tourism within national parks namely ecotourism, sustainable tourism, nature/cultural tourism. This research centres on the problematic point of developing and contributing to ecotourism within the national parks of Alhoceima and Talassemtane. It highlights the integrity of different actors, the degree of intervention, and the interaction among those actors in the sense that generate an interaction sanity map to diagnose reliability and responsibility of each part.

During the study process, observations also were conducted on many levels in order to provide a normative axis on which the collected data would be measured at the end of the study. These observations were specifically focused on the intervention or the functioning of all parties (local communities, government, non-governmental organisations, industry and tourists) in the general framework of the study (the park, the surrounding environment, the interaction with other actors).

For the data collection process questionnaire based survey and semi-structured interviews, the questionnaire collection was conducted in Chefchaouen during period of 8 weeks from the beginning of April to the end of May, in most frequented places by tourist in the city and most importantly on leaving points.

For the semi-structured interviews were conducted in both cities Alhoceima and Chefchaouen with government officials, civil society associations, and ecolodge owner. The choice of semi-structured interviews came in favour of structured one as for the speech freedom of interviewees feeling comfortable and allow more sincere answers especially the case with governmental officials who feel scared of being recorded (Smith, 2010).

The choice of conducting questionnaires in Chefchaouen was taken because of the considerably high tourist flow in the city compared to Alhoceima. It was seen a better option to conduct questionnaire survey with 15 questions or rather labelling factors that may determine the interviewed sample. This latter was estimated considering the annual statistic given by the tourism delegation that corresponds to that period of the year from the previous one namely April and May (Observatoire du Tourisme, 2015).

The sample was calculated using method (Crouch & McKenzie, 2006) mentioned in (Mason, 2010) in with the objective to keep the error factor to minimal possible. As the sample chosen sticks to the saturation idea stated in (Mason, 2010) ; apart from being helpful to at the conceptual level, it provides practical guidance for estimating sample size. Off course, this process may variate from one methodological approach to another. However, adhering to qualitative research principles or not may depend, in the majority of cases, on the researcher himself based on his own empirical analysis (Mason, 2010).

Throughout the different steps of this study, more importantly, on the field work part, many difficulties and challenges were faced. Starting with transport difficulties in the mobility between study cases cities on the one hand and mobility within different sites of the same case study. The few existing means of transport and sometimes make it considerably expensive. Other challenges seemed to be the reliability of government official appointments. Their continuous changing of meeting made it considerably difficult and time consuming.

Table 26. AHNP indicators assessment

| <b>Environmental Criteria</b>  |   | <b>AHNP</b> |
|--|---|-------------|
| <b>ENC1: Public conservation policy and other stakeholders</b>                         |   |             |
| 1.   | Extent of protected area  | ✓           |
| 2.   | Existence & Implementation of action plan for conservation, zoning  | ⚠           |
| 3.   | Extent of damaged area due to human activities  | ⚠           |
| 4.   | Quality improvement plan of the roads transportation  | ✗           |
| 5.   | Involving of locals in environment rehabilitation, environment protection   | ✗           |
| 6.   | Inter-departmental co-ordination towards ecotourism development   | ⚠           |
| <b>ENC2: Enabling environment and generation of environmental awareness</b>            |   |             |
| 7.   | Ecotourism policy and development regulation push towards Awareness.  | ✗           |
| 8.   | Level of environmental awareness among officials/administrators   | ⚠           |
| 9.   | Civil society in generating/promoting ecotourism /environmental awareness   | ✓           |
| 10.  | Enforcement of code of conduct for tourists and service providers   | ✗           |
| 11.  | Allocation of funds for conservation of nature in Parks planning process  | ✗           |
| <b>ENC3: Conservation of soil &amp; water resources management</b>                     |   |             |
| 12.  | Existence of plan for protection of landscape and geological features   | ✓           |
| 13.  | Consumption of natural res. in ET sites by local community members.   | ⚠           |
| 14.  | Level of consumptive utilization of natural resources by tourists.  | ⚠           |
| 15.  | No. of protected water resource (river, marsh, stream, and so)  | ⚠           |
| 16.  | Local people participation in land conservation   | ✗           |
| <b>ENC4: Maintenance of scenery, natural diversity &amp; physical features natural</b> |   |             |
| 17.  | Level of human settlement in ecotourism sites.  | ⚠           |
| 18.  | Level of protection of ecotourism sites   | ⚠           |
| 19.  | Range of natural vegetation at the ecotourism sites   | ✓           |
| <b>ENC5: Solid waste Management</b>  |   |             |
| 20.  | Existing policy for waste collection and management inside the parks  | ✗           |
| 21.  | Solid waste management awareness to tourists and local communities  | ⚠           |
| 22.  | Wastewater management   | ✗           |
| <b>ENC6: Energy Conservation</b>   |   |             |
| 23.  | Energy conservation among tourists and local community  | ⚠           |
| 24.  | Existing policy for Energy management   | ✗           |
| <b>Cultural Criteria</b>   |   |             |
| <b>CUC1: Maintenance of integrity of local community</b>                               |   |             |
| 25.  | Retention of local cultures and traditions  | ✓           |
| 26.  | Authentic representation of local cultures  | ✓           |
| 27.  | Number of preserved cultural sites (local culture and norms, exhibitions)   | ⚠           |
| 28.  | Existence of protecting cultural heritage values  | ✓           |
| 29.  | Awareness of the existence of inherited tradition   | ✓           |
| <b>CUC2: Maintenance of local culture (local culture exposed to external impacts)</b>  |   |             |
| 30.  | Impact of alien culture on local community  | ⚠           |
| 31.  | Tourists interest socio-cultural and religious activities   | ✓           |
| 32.  | Availability of local food and handicrafts to tourists  | ✓           |
| 33.  | Involvement of non-locals/locals in tourism/cultural activities   | ✗           |
| <b>CUC3: Maintenance of heritage &amp; cultural diversity</b>                          |   |             |
| 35.  | Maintenance and management of local architectural buildings/cultural sites.   | ✗           |
| 36.  | Maintenance, revival & implementation of 4local rituals and music, festivals.   | ✓           |
| <b>Economic Criteria</b>   |   |             |
| <b>ECC1: Tourism Flow ( Volume and value) at destination</b>                           |   |             |
| 36.  | % of tourist nights relative to same-day visitors per Month   | ⚠           |
| 37.  | Relative contribution of tourism to the destination's economy (%GDP)  | ✗           |
| <b>ECC2: Quantity and Quality of employment</b>  |   |             |
| 38.  | % of tourism employees relative to total employment   | ✗           |
| 39.  | Percentage of jobs in tourism that are seasonal   | ⚠           |
| 40.  | Employment by gender  | ✗           |
| <b>ECC3: Viability and competitiveness of tourism businesses</b>                       |   |             |
| 41.  | % of locally produced food, drinks, goods and services, by the destinations tourism enterprise                                  | ✓           |
| 42.  | Quality of tourism offre in the destination/product diversity   | ⚠           |
| 43.  | Sustaining Tourist satisfaction (Level of visitors satisfaction, Perception of value for money, percentage of return visitors ) | ✓           |



## 6.2 Alhoceima National Park

As displayed in the table below, the results considering each single indicator distributed to the corresponding general and specific criteria. Environmental criteria, as elaborated in the Methodology Chapter is the most extended one compared to cultural and economic criteria and constituting of six specific criteria. The majority of indicators of this criteria area evaluated either as partially or completely unsustainable. The optimal indicators within environmental criteria were mainly related to the contribution of civil society to promotion of ecotourism and environment awareness; existing plans for landscape conservation; and range of natural vegetation inside the protected area. On the contrary, cultural criteria was mostly evaluated at optimal sustainability. Only two cultural indicators scored partial sustainability which are number of preserved cultural sites and the impact of tourism on local culture. Added to that, one cultural indicator was evaluated as completely unsustainable namely the involvement of local people in tourism / cultural activities. While concerning the economic criteria, only two indicators were found to be sustainable; Percentage of locally produced goods and the level of tourist satisfaction.

### 6.2.1 Environmental criteria:

#### ENCI: Public conservation policy and stakeholders' collaboration

Public conservation policy and stakeholders' collaboration criteria refers to evaluate the designated conservation policy plans made by the public authorities and also highlights the levels of collaboration between the main stakeholders in AHNP. This forming this Criteria, it will be evaluated based on the implicating indicators such as the extent to which the NP is entitled; the existence of zoning plans and process of the implementation efficiency of the action plans public authorities already planned; the level of damaged landscape due to human use inside the NP; status and quality improvement plan of the roads transportation/infrastructure; the level of implication of locals in environment rehabilitation, environment protection; And at last, examine the Inter-departmental co-ordination between stakeholders towards ecotourism development

### ***A-1. Extent of protected area***

AHNP is extended on an area of 484.6 km<sup>2</sup>; it includes a wide variety of natural landscape (plans, mountains, and forest). However, what most importantly distinguishes it from other Moroccan national parks is the marine area (190 km<sup>2</sup>) which in the same time embodies a double-edged weapon for the park. Considering it being as unique as one of the most bio-diversified marine area in the Mediterranean basin. Nevertheless, on the other side, vulnerable to environmental degradation situation due to the illegal fishing methods and the juridical void concerning a clear governmental body in charge of its protection.

Despite not being an extreme wide area that would complicate the development and management planning by the authorities in question. These national park managerial issues come from the incoherent planning policy and the lack of a real willingness from the state to establish an efficient management and protection inside the park.

Another multidimensional challenge lies in the infrastructure in roads and connected points of the inside park. This highlights the existence of remote areas inside the park which reaming marginalised and thus not getting enough attention while creating development and conservation projects. This multidimensional challenge might be due in general, and as logical consequence, to another multidimensional management policy namely the weak collaboration between different governmental bodies (Tourism ministry, Park administration, ministry of transport and infrastructure..) and the lack of a clear juridical framework that designates to each party its corresponding managerial tasks, creates a gap in the existing managerial plans and reduces their efficiency.

In this case the extent of the protected area might not be necessarily such an obstacle in the management of the NP, Nevertheless, the inadequate management policies and the unclear state policy contribute to the failure of most vision and predicted results of these management plans.

### ***A-2. Existence & Implementation of action plan for conservation, zoning***

The HCEFLCD, on the central level, is the public administration that is in charge of planning and managing the park, and the promotion of sustainable tourism locally. The tourism ministry delegation contributes also in the promotion of tourism in the region, but civil society association note that its acting on the ground is very limited. Apparently, due to the 'centrality' in the functioning of the HCEFLCD administration, the governmental agency who is in charge

of management of protected areas, meaning that the regional delegation of the administration does not have much acting margin without the approval from the central administration in the capital.

The regional delegation of tourism ministry is in charge of tourism sector control in the city (accommodation statistics), and available to consult concerning tourism development projects holders and investors as well as providing formation services; and being present in major local conferences and tourism encounters. the park in under the authority of HCEFLCD, which is charge of all planning and managing the park in all its aspects, the regional delegate of tourism ministry acts just as a consultant in this matter. All sort of projects are prepared and planned at the central level of the ministry (Rabat) and the SMIT which is a subpart of the ministry

*The HCEFLCD is a public administration that is in charge of the preservation of the ecosystem of the park and Develop and implement government policy in the areas of conservation and sustainable development of forest resources [...] participating in the development and implementation of government policy on rural development [...] monitoring or controlling tourists in general is with the responsibility of tourism ministry (collecting tourist data and statistics), and that the HCEFLCD does not have the legal authority nor the logistic/human resources for such tasks.*

*M. Jebrane,  
AHNP Director (HCEFLCD)*

(Societe Marocaine de l'Ingenierie Touristique). The main plans that were executed inside the Park or still in the process of execution, are [palan directeur, PAC Maroc (Med-PAC), DESTINATIONS, Vision 2010, and Vision 2020.

### ***A-3. Extent of damaged area duo to human activities***

This indicator could be measured in considering two types of activities local people exercise inside the park, the first category refers to the daily life activities that the locals exercise in order to perform their relationship with environment as part of their daily life activities (income generation (activities such as agriculture, keeping livestock... these are considered small scale activities and remain controlled at some extent so they do not over consume the park's natural resources. However, the other category including trade and commercial purposes such as fishing, Cannabis plantations, and excessive use of other agricultural activities for commercial use. These one cause considerable damage to parks ecosystem especially illegal fishing, and cannabis plantations.

#### ***A-4. Quality improvement plan of the roads transportation***

The road network of the province of Al Hoceima is relatively meagre and in a more or less degraded because of the frequent landslides in this region, but also the natural degradation caused by the exhausted infrastructure and the different weather conditions (rain, wind, frost). These aspects play an important part in giving the area the marginalized and enclaved space character, despite a motorization index that is around 35 vehicles per 1,000 inhabitants; the national average is 42.5. The road network is, inside the AHNP is structured around the RN2, which connects the two ends of the Park; however a coastal side road leads from Al Hoceima to Cala Iris and Mestassa, connecting the coastal towns.

In addition, the development of the tourism sector inside the AHNP led to the creation of other secondary roads and circuits with connects basically the different sites with natural, cultural or historical values. Nevertheless, the section Bni Boufrah - Al Hoceima corresponds practically to the R.S-610, which as build back in the 1960s. It progresses about forty kilometres along the southern edge of the Bokkoya plain, through the Rouadi rural town. This road complies with topographical hydrological criteria.

The opening of the Mediterranean Coastal road back in 2013 allowed a link between the AHNP residents to the west (Tangier) and the Oriental region (Nador, Saidia) with other objectives such as: The opening up of the Mediterranean coast, while improving the level; equipment of the territory and accessibility of the population to basic infrastructure; Enhancement of the potential of the area; improvement of the administrative framework, especially in the supervisory function of the territory.

#### ***A-5. Implying of locals in environment rehabilitation, environment protection***

NGOs and association establish collaborations with nearby universities to conduct various studies on the park concerning many aspects such as biodiversity and heritage valorisation. Also, there is association which contributed the creation of ecolodges in the park. Association also act as a sustainable development link between local communities and ecolodges by helping local cooperation in marketing their products within ecolodges visitors.

Heritage and biodiversity conservation is matter of high priority to civil society associations; they contribute to sensitizing and valuating environmental issues. Preserving the ecosystem is also the ultimate objective of the HCEFLCD as it monitors the fauna and flora state in the park and intervene in case of any disorders.

#### ***A-6. Inter-departmental co-ordination towards ecotourism development***

Stakeholders working on different aspects in this sector, mainly tourism related and other socio-economic development issues, usually collaborate with each other for realizing common projects. The civil society associations have 3 levels of collaboration: 1) international collaborations with association from Spain the majority of the cases. 2) Collaboration with governmental Moroccan agencies. 3) Collaborations with other civil society associations locally. Ecolodges collaborate also with civil society associations from whom they get considerable support such as professional training, promotion, and consulting. Other association like RodPal, which is the network regrouping associations working within the national park of Alhoceima, are included as a strategic partner cooperation with the HCEFLCD.

The different civil society association intervening in the national park of Alhoceima are connected in a network called 'Rodpal'. This network is composed of two types of civil society bodies: thematic which refers to association that stand for a certain theme as their objective such as environment protection, sustainable development, illiteracy alleviation etc.... and territorial ones like mostly cooperatives or association which stick in their intervention to a certain area or commune. As states the general coordinator, Rodpal is chosen as a strategic partner by the HCEFLCD through signing a convention consisting of the realisation of many sustainable development project for the benefit of the local population. In addition, this convention defines the large line of the partnership between the two parties. On the other side, the HCEFLCD considers this partnership as a collaboration with local community since Rodpal is basically a network regrouping associations that present the local community.

Associations contribute to the development of local communities in collaboration with the HCEFLCD. This collaboration led to build rural infrastructure in the park such as

roads and circuits road signs.

Other associations establish collaborations with nearby universities to conduct various studies on the park concerning many aspects such as biodiversity and heritage valorisation; many of which associations stated they had planned important ecotourism projects but public agencies did not contribute as supposed to achieve those projects. The HCEFLCD considers this partnership as done with local community since RodPal is their representative principally.

On other aspects of their intervention in the park, the HCEFLCD could establish collaborations with other public authorities' bodies and their local representatives. It is imperative to point out at this stage that the degree of interaction of any given actor (public or private) is case-specific, despite the general sector structure in the country. However, to civil society associations, consider the intervention of the HCEFLCD as strictly administrative, law reinforcement procedures that concerns park territory and forest spaces with regulative laws over agricultural activities of local population. As to ecolodges, neither the intervention of the HCEFLCD nor the tourism ministry is noted.

The HCEFLCD considers this partnership as done with local community since RodPal is their representative. On other aspects of their intervention in the park, the HCEFLCD could establish collaborations with other public authorities' bodies and their local representatives. These kinds of collaborations may be needed when planning, executing, or managing cross-territory project that may interfere with other governmental agencies affiliations.

*There are many collaborations that the administration is considering such as ministry of interior and its local representatives concerning the security aspect in the park and local urban communes or at higher level with the province, in addition to the APDN with which the HCEFLCD has signed many conventions to execute projects in the park. Also, the administration has signed a convention with RodPal (Reseau des Associations Oeuvent dans le Parc National de Alhoceima) as a strategic partner and a representative of civil society and local community.*

*M. Jebrane,  
AHNP Director (HCEFLCD)*

### *ENC2: Enabling environment and generation of environmental awareness*

The criteria evolves around environment and generation of environmental awareness, it addresses the following five indicators: Ecotourism policy and development regulation push towards awareness; Level of environmental awareness among officials/administrators; Civil society in generating/promoting ecotourism /environmental awareness ; Enforcement of code of conduct for tourists and service providers; Allocation of funds for conservation of nature in Parks planning process.

#### ***A-7. Ecotourism policy and development regulation push towards Awareness.***

The integration of local community in the sustainable development process and consequently in ecotourism development, is not running in its perfect status. Officially, the administration, which is in charge of planning and managing the park states that contributing to sustainable development of the local communities, is highly important in its agenda.

However, the case here is not accordingly effect; civil society associations, as stated in interviews, note the weak presence of public agencies in the development of the tourism sector, especially, ecotourism.

The very complicated administrative procedures of realizing projects in protected areas lead eventually to civil society associations, consider the intervention of the HCEFLCD as strictly administrative, law reinforcement procedures that concerns park territory and forest spaces with regulative laws over agricultural activities of local population. As to ecolodges, neither the intervention of the HCEFLCD nor the tourism ministry is noted.

In Alhoceima national park, ecolodges owner and managers strongly denounces the absence of the tourism ministry local delegation that they describe as present only in administrative procedures. Missing the professional supervision of ecolodges and most importantly the contribution to development of the ecotourism sector in the park

The tourism regional delegation is not implied in the planning/preparing process of projects. The tourism delegation has no administrative or any other kind of authority over the national park. Monitoring and controlling the sector is also a priority mission, at least, at the central level of the ministry. Because, locally, this process is affected by many factors. In the city of Alhoceima, where the tourism ministry is present, this

process is minimized to the tourist's flow statistics that all kind of accommodations are obliged to submit to the delegation by law.

The incoherence of the tourism sector structure may appear clearly in the promotion of the sector. It still primitively done by word of mouth and some social media websites. In addition, as noted by the majority of actors, concerning ecotourism, the absence of the regulation law organizing touristic activities within protected areas is a real challenge that stand in the way of developing the sector.

#### ***A-8. Level of environmental awareness among officials/administrators***

The tourism ministry delegate apart from the missions his administration has , monitoring and controlling the sector in the city, promoting the city as a touristic destination, providing technical and professional support to investors and projects holders. He stated that, as a government official, he is aware that collaborations, with CSAs and other stakeholders operating in the AHNP may be needed when planning, executing, or managing cross-territory project that may interfere with other governmental agencies affiliations.

On the other hand, Regional Tourism Council, a network of tourism professionals in the city that is supposed to promote and develop tourism sector, But actually, as the its president states, the current council is a state of a mess due to the weak contribution of the professionals who are usually favouring individual/political issue over the council missions and principles. The professional aspect is absent that sometimes many of the council members refuse to pay their annual contribution to the council.

*...the most challenging problem the administration faces is the Regulation Law of the juridical framework regulating protected areas is not yet declared*

*M. Jebrane,  
AHNP Director (HCEFLCD)*

The researcher noted, at this level, that The CPT in Alhoceima is at a considerable passive situation. This is due to the lack of professional aspect among its members. Tourism professional are not trained and have no knowledge of the sector. They are rather money holders and investors looking for business opportunities.



### ***A-9. Civil society in generating/promoting ecotourism /environmental awareness***

Civil society associations contribute to promoting ecotourism and planning in the park, as well as monitoring tourist flow in ecolodges and collecting stats. This development of ecotourism in the park includes also offering professional training to sustainable ecotourism actors. Many projects related to sustainable development were executed in the park by some associations that may consequently create tourism jobs in the park. This considerable effort comes from associations betting on ecotourism as a game changer of tourism in protected areas. Along with lodging, ecolodges offer many other touristic services.

However, on the ground, the facts speak for themselves. The association note that the HCEFLCD intervention in the park is strictly administrative (law reinforcement and protected areas regulation). While for local communities, the only hope to sustainable development integration is civil society association. Planning and executing small-scale socioeconomic projects along with infrastructure facilities taking in consideration the logistic, financial, and human resources these associations have. The CPT are juridical civil society association that regroup tourism professional in the city and has as an objective developing the sector, training and representing the professionals to public authorities and different parallel governmental bodies.

Other NGOs (AGIR) are active in the field of the environment in general, and of the Mediterranean coast in particular. Stakeholders identified in this way are involved in the development of the National Action Plan and

*The council prepared tourism guides with general backgrounds of cultural and historical aspects of the region along with most important attractions. This was as a part of the promotion also done via a website of the council.*

*Majid. A,  
Alhoceima CPT President*

implementation of its actions in the framework of a participatory, information and awareness at all stages of the process since the identification of the main environmental problems, until the realization of the recommended actions. This process of consultation and participation is essential for the mobilization and awareness raising of all the actors concerned on the identified environmental problems and on the need to participate actively in the implementation of project actions...

#### ***A-10. Enforcement of code of conduct for tourists and service providers***

If such a procedure existed inside the AHNP, it would be the established norms of use and circulation, exploitation draught by the HCELCD which forms part of it national policy in all national parks on the country, these procedure concern limitation of natural resources exploitation to locals, organisation of agricultural activities and licences, and general legislative paperwork these kind of activities has to go through. Concerning service providers, they have obviously to comply with the previously mentioned normative, and by extension the ones established by the ministry of tourism regarding the reception of tourist (ecolodges), guided tours, and administrative procedures such as taxes and periodic reports. However, if the touristic/human activity inside AHNP lack something, it would be a clear code of conduct especially for tourist and visitors use, which tend to overexploit the natural resources of the area.

#### ***A-11. Allocation of funds for conservation of nature in the park planning process***

At the national level, the Economic and Social Development Plan (1999-2003) provided for a set of actions aimed at planning and protecting the environment, improvement of the institutional framework of integrated coastal management, the strengthening of monitoring programs, the development of integrated management pilot projects and the conservation of coastal areas along the Moroccan coastline. In addition, implements and applies government policy on the local level. Not to mention the weak support these association get from government as annual financing. The tourism regional delegation is not implied in the planning/preparing process of projects. The tourism delegation has no administrative or any other kind of authority over the national park. Regional tourism delegation suffers limitation concerning both personnel and budget.

Financial resources are important aspect of environmental protection policies and sustainable development plans. Their allocation does not only affect the achievement of decisions and programs, but also reflects the action priorities by public policies.

For this purpose, the Moroccan legislator has provided, under the law relating to protection and enhancement of the environment, financial incentives for projects concerning to the protection of the environment. These texts, which have not yet come into being, relate to grants, financial aid and funded loans. On the other hand, and

among the financial instruments used for the protection of the environment include subsidies granted by the Industrial Pollution Control Fund (FODEP), the Basin Agencies (Agences du Bassin), and by the National Fund for the Protection and Implementation of value of the environment.

### Industrial Pollution Control Fund (FODEP)

This environment fund is created to contribute to the financing of reform projects in the industrial sector. FODEP offers to national manufacturers grants that can reach 20 or 40% of the investment needed to achieve

*...during the first 5 years of its creation, the network received important financial support from European collaborators and especially the Spanish ones, but as the economic situation got a bit complicated in Europe, the support kept decreasing year after another[...]this kind of support [Morrocan public support] is very weak and rarely offered.,*

*M. Bahaj,  
RodPal Coordinator*

decontamination projects. The granting of these funds is conditional on compliance with specifications that set, among other things, discharge standards. There are two types of eligible projects:

- Projects related to the process to reduce pollution through treatment or disposal of liquid, solid wastes or gaseous emissions.
- Integrated projects that, in addition to reducing pollution, save money resources (water, energy ...) and encourages the use of clean technologies.

### Basin Agencies:

The basin agencies, are public institutions whose mission is rationalization management of water, grant financial assistance to authorized wastewater use. These agencies participate in the realization of the investments of used water treatment and, where appropriate, and adduction to the place of use (Decree of 4 February 1998 on the use of wastewater).

### National Fund for the Protection and Enhancement of the Environment

The National Fund for the Protection and Development of the Environment was created by the law of 12 May 2003 on the protection and enhancement of the environment. The missions of this Fund are defined by the governmental authority in charge of the

environment. The resources of this Fund will be used to finance incentives and possibly environmental and experimental pilot projects, an application text that will set the detailed means of financing.

#### Hassan II Prize for the environment

The Hassan II Prize for the Environment is intended to encourage and support financially projects or actions aimed, at protecting the marine coastline. Its amount is set at 20,000 dirhams (Decree of 16 October 1980). It should be noted that recourse to the mobilization of financial resources is done through multilateral and bilateral cooperation and the strengthening of partnerships with the civil society and the private sector. Much of the financial resources devoted to protection of the environment comes from international cooperation. It supports the assistance to the improvement of the state of knowledge of environment, institutional and legal capacity building, and assistance to the application of UN framework agreements and the implementation of certain concepts development (integration, participation, etc.), the contribution to the achievement of various depollution projects, etc.

#### ENC3: Conservation of soil & water resources management

This criteria consists of five indicators namely: Existence of plan for protection of landscape and geological features; Consumption of natural resources in Ecotourism sites by local community members.; Level of consumptive utilization of natural resources by tourists.; Number of protected water resource (river, marsh, stream, and so); Local people participation in land conservation.

#### ***A-12. Existence of plan for protection of landscape and geological features***

In this sense, various plans have been executed or in process of execution, by either the HCELCD or as well CSAs which tend to start separate initiative in collaboration with the said administration. Like the PAC (Programme d'aménagement cotiere (PAC) which forms part of the PAM (programme d'action pour la mediterranie) lunched by UN in 1975 and reformulated later on many occasion until the last one in Madrid 1995 where the actual PAC was created aiming at preserving the natural and cultural resources of the PAC which can always be considered as a virgin zone; and contributing to the development of the local population on the basis of respectful of the natural and cultural values of the PAC. Also, the MedMPA project; a Regional Project for the

Development of Marine and Coastal Protected Areas in the Mediterranean Region, Marine Component Management Plan Of The National Park Of Al Hoceima. A project created of a collaboration of the HCFLCD with many other NGOs (PNUE, PAM, CAR/ASP, ICRAM, ShoreLine); obviously, the HCLCD here is the one public actors that is directly implied by soil and water resource management.

***A-13. Consumption of natural resources in Ecotourism sites by local community members.***

Basically there are two forms in which the local community contribute to the degradation of natural resources and ecosystem inside the AHNP. The damage in the marine part is caused by illegal fishing methods used by local fishermen such as explosives or highly poisonous chemical substances. There having been initiatives by CSAs and build awareness through the fishermen concerning the critical situation by didn't know much success. Moreover, the absence of strict control procedures help spread these kind of practices.

In addition to this, some regions of the park, local community members, in absence of a stable income generating activity, they tend to practice Cannabis plantation inside the protected territory of the park. Many families reduce the parks forest by cutting trees and turns the 'freed territory' into Cannabis plantations. The HCEFLCD states that Cannabis plantation is an obstacle to sustainable development within local communities because they refuse to give it up and any other alternative presented by the HCEFLCD. While the local community consider that alternatives presented by HCEFLCD are not enough to provide them needed income to a living that they are already struggling with the cannabis plantation.

***A-14. Level of consumptive utilization of natural resources by tourists.***

Across the tourists most frequented points inside the park, the researcher could easily notice the impact that the tourists leave behind such as garbage. Also this impact could be noticed along the park circuits and path where the off track degradation of landscape and presence of solid waste along the paths, especially during peak months like late spring (April, May) or August as well.

Unlike other National Parks in the country, where the flux the tourist visitors is highly dense especially during high season (Sous Mass, Khnifess, Ifrane etc..) and the tourist use different kind of vehicle, have longer stays, practicing of different adventure and sport activities. All these activities mean the introduction of external highly potential pollution material inside the park. In the case of AHNP, those kind of activities is not much practiced, and if it is, not densely. Nevertheless, given the general status of natural resources and landscape, we could deduce that tourists' consumption of natural resources is low and they present no considerable damage to the park ecosystem and biodiversity.

**A-15. No. of protected water resource (river, marsh, stream..)**

The area of Al-Hoceima National Park is characterized by the scarcity of surface water resources, especially in the summer season. Most Wadis are dry draining watersheds of relatively small areas. The main ones draining this area are the Feddal, the Beni Boufrah, Wadi Badès (Al-Aansar), Boussekour, the Wadi Tarmast and Snada. The floods of torrents and rivers of the massif are often of a disconcerting rapidity and magnitude. Erosion due to the waterways carved in the AHNP a violent relief, made steep slopes and picturesque gorges.

The hydrographic network of the AHNP consists of watersheds of low areas and flows. The 'wadis' carry good quality waters. The increase in the temperature of the water is in responsible for this eutrophication, but the effect of fertilizers, more and more used in agriculture, should not be dismissed locally. In addition, the fact that the main small towns in the area are coastal and have no sanitation network means that rivers play little role in the evacuation, and even less in the purification of wastewater.

Although groundwater quality data are almost non-existent, it is necessary to report the vulnerability of groundwater, formed within cracked geological formations or alluvial and where possible

*...in the first place their [HCEFLCD] mission is to preserve the ecosystem of the park [...]These tasks consist of, First, monitoring the state of fauna and flora at the park periodically, then intervene on that basis in order to treat any disorders*

*M. Jebrane,  
AHNP Director (HCEFLCD)*

pollution can spread fairly quick. This pollution can be transmitted from streams as well as from pits septic systems or possible sanitation networks.

#### ***A-16. Local people participation in land conservation***

The inhabitants of the AHNP have shaped its landscapes, by opposing the natural forest dynamics by clearing, grazing and fire. This influence is illustrated by the sylvo-pastoral landscapes of the Bokkoyas massif and by the old terraces of agricultural activities, which made it possible to retain the fertile land of the slopes to cultivate the olive, the vine and the fig tree up to the high valleys. Some of these habitats anthropogenic host a diversity of remarkable species and constitute a strong heritage issue. Since many decades, the depopulation of the massif and the attenuation of human influences on the landscapes however modify the local biodiversity by transforming these environments with original potentialities.

However, it is important to note here, the cultivation of cannabis in inside the park territory sometimes take precedence over other crops. The reconversion of farmers to the culture of cannabis, can be explained by the significant yield it can provide (with a profit margin of 30,000 DH / ha), given its high yields (up to 15 qx / ha against 10 for soft wheat). The extension of this mutant cultivation and related processing activities have flourished since the mid from the 1970s.

#### ***ENC4: Maintenance of scenery, natural diversity & physical natural features***

The fourth criteria evaluates the maintenance of natural scenery, diversity and physical through the level of human settlement in ecotourism sites, level of protection of ecotourism sites and Range of natural vegetation at the ecotourism sites.

#### ***A-17. Level of human settlement in ecotourism sites.***

An estimated population of 15 000 live inside the parks territory, distributed on 36 rural towns (Douars). Through the complete AHNP territory there could be divided into two categories [or three], habitable and non-habitable. The habitable part is where locals gather in scattered towns through the park territory. The non-habitable area is whether forest public property that basically, legislatively speaking it belongs to the state. Moreover, this aspect is where the conservation plans are mainly focused. Taking in consideration the overall parks surface, land zone 285 km<sup>2</sup>, the habitable area constitutes 39% of the total land zone. Its distribution as Douars (rural towns) see

[figure (Douars AHNP)] is mainly focused on coastal spots around the parks territory with some exceptions.

Nevertheless, we note that the migratory flows emitted by the Central Rif, and in particular from Alhoceima, to Tangier, Tetouan, Taza, or even Fez, or even abroad (Germany, Holland, Spain, etc.), also explains the stagnation of the population of the region, or even its decline for certain localities. Moreover, the socio-professional composition of migrants has evolved. Indeed, if emigrants from previous periods belonged to the poorest social classes, those of the current period is mainly composed of young graduates and capital holders. On the other hand, the stagnation of the coastal population in the area of Alhoceima, as well as some rural communes such as Izemmouren can be explained by the physical constraints of a hilly environment and rocky terrain, which makes expensive any urban extension, seismic risks as well as risk of collapse or landslide. Thus, it can be said that the AHNP area is a territory with a strong rural population in the coastal zone of Alhoceima, which has seen its population multiply 3.8 % between 1960 and 2014 against only 1.5 % for the coastal area of Alhoceima.

#### ***A-18. Level of protection of ecotourism sites***

The diverse ecosystem of the AHNP become attraction of various tourism activities: hiking-discovery, exploration, sports activities, etc. The interest of the visitors of this tourism is growing for the most away from home, the best preserved and the most exotic that favours the spontaneity and originality of the discovery.

Ecotourism in the park is part of the Eco-development context. It is considered as an economic development tool, effective and sustainable, while taking into account the objectives of preservation and enhancement of the environment. It can contribute to the protection of valuable natural areas by providing the necessary income for their planning and management. It stimulates the economy, thanks to tourism expenditure, and contributes to the creation of jobs and opportunities for local populations. Green tourism also contributes to promoting economic development both at the level of local than at the national level.

The actual management plan for the AHNP (Vision 2020) emphasises clearly on various objectives aiming to empower the park as an ecotourism including: preserving ecosystems, natural habitats and species: Rehabilitate degraded beaches and equip them



with hygiene infrastructure; Protection of habitats of endangered habitats (caves, submerged islands, beaches sand); Develop and implement existing protected area management plans (NAPs: SIBE's); Develop protected areas considering watersheds as a unit ecological conservation; Promote and mobilize water resources.

#### ***A-19. Range of natural vegetation at the ecotourism sites***

The massif limestone of the AHNP with its biological richness contains a wide variety of native vegetation in its eastern zone, far from human exploitation. This vegetation is a habitat that offers protection and very varied fauna. The AHNP contains an original flora and sometimes endemic. Among all these species, many important forest trees species: cedar berries, Aleppo pine, pistachio, wild olive, dwarf palm tree and jujube tree. This is a typically Mediterranean vegetation, which is also found in north of the Mediterranean in southern Spain. Despite their residual state as a whole, plant formations have an interesting biodiversity in the AHNP. The Berber Cedar are the most characteristics and the most outstanding of the park area. These However, the formations were overexploited by the locals especially since the beginning of the century. The increase in demographic pressure has reduced them considerably.

The wild olive or olive tree has ecological requirements stronger. It occurs only in the form of isolated feet, few in number. The shortage of wood products in the area means that this species is also exploited for its wood and tends to disappear. The pistachio is a constant of the matorrals of the region because it adapts well to different soils. Nevertheless, as the wild olive tree, it is appreciated by local people who serve as firewood, and its range tends to degrade in a worrying way.

#### ***ENC5: Solid waste Management***

To evaluate solid waste management inside the park, three indicators are examined; existing policy for waste collection and management inside the parks; Solid waste management awareness to tourists and local communities; Wastewater management.

#### ***A-20. Existing policy for waste collection and management inside the parks***

Solid waste production in Al Hoceima province is estimated at around 37,200 tonnes per year, an average solid waste generation ratio of 0.77 kg / person / day. The garbage accounts for more than 80% of the solid waste produced.

Solid waste management (collection, cleaning and transportation) in the province, as well as in the park, is not delegated to private contractors as the case in many Moroccan cities. It is provided by the services of the various municipalities of the province. There is no controlled landfill operating in the park. In the urban areas, solids waste produced by the City of Al Hoceima are collected and dumped at a landfill located 6 km from the city on a cliff of about 140 m high directly overlooking the Mediterranean. However, for the habited rural town inside the park, they are thrown to random waste dumps on different spot near focused settlements. No garbage collections protocols are practiced by authorities in question. Instead, the local tend to burn the accumulated waste regularly. The majority of the parks territory is considered as rural areas that do not belong to the covered zones of the municipalities' garbage collection policies. This random dumps because huge damage to the biodiversity in the park, in many cases the dumped waste end up in direct contact with natural water sources. Definitely, this lies in an extreme lack of planning from the authorities in charge of the parks, where there is no clear policy to which governmental body this responsibility belongs. The HCELFCD states that this is not part of their mission in the park, while the territorial administration simply argues that rural areas are not part of their operating areas just following their operational protocol.

#### ***A-21. Solid waste management awareness to tourists and local communities***

The lack of any applicable solid waste management plans inside the parks territory consequently reduces the awareness level of this matter to tourists and local community members. Nevertheless, various initiative were started by CSAs on different occasions in the Park. These initiatives consists mainly of organising workshops to spread environmental awareness among the local and tourism service providers such as Ecolodge owners. These initiatives consisted also of creating textbooks, for pupils for schools in area, highlighting the importance of environment conservation and explain different steps that should be taken by individuals to contribute to a general environmental policy seeking the maintenance of the scenery and conservation of biodiversity.

Nevertheless, Law No. 28-00 on the management of wastes and their disposal, which was introduced on the late 2000s, introduces the basic principles -globally applied- of pollution management and shared responsibility between the different actors involved.

It suggests the creation of controlled landfills depending on the nature of the waste. The law also provides the development by local authorities of controlled landfills within a maximum period of three years from the publication of the law for household waste and five years for industrial waste. For the latter, the text distinguishes between ordinary industrial waste can be located in isolated sites in garbage dumps and industrial waste that must be disposed of in specific landfills. The deposit outside special dumps, landfilling and waste mixing hazardous with other types of waste are prohibited under the terms of the law.

Waste from local community centres is usually deposited in scattered dumps without no control measures. It is of great magnitude within the park territory (Adouz, Rouadi, Bni Boufrah...), and begin to expand in other rural towns, with no special landfills and garbage ends up to on the beaches and then at sea, especially liquid waste. Unfortunately, the region does not have solid waste treatment plant.

#### **A-22. *Wastewater management***

All urban centres in this zone are equipped with sanitation networks of the type unitary and pseudo-separate, with a connection rate of 50% to 80%. These networks are currently saturated and experiencing significant dysfunctions, related to their old age and to inadequate maintenance. Peripheral neighbourhoods have individual systems sanitation. The four major urban centres in this province have studies that provide for a major investment program for water purification. The rural centres areas are equipped with individual sanitation systems, with the exception of Rouadi with collective networks where the connection rate is about 40%. Studies have been conducted by ONEP to rehabilitate existing networks and equip non-sanitized centres.

The city of Al Hoceima wastewater treatment plant, commissioned in 1996, is the only operational in the Province. Those of Imzouren and Béni Bouâyach, built during from the 1970s, have been out of service since the early 1980s. In terms of liquid waste, the municipalities of Al Hoceima, Imzouren and Béni Bouayache are the municipalities where the problem of sanitation is obvious enough because the wastewater is released into seawater without prior treatment. Regarding solid waste, the non-control of landfills is being solved at least for the benefit of the centres of Al Hoceima, imzouren, Beni Bouayache, Izemouren and Aït Youssef Ouali, and this by providing for a controlled inter-municipal discharge for said centres.

### ENC6: Energy Conservation

For these criteria, the indicators: energy conservation among tourists and local community and existing policy for Energy management are used to evaluate energy management inside the AHNP.

#### **A-23. *Energy conservation among tourists and local community***

Concerning the local community, it is no exception from the general wave regarding energy conservation awareness in the region or the country in general. That is to say, there is some kind of light awareness of energy conservation but does not tend to be a major concern among the community members since there no extreme/ advanced energy use to the locals, the main used energy is electricity to power main electro domestics and basic needs. Most families tend to have the same level of energy use. Taking in consideration that is a rural area, where in many of the families even those basic electro domestics are absent or at least some of them.

For tourists, the case is not so different, as the ecolodges are similarly equipped as the local homes. Thus during their stay, a tourist does not consume considerable amounts of energy. Moreover, as part of the experience, tourists tend to demand traditional ways concerning preparing meals and daily needs (using traditional wood powered ovens.. etc.). Generally speaking, tourist tend to have more energy conservation awareness due their cultural background as they come mostly from European countries where this awareness is vastly noticed.

#### **A-24. *Existing policy for Energy management***

In the management plan created for AHNP by the HCEFLCD [Year, name], some procedure concerning conservation of natural resources and management of energy consumption as part of the main missions and objectives. However, on the ground, and due the complications the administration face in achieving the designated objectives in the management plan (lack of personnel, lack logistic capacities etc...) energy conservation and natural resources conservation fall to secondary objectives. Nevertheless, what could make difference in this sense is the intervention of CSAs, which most often are a step ahead of the public authorities; spreading awareness concerning sustainable development inside the park, especially sustainable energies.

But practically from the interview the researcher made, no association has introduced some kind of initiative concerning this matter.

### 6.2.2 Cultural Criteria:

#### CUC1: Maintenance of integrity of local community

This criteria aims to evaluate the maintenance of local community using five indicators namely, Retention of local cultures and traditions; Authentic representation of local cultures; Number of preserved cultural sites (local culture and norms, exhibitions) ; Existence of protecting cultural heritage values; Awareness of the existence of inherited tradition.

#### **B-25. Retention of local cultures and traditions**

The manifestation of local culture and tradition is widely noticed inside the territory of the park especially among the elderly (clothing style, food, artefacts, chants etc...). While young people tend generally to look for other life

*...apart from lodging, guiding services for tourist doing tours inside the park or visiting the city's attractions. Alongside with preparing traditional meals for tourists, and producing some artisanal artefacts (straw hats, bags and tools).*

Hamid. A

Jnanate Ecolodge

opportunities by immigrating to nearby big cities, leaving behind culture and traditions. Small sample of them stay and contribute to the regular socioeconomic activities practiced by their families; contributing to this retention directly or indirectly.

Obviously, as community members are open to the external culture, and 'modern' lifestyle; there can be noticed, some kind negative effects on this matter. As it could be also noticed, manifestation culture and traditions in the daily life of locals has declined over the years, this might be due the previously mentioned youth immigration or simply their denial to keep producing their fathers heritage.

#### **B-26. Authentic representation of local cultures**

Added to its representation among local community, the local culture is widely displayed in ecolodges; [photos] most ecolodges inside the parks hold a display for tourist consisting of typical artefacts (straw hats, straw bags, straw tools for agriculture

); olds agricultural tools, recovered potteries, etc.. The original models of these are kept just to display; meanwhile smaller or identical marketable models are made to be sold to tourists. These cultural products are usually marketed

*The ecolodge was an old traditional family house, then they decided to make some reparation and create an ecolodge with the initiative of some civil society associations..*

Hamid. A  
Jnanate Ecolodge

as a tourist product: there is no operational marketing policy for this matter, these kind of products can be found usually on tourists hotspots. The pricing is improvised by providers by general almost match.

There is the case of Adouz ecolodge owner, who appears to be fond of straw making products (hats mainly), he has a vast variety of them in the ecolodge [photo], personalising them with on-demand decoration or those asked by tourist.

#### ***B-27. Number of preserved cultural sites (local culture and norms, exhibitions)***

The Alhoceima National Park is home to many archaeological sites. From which we can site; Bades coastal town, 3 coastal and interior rural sites (Boussekour, Adouz, Torres), a Christian stronghold (Penon de Velez de la Gomera), an Ismaili Casbah (Snada Casbah) and several Marabouts (Lalla Mimouna, yalich ...).

Adouz rural town is considered one of the oldest 'Douars' of the Rif region, it still retains its traditional typical architecture of the area, in the form of neighbourhood houses built of mud and stone, along the alleys. One of the most important monuments of the Douar we find an old mosque of the twelfth century built by the Merinids and the Sanctuary of Lhaj Ali Abu Hassoun, former spiritual leader of the Douar.

A 'Marabout' is a sort of a small temple built on a dead person's grave, this person is considered holy and wise who is the subject of popular worship offering protection and blessing. The term also refers to the tomb of the person venerated and sometimes it's named after a locality, to a village or to a town. In the National Park we can find some beautiful examples such as Tikkit, Lalla Mimouna, Bouyakoub.

This second types of cultural sites (Marabbout) are more appreciated by the local community members as they take them seriously to seek protection and blessings. While the other historical sites embodies a main target for tourist.

### ***B-28. Existence of protecting cultural heritage values***

Local community values tend to exists more relatively to the part of artefact or traditional products that secure some kind of income, also some kind of traditional foods for the same purpose. Other cultural manifestations that does not, or could not be used as income source, are often being neglected by local community members.

CSAs in this sense, also made efforts spreading awareness among local populations about protecting and retention of local heritage values, which was principally welcomed by local culture, but practically, the member have families to feed obliging them to secure a certain income, so they do not tend to waste time and energy on that for the sake of pure protecting cultural aspects, as the concept itself might be beyond their level of realization, or even if they do, they do not set it to a certain priority.

### ***B-29. Awareness of the existence of inherited tradition***

The awareness of existence of inherited tradition might not be so apparent on the general attitude of local community members, as it is more depicted or manifested in such a taken for granted way. In other words, this sense of aware inherited tradition value is not present to the general majority of local community members. However, it can be noticed among young people who possess a higher educational formation (university students, CS activists etc...).

The Park residents are famous for their artisanal products, especially the products made from the dwarf palm (*Chamaerops humilis*) by the skilful hands of the artisans of Adouz, Tighza and other douars of the Park. They also make beautiful products using esparto (alfa), especially in the douar Zitouna; and beautiful pieces of pottery made exclusively by the women of Tighza. These products are well known all over Morocco for their originality and authenticity, especially the crafts of the dwarf palm, best and most advanced in the whole country. The Douar de Tighza is characterized by an artisanal production specific: traditional pottery. The Rifain pottery is a job the main purpose of which is to satisfy domestic needs. Only a few women wear their small production to rural souks, as is the case with the souk of Rouadi.

*CUC2: Maintenance of local culture (local culture exposed to external impacts)*

The second cultural criteria concerning the maintenance of local culture consists of four indicators: Impact of alien culture on local community, tourists' interest socio-cultural and religious activities, availability of local food and handicrafts to tourists, and involvement of locals/ non-locals in cultural activities.

***B-30. Impact of alien culture on local community***

The impact of external culture on local community did not seem to be much considerable as the researcher observed during the fieldwork. This might be due to the kind of external exposure to which the locals are exposed. Generally, the vast majority of visitor to the park are European/ Western Culture, thus considering the limited contact these tourist make with the locals, a certain impact would be improbable. However, the park is open to internal tourism as well (meaning tourist from other parts of Morocco), but in this case, no certain impact was noticed either. The level of contact might be the reason here as well, or just because of the locals are already familiar with external culture from other parts of Morocco through national Media. Nevertheless, the possible impact of an external culture on the young local community members might be due principally due to their mobility and exposure to this external culture.

*...in the beginning some families saw them as intruders or not welcome because of their very different clothing style, but after the association members explained to the families the importance of tourism of their region and resolved the difference, then they began to understand and later on showed total welcome of tourists..*

Monaim. A

Rif Tourism Association

***B-31. Tourists interest in socio-cultural and religious activities***

Normally a tourist shows huge interest in all the different aspects of the visited destination including landscape, ecosystem, culture, religion, traditions etc.. , the case of AHNP is no exception, from the interviewed Ecolodges' owners/manager, there appeared to be always an important interest in knowing and discovering the local culture in term of food preparing, daily habits, occasional ceremonies and celebrations; and regional practices.



On the other hand, the CSAs contribute as possible to this matter, the one interviewed (Rif Tourism Association) confirm their passion to deliver the local culture, traditions, values to tourist as a gratitude for their interest in the area. Their contribution basically consists of preparing informative folds or guides to explain to the tourists in different languages, for instance, data about the history of the area, explaining a given habit or celebration, explanatory guides to traditional food preparing etc...

### ***B-32. Availability of local food and handicrafts to tourists***

Given the small scale of tourism service providers inside the AHNP, this kind of product could be accessed almost exclusively through the ecolodge, which are the only tourist service providers inside the park. additionally, during an interview with [Jnanate Ecolodge] he stated that ecolodge owners are the only one who tend to have this kind of contact with external sources of tourists, so basically, omitting the public governmental bodies role here, the only one who act as real contributors are ecolodge owners/managers, so this gives the tourist a certain access to local food and all local culture manifestations.

### ***B-33. Involvement of locals/ non-locals in cultural activities***

Basically, the dominant tourism service providers in the park are exclusively locals' meaning belonging the same rural towns inside the park or the neighbouring area. During the researcher experience, these tourist service providers are ecolodges, local CSAs, etc... Considering the fact that this area is not exposed to a large existence of non-locals, either as residents or tourism service providers, it is certain that the locals are the only one who are integrated in tourism activities. Thus, the cultural activities that are presented to tourists are carried out by only locals. Taking in consideration that the tourism service inside the park is provided by only locals. Not to mention the obvious ecolodge activity, recently another kind of touristic activity was developed.

Fishing-tourism and fishing tourism activities are among the initiatives aimed at defining a more organized maritime policy and the development of its resources. The objectives of this activity are several: create an additional source of income for the sale of fish; reduce fishing effort on fisheries resources; and raise awareness of the problems related to the management of the sea, fisheries and coastal resources. In addition, the activity of fishing-tourism / fishing tourism is very indicated for the enjoyment and

sustainable tourism development of marine protected areas. In the context of the establishment of sustainable environmental fishing activities in the marine area of the NAPH, it is possible to initiate actions to encourage the activity of 'fishing tourism', with the aim of creating a system of operators who provide inside park, environmental management of traditional small scale fishing based on a collaboration between the parks administration and the local fishermen.

Environmentally speaking this project would make fisheries exploitation compatible with ecosystem balances; and conservation effective. While on the socio-economic level, it would identify eco-compatible activities or eco-compatible modes of enjoyment of natural resources; increased environmental sensitivity; development of new professions; and sensitization of tourist operators (restaurants, hoteliers etc.) to that they consider the environment in their choices strategic.

#### *CUC3: Maintenance of heritage & cultural diversity*

To evaluate the maintenance of heritage and cultural diversity, the following indicators were tested; Maintenance and management of local architectural buildings/cultural sites; Maintenance, revival & implementation of local rituals and music, festivals.

#### ***B-34. Maintenance and management of local architectural buildings/cultural sites.***

Within the framework of the already mentioned programme (Programme d'Amenagement Cotire PAC-Maroc, a sub-programme, Patrimoine Culturel Historique du Rif Central), establishing an exhaustive list of historic sites and monuments of the PAC area "Central Rif". The historical cultural heritage, suggested by the programme, presents a great heterogeneity gathering the archaeological sites, historical monuments, fortifications, religious monuments (marabouts of saints and mosques). This heterogeneity is of multiple order considering the classification of these sites and monuments at different times. Unfortunately, this list only includes unclassified and unlisted sites. The fact that complicates the task of protecting and enhancing them. This project systematically consists of collecting and managing information and archaeological documentation, textual, iconographic and photographic, in order to constitute at least a database or an archaeological map corresponding to each site. From the list we include below, the sites belonging to the AHNP territory categorised by the rural town (Douar) where they are located:

Bni Gmil: The Mastasa fording tower (15-16th century), medieval agglomeration, mosque of Mastasa (14-15th century), the refuge fortress dominating the current village of Mastasa; the marabout of Sidi Ahmed al-Yalishi (14th century).

Bni Boufrah: The Yalish site (Cala Iris) and al-Qal'a tori (15th century);

Badis (10-15th century): medieval town and port, a section of the Almohad enclosure (12th century), and the refuge site. Ribat at the top of the mountain: Ribat of the beach and irrigation basins and Noria wells.

Snada: Casbah of the 16th century.

Rouadi: the village of Adouz and the Great Mosque (14th century).

The diagnosis shows that the inventory and periodic inventory of unclassified sites and monuments, necessary to be acknowledged as a Moroccan heritage site which wasn't possible until the law 22-80 promulgated by the Dahir n ° 1-80-341 of December 25<sup>th</sup> 1980 on the conservation of historic monuments, sites, inscriptions, works of art and antiques. This law was promulgated by another Dahir n ° 1-06-102 of June 15<sup>th</sup>, 2006. On the other hand, this law does not determine how cultural heritage should participate in society development. The weak point of this law is that it provides for no particular provision concerning sites and monuments that are not yet classified.

### ***B-35. Maintenance, revival & implementation of local rituals and music, festivals.***

The maintenance of local rituals inside the AHNP is subject to the previously mentioned evaluation for the indicators 29, 38 and 39. However, in the city of Alhoceima, different kind of activities are held especially concerning exhibition of local music during different festivals organised by the city in collaboration with national NGOs. Among these activities, we can cite the Mediterranean Music Festival, which is considered as an open space to creativity and cultural exchange, with a particular interest in the development and diffusion of the specific Amazigh culture.

Lasting a week of every summer, it holds a meeting point for a diversity of cultural expression of different countries of the Mediterranean, and obviously of the local area itself. The festival does not exclusively include music concerts. It also offers sporting events, art exhibitions of paintings and photography, as well as traditional and natural artisanship markets.

The festival provides opportunities for amateur and professionals all over the region, to exhibit the full cultural scope of local, national, and international artists. It also contributes to the promotion of the region's cultural values on the regional, national and international level.

### **6.2.3 Economic Criteria**

#### *ECC1: Tourism Flow ( Volume and value) at destination*

In this section two criteria concerning the volume and value of ecotourism flow at AHNP will be evaluated, namely: Percentage of tourists' nights in relation to same-day visitors per month; and the relative contribution of tourism to the destination's economy.

#### ***C-36. % of tourist nights relative to same-day visitors per Month***

In terms of ranking by tourist accommodation unit, according official statistics provide by the tourism ministry delegation in Alhoceima, during the fieldwork period (from March to September 2016) 4-star establishments received a total of 6,678 tourists, followed by 3-star establishments (2,648), 2-star hotels (1,437), one-star hotels (900), 822) and Ecolodge (82). April and June recorded the highest number of tourist arrivals in the province at 2,678 and 2,497 respectively, with occupancy rates of 16% and 12%, respectively.

Generally, the dominant majority of international tourist visiting the AHNP make at least one night stay, whereas the national tourist, visiting on weekends or holidays tend to have more a same day visit to enjoy the scenery and views, having a traditional meal prepared by ecolodges.

#### ***C-37. Relative contribution of tourism to the destination's economy (%GDP)***

According to (HCP, 2016: General Census of the Population and the Habitat, General Indicators) tourism sector, in the region, contributes with a direct and indirect contribution of 12% to the GDP and 5% in employment.

#### *ECC2: Quantity and Quality of employment*

The criteria of tourism quality and quantity employment will be evaluated depending on the percentage of tourism employees relative to total employment volume; the

percentage of tourism jobs that are seasonal; and the employment by gender.

### ***C-38. % of tourism employees relative to total employment***

Tourism direct and indirect employment makes a 5% of overall employment in the region (HCP 2016). However, the data presented is not exclusively presenting the tourism sector inside the national park, rather its part of regional statistics presented by the HCP. These numbers might not highly accurate, but at the same time not so far from the tourism sector inside the AHNP considering the similarity in economic structure among the different parts of the region.

### ***C-39. Percentage of jobs in tourism that are seasonal***

The city of Alhoceima in general is depending widely on the summer tourism season for a great section of jobs considering the 3S tourism destination it is. The official stats suggests that almost 55% of the job in the city are seasonal. However, when it comes the national Park things get different. The kind of tourism practiced inside the AHNP (Nature, rural, cultural, adventure) does not really rely on the summer season. It certainly flourishes during the month of August concerning stays and visits, but it achieves the same level approximately on other periods of the year like spring and autumn. Considering that the direct jobs practiced inside the AHNP (33 employees distributed between Ecolodge managing, transport, tourist guiding, and others) only 7 of them are seasonal meaning recruited frequently during peak periods representing a 21% of overall employed personnel inside the park.

### ***C-40. Employment by gender***

The findings of this study suggests the employment by gender is distributed as the following:

|                        |      |           |
|------------------------|------|-----------|
| Total Direct employees | : 33 | ----100%  |
| Men                    | : 28 | ---- 85%  |
| Women                  | : 5  | ----- 15% |

### **ECC3: Viability and competitiveness of tourism businesses**

This criteria evaluates the viability and competitiveness of tourism enterprises inside

the AHNP based on the assessment of the three indicators such as the percentage of local produced food, good and services; product diversity in the tourism offer; and the tourists satisfaction level.

***C-41. % of locally produced food, drinks, goods and services, by the destinations tourism enterprise***

Among the local co-operations actively operating inside the AHNP we can distinguish between two main categories: Agricultural (producing traditional foods/drinks like cheese, milk, butter, jam, bread, juices etc..) and crafting cooperation (producing local artefact based on ceramic or straw like accessories, pots, mugs, hat bags, etc..). Concerning food/drinks, tourist usually tend to prefer the local products to the industrial ones due to product quality. However, the situation might be different when it comes to artisanal products where some tourist tend to sacrifice quality and authenticity of the local product over the cheaper mass produced one widely available on the nearby markets.

***C-42. Quality of tourism offer in the destination/product diversity***

Product diversity suffers slightly from a lack of variety; among the large potential products the local tourism businesses could offer, there are considerable omitted items. This omission might be due to the cost and/or complexity of providing those product/services. Tourists showed interest in more varied offer concerning the presented goods, foods/drinks and activities provided by the ecolodges.

***C-43. Sustaining Tourist satisfaction (Level of visitors satisfaction, perception of value for money, percentage of return visitors)***

According to the focus group discussions with tourists' realised in the AHNP, the following results were obtained:

| Sub-indicator                    | Assessment   |
|----------------------------------|--|
| ➤ Level of visitors satisfaction | 72% of tourists said they were completely satisfied with their experience inside the AHNP. While 18% were satisfied for the greater part. 7% were just partly satisfied, while only 3% said that they were not satisfied at all. |
| ➤ Perception of value for money  | 17% of tourists complained about the quality of services, 14% did not find their experience a good value for the money they paid. While the rest 69% stated that parks experience had a fair value for money.                    |
| ➤ percentage of return visitors  | 66% of tourist expressed their willingness to visit the AHNP again. 24% did not know whether they would return or not; and 10% said that they will not visit gain.   |

#### 6.2.4 Conclusion:

On this basis, the unsustainable or in bad situation aspects of AHNP are those related to public conservation policy and stakeholders collaboration; actions of enabling environments and generation of environmental awareness; solid waste management; and energy conservation. While the sustainable aspects of the park are soil conservation and water resources management; Maintenance of natural diversity and physical features; besides all three cultural criteria namely local community's integrity, local culture and heritage.

The indicators that scored an optimal state of sustainability constituted, for the weaker part, the environmental criteria such as the extent of the protected area, civil society in generating environmental awareness and promoting ecotourism, landscape protection plans, and range of natural vegetation. A similar sustainability degree was detected in the economic criteria, only two indicators were evaluated as sustainable which are percentage of locally produced food, drinks, goods and services, by the destinations tourism enterprise; and sustaining tourist satisfaction.

Most of the partially unsustainable indicators belonged to environmental criteria (11 out total 17 partially unsustainable indicators); which mainly dealt with public management policies and conservation plans, stakeholders' collaborations and empowering of local community. Added to that, three cultural indicators namely: Number of preserved cultural sites (local culture and norms, exhibitions), impact of alien culture on local community, involvement of non-locals/locals in tourism/cultural activities; And three economic indicators: Percentage of tourist nights relative to same-day visitors per month, Percentage of jobs in tourism that are seasonal, quality of tourism offer in the destination/product diversity.

On the other extreme of the scale, completely unsustainable indicators were equal to the number of the sustainable / optimal ones. Nine environmental indicators that were mainly related to roads and infrastructures, ecotourism policy development, public use plans and allocation of funds to park management. One cultural indicators: Maintenance and management of local architectural buildings/cultural sites. Three economic criteria: Relative contribution of tourism to the destination's economy (%GDP), % of tourism employees relative to total employment, and Employment by gender. A general visualisation of overall indicators assessment is available on the table below.



### 6.3 Talassemtane National Park

Concerning the TSNP, no significant difference from the AHNP can be noted in assessing the environmental criteria. Sustainable environmental indicators for this park are: the implementation of conservation plans; number of protected water resources; and the contribution of civil society association to ecotourism promotion. Concerning cultural criteria, the TSNP scored more sustainable indicators particularly the within the maintenance of the cultural integration of local community specific criteria. While sticking to the same pattern in relation to unsustainable status of cultural sites and heritage monuments. Most importantly, the TSNP was found to be more sustainable than the AHNP regarding economic criteria. More indicators stand at an optimal sustainable status such as the contribution of tourism to the destinations economy; and the percentage of tourism employment.

#### 6.3.1 Environmental criteria

##### *ENC1: Public conservation policy and other stakeholders*

Public conservation policy and stakeholders' collaboration criteria refers to evaluate the designated conservation policy plans made by the public authorities and also highlights the levels of collaboration between the main stakeholders in AHNP. Forming this criteria, it will be evaluated based on the consisting indicators such as the extent to which the NP is entitled; the existence of zoning plans and process of the implementation efficiency of the action plans public authorities already planned; the level of damaged landscape due to human use inside the NP; status and quality improvement plan of the roads transportation/infrastructure; the level of implication of locals in environment rehabilitation, environment protection; And at last, examine the Inter-departmental co-ordination between stakeholders towards ecotourism development.

##### **A-1. Extent of protected area**

Located in the province of Chaouen, on an area of 589.5 km<sup>2</sup> in the eastern side of the Rif dorsal rift, the park includes a very original landscape known for its remarkable biodiversity. A highly rugged terrain characterises the park, as well as the Rif Mountains in general, the National Park of Talassemtane offers natural landscapes of great heritage value in the Mediterranean basin.

Table 27. TSNP indicators assessment

| <i>Environmental Criteria</i>  |   | TSNP |
|--|---|------|
| <b>ENC1: Public conservation policy and other stakeholders</b>                         |   |      |
| 1.   | Extent of protected area  | ✓    |
| 2.   | Existence & Implementation of action plan for conservation, zoning  | ✓    |
| 3.   | Extent of damaged area duo to human activities  | !    |
| 4.   | Quality improvement plan of the roads transportation  | !    |
| 5.   | Implying of locals in environment rehabilitation, environment protection  | !    |
| 6.   | Inter-departmental co-ordination towards ecotourism development   | !    |
| <b>ENC2: Enabling environment and generation of environmental awareness</b>            |   |      |
| 7.   | Ecotourism policy and development regulation push towards Awareness.  | !    |
| 9.   | CS role in generating/promoting ecotourism /environmental awareness   | ✓    |
| 10.  | Enforcement of code of conduct for tourists and service providers   | !    |
| 11.  | Allocation of funds for conservation of nature in Parks planning process  | ✗    |
| <b>ENC3: Conservation of soil &amp; water resources management</b>                     |   |      |
| 12.  | Existence of plans for protection of landscape and geological features  | ✓    |
| 13.  | Consumption of natural res. in ET sites by local community members.   | ✗    |
| 14.  | Level of consumptive utilization of natural resources by tourists.  | !    |
| 15.  | Number of protected water resource (river, marsh, stream...)  | ✓    |
| 16.  | Local people participation in land conservation   | ✗    |
| <b>ENC4: Maintenance of scenery, natural diversity &amp; physical features natural</b> |   |      |
| 17.  | Level of human settlement in ecotourism sites.  | !    |
| 18.  | Level of protection of ecotourism sites   | !    |
| 19.  | Range of natural vegetation at the ecotourism sites   | ✓    |
| <b>ENC5: Solid waste Management</b>  |   |      |
| 20.  | Existing policy for waste collection and management inside the parks  | ✗    |
| 21.  | Solid waste management awareness to tourists and local communities  | !    |
| 22.  | Wastewater management   | !    |
| <b>ENC6: Energy Conservation</b>   |   |      |
| 23.  | Energy conservation among tourists and local community  | !    |
| 24.  | Existing policy for Energy management   | ✗    |
| <i>Cultural Criteria</i>   |   |      |
| <b>CUC1: Maintenance of integrity of local community</b>                               |   |      |
| 25.  | Retention of local cultures and traditions  | ✓    |
| 26.  | Authentic representation of local cultures  | ✓    |
| 27.  | Number of preserved cultural sites (local culture and norms, exhibitions)   | ✓    |
| 28.  | Existence of protecting cultural heritage values  | ✓    |
| 29.  | Awareness of the existence of inherited tradition   | ✓    |
| <b>CUC2: Maintenance of local culture (local culture exposed to external impacts)</b>  |   |      |
| 30.  | Impact of alien culture on local community  | !    |
| 31.  | Tourists interest socio-cultural and religious activities   | ✓    |
| 32.  | Availability of local food and handicrafts to tourists  | ✓    |
| 33.  | Involvement of non-locals/locals in tourism/cultural activities   | !    |
| <b>CUC3: Maintenance of heritage &amp; cultural diversity</b>                          |   |      |
| 34.  | Maintenance and management of local architectural buildings/cultural sites.   | ✗    |
| 35.  | Maintenance, revival & implementation of local rituals and music, festivals.  | ✓    |
| <i>Economic Criteria</i>   |   |      |
| <b>ECC1: Tourism Flow ( Volume and value) at destination</b>                           |   |      |
| 36.  | % of tourist nights relative to same-day visitors per Month   | ✓    |
| 37.  | Relative contribution of tourism to the destination's economy (%GDP)  | ✓    |
| <b>ECC2: Quantity and Quality of employment</b>  |   |      |
| 38.  | % of tourism employees relative to total employment   | ✓    |
| 39.  | Percentage of jobs in tourism that are seasonal   | !    |
| 40.  | Employment by gender  | !    |
| <b>ECC3: Viability and competitiveness of tourism businesses</b>                       |   |      |
| 41.  | % of locally produced food, drinks, goods and services, by the destinations tourism enterprise                                  | ✓    |
| 42.  | Quality of tourism offre in the destination/product diversity   | !    |
| 43.  | Sustaining Tourist satisfaction (Level of visitors satisfaction, Perception of value for money, percentage of return visitors ) | ✓    |

It is composed of deep valleys dug by torrential fluxes (Wadis), in addition to gorges, cliffs and caves. The maximum altitude is 2,159 m at Jbel Lakraâ, while the minimum altitude is 600 m inside Chaouen Town. Of the total area of the Park, 73% are public lands and 17% are private and collective lands. Combining these great natural resources with cultural values and traditions, The TSNP offers an ecotourism potential of national and Mediterranean importance. It is officially part of the Biosphere Reserve Transcontinental Mediterranean (RBIM, Morocco - Spain).

## **A-2. Existence & Implementation of action plan for conservation, zoning**

A Master Plan for Development and Management of the Talasemtane National Park (PDAG) developed in 1996

proposing provisional zoning on time scales from 5 to 10 years, which could be modified later depending on the accumulated knowledge by managers and taking into account ecological, socio-economic and cultural

*As for problematic challenge confronting the delegation, the interviewee said that it is very difficult to cover all the 5 provinces of which it is administratively in charge of. Due to the shortage in both logistic and human resource of the delegation.*

*Rahmani, A  
Tourism Ministry Regional delegate*

constraints. According to the law of Protected Areas, the validity of a development and management plan of a protected area must not exceed ten years. In the case of the TSNP, a new Management Plan should therefore be developed. Concerning the ecological zoning, the PDAG established three types of ecological zones for the TSNP with different restrictions on user rights and freedom of access for each one:

- The Protected Natural Area (PNA): 1,034 ha
- The Managed Natural Sanctuary (SNG): 2.568 ha
- The Natural Resource Management Area (ZGRN): 54,400 ha

This ecological zoning is currently in vigour, according to the park administration. The main two management plans set for the TSNP are: 1) Decree of Creation of the Park: Decree N ° 2.04.782 Of October 8th 2004 ; and 2) Law Relating To Protected Areas. DAHIR N° 1-10-1234.782 OF (16 JULY 2010) on the publication of the protected areas Law No. 22-07.

### **A-3. Extent of damaged area duo to human activities**

What could be easily noticed and widely manifested through the territory of the TSNP is the extremely polluted landscape due to the garbage left by tourists visiting the park, especially on the main circuits or most popular roads to escalate the parks till the top where the its most important attraction is namely ‘the second waterfall’ as called by locals and visitors. These circuits tend to have various stops for visitors, so around all these stops a huge amount of garbage can be observed. There were some initiatives from local CS association in collaboration with foreign ones to work cleaning the circuits and stops. An operation with lasted few months after it begins, before the foreign collaborators gave up the projects due to lack of collaboration from both visitors and local authorities.

Another factor that worsens the situation; on holidays and weekends, the visitors’ traffic gets extremely tense exceeding the park’s reception capacity. Officially, there no established limits whatsoever or any kind of measures that could help control the flux of visitors during these occasions. In an attempt to highlight more this point of flux control inside the parks, there appeared to be no existent in any management plan or policy that is applied to the park. This point is crucial for the conservation of landscape and biodiversity inside the park. Other than tourism related impact, locals also cause environmental impacts. Because of their daily activities inside the park territory such as reclaiming new land surface to grow cannabis inside the park, even in sensitive areas of high ecological value, progressive delimiting and wildfires eliminating Forest vegetation, firewood for cooking and heating, and landslides due to rains in areas lacking vegetation cover.

### **A-4. Quality improvement plan of the road’s transportation**

Access options from the main surrounding towns are paved and in relatively good conditions. From the north, by Tangier and Tetouan, from the west, by Larache, and from south by Ouezzane. This last path constitutes also access from Rabat, Casablanca, Fez and Meknes, as the main entrance for domestic tourism.

On a more detailed scale, the main access roads to the park pass through Chaouen, Bab Taza and Oued Laou.. The other access road is a secondary road (8304) connecting the above-mentioned Mediterranean coast at the height of Oued Laou. A fourth entrance is under development from Assifane, located on a secondary road that leaves the main

road P28 at the extreme south-west of the Park. Ceuta, Tangier and Tetouan, the closest northern cities to Chefchaouen are the main entrance routes to the Park for foreign tourists. The condition of the main road and secondary roads provides the visitor with access to various potentialities of the Park despite the risks deriving for its fragile areas (PUP2008). In this sense, the HCEFLCD contributes to the establishment of circuits and tourist routes inside the park in collaboration with the ministry of infrastructure and transportation that is normally the public body that is in charge of such a matter.

#### **A-5. Implying of locals in environment rehabilitation, environment protection**

There is still no effective participation of the local population in the management the TSNP because the Park Management Committee was not created. In this sense, the PDAG designates the establishment of management methods for spaces and their natural resources, as result of participatory processes, requiring a real community-based approach by operators and users of park. However, the current state of the relational fabric of the TSNP, does not really offer the qualities nor the guarantees needed to set up such management methods. These should therefore be considered as a potential goal to be achieved gradually. Consequently, the local population have no awareness of the park and its values. The most famous place is the Akchour area, where no real communication of park values to the local population are established.

Heritage and biodiversity conservation is a matter of high priority to civil society associations; they contribute to sensitizing and valuating environmental issues. Preserving the ecosystem is also the ultimate objective of the HCEFLCD as it monitors the fauna and flora state in the park and intervene in case of any disorders. CSAs, in general, establish collaborations with nearby universities to conduct various studies on the park concerning many aspects such as biodiversity and heritage valorisation. In addition, there is association that contributed the creation of ecolodges in the park. Association also act as a sustainable development link between local communities and ecolodges by helping local cooperation in marketing their products within ecolodges visitors.

#### **A-6. Inter-departmental co-ordination towards ecotourism development**

SCAs contribute to the development of local communities in collaboration with the HCEFLCD. This collaboration led to build rural infrastructure in the park such as roads and circuits road signs. Other association establish collaborations with nearby

universities to conduct various studies on the park concerning many aspects such as biodiversity and heritage valorisation. Many associations stated they had planned important ecotourism projects but public agencies did not contribute as supposed to achieve those projects. Actors working on different aspects in this sector, usually collaborate with each other for realizing common projects. The civil society associations have 3 levels of collaboration: 1) international collaborations with association from Spain the majority of the cases. 2) Collaboration with governmental Moroccan agencies. 3) Collaborations with other civil society associations locally. Ecolodges collaborate also with civil society associations from whom they get considerable support such as professional training, promotion, and consulting. Other association like Rodpal which is the network regrouping associations working within the national park of Alhoceima, are included as a strategic partner cooperation with the HCEFLCD.

*...the regional delegate represents the ministry on the local level, and represents the ministry to the professionals of the sector, the elected board and councils, and other public administrations. [...] applies the governmental tourism policy on the local level.*

*The delegation is implied in other collaborations between many sector transversal actors and project holders. It also organises training courses for tourism professionals and control missions that monitor the good practice of tourism regulation in touristic establishment...*

*Rahmani, A  
Tourism Ministry Regional delegate*

However, it is imperative to point out at this stage that the degree of interaction of any given actor (public or private) is case-specific, despite the general sector structure in the country. The institutions and professionals who participated in the commission created to the development of the strategy are: Commune of Chefchaouen, Chefchaouen Province, Rural district of Bab Taza, Northern Provinces Development Agency, OFPPT (Office of Vocational Training), ANAPEC (National Agency for the Promotion of Employment), ADS (Social Development Agency), Provincial Council, Amana Foundation for Micro Credit, Direction of the Talassemtane National Park, Delegation of Crafts, Rural district of Bni Derkoule, Associations, Ecolodge owners/managers, Restaurateurs, Hoteliers, Mediterranean Solidarity Tourism Network, Chaouen Rural. A network of stakeholders involved in ecotourism was

created by ATED, according to the latest information received from this association. A tourism observatory is being created with the support of the Mayor of Chaouen.

*ENC2: Enabling environment and generation of environmental awareness*

The criteria evolves around environment and generation of environmental awareness, it addresses the following five indicators: Ecotourism policy and development regulation push towards awareness; Level of environmental awareness among officials/administrators; Civil society in generating/promoting ecotourism /environmental awareness ; Enforcement of code of conduct for tourists and service providers; Allocation of funds for conservation of nature in Parks planning process.

**A-7. Ecotourism policy and development regulation push towards Awareness.**

The integration of local community in the sustainable development process and consequently in ecotourism development, is not running in its perfect status. Officially, the administration that is in charge of planning and managing the park states that contributing to sustainable development of the local communities is highly important in its agenda. However, civil society associations, advocate the weak presence of public agencies in the development of the tourism sector, especially, ecotourism.

The Mohamed VI Foundation, in its program of education and awareness in the RBIM, has already realized the various actions in the TSNP for improving the sustainability of tourism and raising public awareness for local sustainable development. These actions include the launch of the "Responsible Tourism" program in the province of Chefchaouen; Eco-School program consisting of organization of training workshops, For the benefit of school principals and educators. Eight listed schools in the province of Chaouen are registered to benefit from this programme.

In addition, in its 2011-2013 program, the Foundation carried out the organization of "Young Reporters" workshops to promote education in environment and sustainable development through personal experience and the awakening of the conscience of the youngest citizens; organization of the "Sustainable Tourism and Green Key" workshops at the level the of the RBIM to tourist establishments of the project area; pilot project on the Akchour site for visitor awareness. Organization of "Eco-enterprise" information and awareness workshops to the profits of companies and chambers of commerce in the RBIM area; and the design/editing of specific informative folds spreading awareness to different stakeholders implied in the tourism activity.

Nevertheless, there is a lack of coordination and cooperation between these initiatives that have similar objectives. A local group of Cooperation and Development was recently created in the city of Chaouen, as part of the UNDP Art Gold program to support the development, coordination and cooperation among the several launched initiatives in the area of the city of Chaouen and its surroundings.

#### **A-8. Level of environmental awareness among officials/administrators**

Environmental management of the public use of the park is weak. It is conditioned in buildings by its design without sustainability criteria or environmental protection, and in general by the lack of training of staff on sustainability and specific training to improve environmental management, and the absence of protocols in the fields of energy, water, waste, green shopping, maintenance, cleaning, etc. and visitor awareness.

To some extent, officials' lack of environmental awareness is often justified by the insufficient human and logistic resources or the centrality in decision-making. For example, the absence of a tourism ministry representation in the city of Chaouen, which constitutes a real political, managerial, and logistic obstacle for the any proper management of TSNP as a tourist destination. The only explication provided for the situation is the city officials have been writing for years to the central administration in the capital requesting the creation of a tourism ministry delegation in the city; but they never got a positive feedback due to, as justified by the central ministry, the complicated administrative procedures and lack of budget for such a task.

#### **A-9. Civil society role in generating/promoting ecotourism /environmental awareness**

Civil society associations contribute to promoting ecotourism and planning in the park, as well as monitoring tourist flow in ecolodges and statistics collection. This development of ecotourism in the park includes also offering professional training to

*...] the CPT is created to promote and develop tourism in the city but in parallel with protecting and standing for tourism professionals, so the CPT cannot perform any type of control on the professionals, but instead protect them..*

*M. Aghzal  
CPT President*



sustainable ecotourism actors. Many projects related to sustainable development were executed in the park by these associations that may consequently create tourism jobs in the park. This considerable effort comes from associations betting on ecotourism as a game changer of tourism in protected areas. Along with lodging, ecolodges offer many other touristic services. However, on the ground, the facts speak for themselves. The association note that the HCEFLCD intervention in the park is strictly administrative

*...the CPT frequently organises training programs for the professionals along with some sensitisation séances... attends many regional, national, and international forums, and created an information point for tourists in the city. In addition to creating informative city maps and folds for tourists.*

*M. Aghzal  
CPT President*

(law reinforcement and protected areas regulation). While for local communities, the only hope to sustainable development integration is civil society association.

Planning and executing small-scale socioeconomic projects along with infrastructure facilities taking in consideration the logistic, financial, and human resources these associations have. The CPT, a juridical civil society association that regroup tourism professional in the city, has as an objective developing the sector, training and representing the professionals to public authorities and different parallel governmental bodies.

For Example, Chaouen Rural association is a rural tourism association that has as objective the organization and facilitation of the logistical services needed to satisfy the needs of tourists at the level of accommodation, catering, and additional activities. The association promotes ecolodges services. Currently, the association consists of 9 ecolodges, but there are others that will join. The association Chaouen Rural was created from a project managed by the ACTL association funded by Spanish Cooperation.

Fortunately, there are several associations and NGOs operating inside the TSNP, engaged in social and productive sectors in order to increase the level of socio-economic development. In general, these are local rural development groups, often with an ecological background. Other international non-governmental organizations are collaborating with the local associations. This contribution led to the implementation

of various projects during the last years, such as the creation and development of lodgings, the improvement of supplies, the launching businesses and cooperatives, developing resources ecotourism, training and vocational qualification, solar energy production, signage, and creation of itineraries.

#### **A-10. Enforcement of code of conduct for tourists and service providers**

The PDAG established three types of ecological zones for the TSNP. In an order decreasing restrictions on user rights and freedom of access: The Protected Natural Area (ZNP), The Managed Natural Sanctuary (SNG), and The Natural Resource Management Area (ZGRN). Their different restrictions are resumed in the table below.

**Table 28.** TSNP code of conduct plans (own elaboration)

| Ecological zone                               | Authorised  | Prohibited  |
|---|---|---|
| The Protected Natural Area (ZNP): 1,034 ha    | The circulation and the passage with permission (on foot, mule, vehicle), guided ecotourism groups following specific and signposted circuits, the programmed activities of Park staff, scientific activity under the authorization of interested persons, any interventions on the duly programmed by park management officials, offering all guarantees necessary for no violation of ecological qualities and environment integrity. | All forms of exploitation of plants and animal environment, all sampling of abiotic environments (natural resources), other than for scientific purposes duly authorized, all sylvatic treatments, except special derogation for the purpose of reconstitution, all modifications of existing landscape structures, all infrastructure constructions, all temporary or permanent human settlements.   |
| The Managed Natural Sanctuary (SNG): 2.568 ha | The circulation of all persons, all activities not destructive and non-alterable environments, the reintroduction of flora species and wildlife, resource exploitation activities consistent with the contract and the park charter, the activities of Park staff, specific ecosystem activity treatments in order to ensure their sustainability, soil protection operations, development of sites and / or environments with a view   | All activities of destruction and alteration such as the introduction of exogenous flora and fauna species, hunting, fishing, woodcutting, overgrazing, agricultural development, quarry digging, mineral extraction, massive logging, construction of asphalt road axis exceeding a footprint of 6 meters, the construction of all infrastructures with a strong visual impact, , the establishment of permanent residences, the pollution |

|  |           |   |   |
|--|-----------|---|---|
|  |           | to facilitating their recovery and conservation in respect for the park's charter.  | of streams and soils, junk deposit, use of chemicals, toxic product warehouse, overexploitation of all natural resources. |
| The Natural Resource Management Area (ZGRN): | 54,400 ha | Establishing management methods for space and resources features of the ZGRNs are derived from participatory processes, which therefore require a real Community approach on the part of operators and space users. The current state of the relational fabric of the area does not have the necessary qualities and guarantees for the establishment of such management modes. | The natural area not really the necessary qualities and guarantees for the establishment of such management modes.        |

### **A-11. Allocation of funds for conservation of nature in Parks planning process**

According to the PDAG the TSNP management budget was set as follows, allocated in collaboration between the HCEFLCD, Ministry of environment, agriculture and other governmental parties. The estimated budget for the layout of the park was detailed, for a total amount of 273,000 DH:

- Maintenance and fitting out of the TSNP 200,000.00
- Park circuits (50.000,00 DH)
- Purchase of signs (23.000,00 Dh)

Some actions to improve public use, such as the development of tracks and roads are the responsibility of the Regional Directorate of the (HCEFLCD) through its provincial leadership, implementing, and applies government policy on the local level. The CSAs in this sense do not contribute considerably, given the weak support these associations get from government as annual financing. The tourism regional delegation is not implied in the planning/preparing process of projects. The tourism delegation has no administrative or any other kind of authority over the national park. Regional tourism delegation suffers limitation concerning both personnel and budget.

#### ENC3: Conservation of soil & water resources management

This criterion consists of five indicators namely: Existence of plan for protection of landscape and geological features; Consumption of natural resources in Ecotourism sites by local community members.; Level of consumptive utilization of natural

resources by tourists.; Number of protected water resource (river, marsh, stream, and so); Local people participation in land conservation

### A-12. Existence of plans for protection of landscape and geological features

Several management plans for management, protection, and enhancement of environment and ecosystem have been implemented inside the TSNP even before its official creation. The previous plans have been created as a preliminary procedure preparing to its creation. Many of these plans have been already executed, while others are still under implementation. In the table below, we mention the most important ones:

**Table 29.** TSNP public use plans

| Plans  | Main objectives and missions   |
|--|--|
| Master Plan for Planning and Management (PDAG, 1996),                      | <ul style="list-style-type: none"> <li>-Establishing three types of ecological zones for the TSNP: Protected Natural Area (PNA), Natural Managed Sanctuary (SNG) -, and Natural Resource Management Area (ZGRN).</li> <li>-Development and growth of area, identifying the needs for the environmental management of water and waste.</li> <li>- Establishes a tourist zoning with five main zones.</li> </ul> |
| The Public Use Program (PUP)   | <ul style="list-style-type: none"> <li>-Proposes a public usage model in the park, zoning, formulated strategic lines.</li> <li>-Regulates the general use of the park</li> <li>-Establishes a set of rules that govern the most significant activities.</li> <li>-Defines four main axes, considered priorities for planning and implementing actions in the field of public use.</li> </ul>                  |
| Action Plan for the creation and consolidation of the RBIM(2006-2010)      | <ul style="list-style-type: none"> <li>-Provides for actions to consolidate RBIM,</li> <li>-Achieve sustainable rural development.</li> <li>-Integrate with the local population in the RBIM project.</li> </ul>   |
| GEF-RIF (Protection and Participatory Management of Rif Forest Ecosystems) | <ul style="list-style-type: none"> <li>-Improve the protection and management of Rif's forest ecosystems;</li> <li>-Increase and preserve production;</li> <li>- Increase income from agriculture;</li> <li>-Improve the participation of the population.</li> </ul>   |
| 6The MEDA program (2001-2008)  | <ul style="list-style-type: none"> <li>Two projects were carried out under this program:</li> <li>-Integrated Rural Development and participatory development of forest;</li> <li>-Peri-forest areas of the Chefchaouen province.</li> </ul>   |

### **A-13. Consumption of natural resources in Ecotourism sites by local community members.**

There has been attempts to reduce the local population impact on natural resources nearby ecotourism sites inside the park especially by the HCEFLCD. These attempts included fight against the degradation of biodiversity ecosystems that are often highly threatened by intensive exploitation. Monoculture and overgrazing can radically degrade the resources of an ecosystem. Endemic plants disappear; soils are reduced by erosion, watersheds collapse giving way to a system of desolation. The HCEFLCD proposes developing alternative multi-income generating activity; adding (promotion of local products such as cheese, honey) and service activities (supervision of rural tourism, ecolodging, guiding). These steps are intended to build a new balance between human and economic development; and maintaining the biodiversity of ecosystems, together with the populations.

It is important to note that in the region of Chaouen, the wildfires devour each year, nearly 3,5 Km<sup>2</sup> causing significant ecological and socio-economic losses. The most important cause remains the cannabis culture (frustrated locals tend to seek gaining more territory for cannabis plantation by provoking fires inside the park's forest). According to some statistics, only the region Tetouan/Chaouen has recorded since the beginning of 2005 more than 30 fires that destroyed about 25 Km<sup>2</sup> of forests. The protection of the forest heritage of this region is illustrated mainly by the creation of a number of Sites of Biological and Ecological Interest (SIBE) some of which have been declared protected areas, but also through reforestation programs, the fight against clearing, firefighting, awareness / education, etc.

#### **A-14. Level of consumptive utilization of natural resources by tourists.**

Till the time of realisation of this study, no data were available concerning the level of natural resources consumption by tourists. A study of attendance was planned to be carried out by the HCEFLCD (security, identification of tourists and their classification by age, identification of their qualities, points of interest, environmental impact...). Another convention has been signed in recent years between the Mohamed V Foundation, the ADS and associations for the realization various studies inside the TSNP to investigate the overall impact of tourism on the park and other socioeconomic/cultural aspects.

However, the main natural risks related to public use, to which the TSNP is exposed, are erosion fires, and landslides. These risks affect especially the secondary off-road network. Fire is the most dangerous risk that affects any activity in the protected space. The North and East sectors of the park are the most sensitive. People tend to camp in various areas of the Park, including specially designated fragile areas, with the risks that this entails for the environment. These areas, however, are not equipped with minimal facilities to accommodate visitors in appropriate conditions.

Akchour site, for example, is under strong tourist pressure that sometimes exceeds its capacity. This situation causes management problems, considering natural resources degradation (ecological reception capacity) and of the satisfaction of the visitor (social or psychological reception capacity). Solid waste production, the supply of drinking water, the surveillance of the premises, wildfires risk, and camping are among the various elements that contribute to worsen the status of this iconic site of Talassemtane.

*[...] Another challenge is Cannabis plantation practiced by local population within private territories. For them it a source of income, if not the only one for many families, but without a practical alternative presented by the state, the refuse giving up this kind of plantation in favour of fruit trees plantation presented by the state, arguing that the kind of soil they have is not suitable for such plantations.*

*Anouar, M  
TSNP Director (HCEFLCD)*

#### **A-15. Number of protected water resource (river, marsh, stream...)**

The hydrographic network of the Chefchaouen region is composed of large watersheds areas and flows (Wadis) carrying good quality water. The annual water intake of the region vary greatly in different areas of the basin. PAC-Morocco Zone diagnosis found that the rivers of the area present good quality water on most of their routes except the sections located downstream of urban discharges from major clusters that significantly degrade water quality. As the case of Oued Laou, which is experiencing a deterioration in the quality of its water for the mentioned reason, the waters pass from an excellent quality to an average quality during the period rainy and bad during the dry period. It is necessary to point out the vulnerability of the water streams, formed up within cracked alluvial geological formations, where possible pollution can spread quickly. These pollutions can be transmitted from streams, septic tanks or sanitation networks.

#### **A-16. Local people participation in land conservation**

The main component of the local economy of the region is agriculture; characterized by mountain food agriculture with extensive production of cereal crops in over 45% of the area. Despite the highly rugged terrain, agriculture is the main activity of the locals (employing 85% of the active population). However, there various factors limiting the profitability of this activity such as relief difficulties; excessive fragmentation of farms; low soil fertility due to continuous leaching/erosion/ fragile morphological nature of soil, climate and topography; and low irrigated and irrigable areas. On the other hand, the creation of farms at the expense of forest areas increased considerably in the last years within the park territory.

During the same period, nevertheless, it is noticed that increasing numbers of locals are no longer relying solely on agriculture resources. The instability and insufficiency of agricultural resources often pushes the locals to look for other sources of income; either in the field of breeding, fishing or even cannabis cultivation.

CSAs note the criticality of the situation, considering the overexploitation of the natural resources (cutting wood, cultivating Cannabis) on the one hand, and the passivity of authorities on the other. The associations have started on different occasions initiatives aiming to reduce the overexploitation of natural sources inside the park and regulate the key activities such as woodcutting and cannabis cultivation; but as usual, these kinds of projects do not last so long cause of the lack of continuity and human resources to keep it running.

*[...]and that the HCEFLCD should provide local population with alternatives to this kind of culture. On the ground the HCEFLCD is just doing the administrative aspect and does not imply local population in any of its management plans.*

*Abdelilah T.  
ATED President*

#### ENC4: Maintenance of scenery, natural diversity & physical features natural

The fourth criteria evaluates the maintenance of natural scenery, diversity and physical through the level of human settlement in ecotourism sites, level of protection of ecotourism sites and Range of natural vegetation at the ecotourism sites.

#### **A-17. Level of human settlement in ecotourism sites.**

The national park area is home to 21.000 inhabitants (2014 census), distributed in nine rural communes, six in the province of Chefchaouen and three in the province of Tetouan. The local population is of Amazigh origin of the Ghomara family group although for the most part lost his original language 'Tamazight'. The high level of illiteracy, 50% according to the national statistics of 2014, particularly affects the adult population, women and the elderly, especially in places far away from communication routes and schools. By sex, the level of illiteracy among women is 78% and among men 40%. According to the Planning and Management Plan (PDAG) there is a problem of cooperation and coordination between the various public and private actors.

With regard to the main economic activities, agriculture and in particular fruit growing, beekeeping and tourist activities are the most important. It should be noted that the cultivation of cannabis puts a strong pressure on forest ecosystems through clearing. (French Development Agency, 2011)



### **A-18. Level of protection of ecotourism sites**

There have been two major projects related to the management and protection of natural resources inside the TSNP during the last years: GEF-RIF (Participatory Protection and Management of Rif Forest Ecosystems) and the MEDA project. The first phase of GEF-RIF was completed in 1998 and the second in 2001. It is based on four objectives: Improve the protection and management of Rif's forest ecosystems; increase and preserve production, increase income from agriculture; improve the participation of the population.

This experience led to two other micro-projects under the MEDA project (2001- 2008), which represented a collaborative effort between the provincial delegation of Agriculture and HCEFLCD, carried out jointly with the financing of the Moroccan and the European Union. These two projects are Rural Development Integration; and Participatory Development of Forest and Peri-Forest Areas Chefchaouen Province.

While MEDA Chaouen project supports the valorisation of TSNP in the framework of the Participatory Development Project for Forest Areas and of the Chaouen Province, important actions have been taken since 1999 to contribute to the preservation and enhancement of this protected area such as the construction of 4 ecolodges, construction of a Park administration, construction and development of an Ecomuseum inside the park, rehabilitation of a 21 km track allowing access to the heart of the park, development of reception areas and implementation of circuit indications and marking hiking trails; training of tour guides, publishing of brochures, guides and scientific books; and most importantly, forestry interventions carried out to preserve the heritage Park (reforestation, regeneration of the fir forest, and fight against fires).

### **A-19. Range of natural vegetation at the ecotourism sites**

The Chaouen Province has a large forest estate covering 175 km<sup>2</sup> approximately 41% of the total area of the Province making an important economic resource for the rural population. This forest is composed by a wide variety of species featuring mainly cork oak, fir, cedar and maritime pine; and most importantly, "Abies pinsapo" the only massif of firs existing in the African continent is confined to this Province. Those are the Talassemtane and Tazoute fir forests occupying a total area of approximately 40 km<sup>2</sup>. However, demographic growth on the one hand and the weakness of agricultural areas on the other stands as a permanent threat to the forest. Added to that, the applied

management plans inside the TSNP do not pay enough attention to the protection and development of the forest heritage despite its considerable importance to fight against erosion.

The surrounding mountain ranges have rich flora and fauna assets making it ecologically distinct area of great environmental and aesthetic importance as the case of Tazaout, Tissouka, Lakraa, Kobba Abad, Tizirane, Kharbouch. This natural heritage diversity gives the TSNP economic and touristic assets. In terms of biodiversity, the area of TSNP consists of various endemic Flora: 11 major forest species including endemic fir and black pine; 35 endemic species; 15 very rare species.

#### ENC5: Solid waste Management

To evaluate solid waste management inside the park, three indicators are examined; existing policy for waste collection and management inside the parks; Solid waste management awareness to tourists and local communities; Wastewater management.

#### **A-20. Existing policy for waste collection and management inside the parks**

The environmental challenges inside the TSNP were initially identified and analysed in the Chaouen region, and summarized by WFP in their report concerning the impact matrices of each environmental problem. These matrices were designated to carry out primary assessment of the relative importance of different impacts on the Mediterranean coast and surrounding environment. It allows the selection of priority actions for the Chaouen province as a whole. This assessment is made in the context of a participatory approach involving all stakeholders implied the planning and management of TSNP.

The priority actions recommended in these studies consisted of various procedures of which we mention: the rehabilitation and extension of the liquid sanitation system of the Chaouen Province, upgrading solid sanitation services in the provinces of the Mediterranean coast; establishment of a transfer centre for the disposal of hazardous industrial waste from Mediterranean coastal provinces; establishment of a medical waste disposal system; environmental upgrading of industrial units and treatment of liquid effluents; Elimination of obsolete stocks of pesticides under the African Stockpile Program obsolete pesticides (PASP).

Generally speaking, the main applied law in this sense is Law 28-00 on Waste Management and Disposal. It implies a significant number of texts and provisions that relate directly or indirectly to waste management procedures. However, these procedures are ambiguous and generalised, thus making their application hardly adapted to the economic and social context. As an initiative to address these inadequacies, the Department of Environment has drafted another Waste Management and disposal law submitted to review and adoption.

The Moroccan legislative framework concerning environment management, in general, is characterized by the multiplicity of texts and their ambiguous nature; making their application difficult on the ground and sometimes even subject to contradictory interpretations. The majority of these texts are not adapted to the need for protection of the environment and preservation of natural resources and new events environmental damage dating back to the beginning of the last century.

#### **A-21. Solid waste management awareness to tourists and local communities (Esc)**

The province's waste production is about 9,417 tons / year and the average produced annually by each of the inhabitants is 0.6 Kg / hab / d. Hospital waste is estimated at a few 38 tons. In Chefchaouen, illegal dumps are not uncommon and garbage collection is compromised by the architecture of the city's streets. Preliminary investigations were thus carried out at the Chefchaouen Province level and have shown that the city is having difficulty coping with the problem of waste management, because the current landfill generates a lot of problems, including the risk of contamination of water resources, in particular Oued Laou who receives stormwater loaded with leachate, hence the need for a controlled landfill. The study of preselection of a landfill site for the city of Chefchaouen, was conducted as part of the regional solid waste management program in the Tangier-Tetouan region. The searched site should have the fewer impacts in terms of environmental protection, population health and cost to (construction and transport), thus meeting the technical, socio-economic and environmental. The overlapping of thematic maps made it possible to recommend a site south of Tarhbaloute to carry out in-depth research (geophysics, sounding ...). Industrial pollutants activity in the Chefchaouen Province is generally undeveloped. Water discharges domestic waste is around 3900 m<sup>3</sup> / Day.

## **A-22. Wastewater management**

In the province of Chefchaouen, only 34% of the population has access to sanitation system; corresponding to only 3% of the towns with an operating sanitation network. Given the daily wastewater treatment capacity, almost two-thirds of the discharges of Chaouen town are dumped in Oued Fouarat, a tributary of Oued Laou make the river water of poor quality, and incompatible with main uses. However, by purification processes, water quality improves the further from ejection points. A treatment plant has been created in 1984, but could never be connected to the local sanitation network, due to the lack of operating budget.

On the other hand, there is still a lot of work to do with household waste or water residuals, especially in rural towns. Wastewater of most towns are dumped in septic tanks or, in the worst case, directly in water streams. Garbage, especially inorganic, accumulate occasionally due to a faulty pickup service. The city of Chefchaouen has a modern garbage collection service although their subsequent treatment is insufficient. The location of landfills represents frequently a difficulty (PUP 2008).

### ENC6: Energy Conservation

For this criterion, the indicators: energy conservation among tourists and local community and existing policy for Energy management are used to evaluate energy management inside the AHNP.

## **A-23. Energy conservation among tourists and local community**

There are no energy management protocols or procedures implemented inside the TSNP destined to local community members or tourists. Mainly ecolodge use firewood for cooking and heating (while other use electricity for heating); and natural water sources for domestic use. These ecolodge do not possess any energy or water consumption policy, nor do they communicate the rational use to tourists. Generally speaking, and given the house equipment present in local homes and ecolodge no extreme use of electricity could potentially carried out.

## **A-24. Existing policy for Energy management**

As part of the Park pilot management plan (PDAG), the current energy management plan being implemented inside the TSNP consists of the following steps: Knowledge of data and monthly changes in electricity consumption by different sectors (urban,

agrarian and industrial). The local administration plans to act as a model in terms of thermal revision of all municipal facilities, Installation of low energy bulbs, increase the use of clean energy in municipal facilities, incorporation of clean energies into new municipal architectural projects, and encourage staff to save energy.

In addition to the mentioned measures, the plan also constitutes of various awareness actions to be spread among local community and park visitors. The plans consist of conducting citizen awareness campaigns on energy saving and, continuously, adoption of measures allowing this reduction in consumption; promotion of bioclimatic construction projects leading to the installation of alternative energies; encouraging the replacement of more polluting fuels (diesel, coal) for alternative less polluting energies like gas. Promotion of projects to improve thermal insulation. As an open initiative for collaboration with the private energy providers inside the area in order to receive proposals for the promotion of clean energies to the competing entities.

### **6.3.2 Cultural Criteria:**

#### *CUC1: Maintenance of integrity of local community*

This criterion aims to evaluate the maintenance of local community using five indicators namely, Retention of local cultures and traditions; authentic representation of local cultures; Number of preserved cultural sites (local culture and norms, exhibitions); Existence of protecting cultural heritage values; Awareness of the existence of inherited tradition.

#### **B-25. Retention of local cultures and traditions**

The population of Chaouen area is called Jbala (literally mountaineers), differ from other ethnic groups in Morocco and even Rif Region by their clothing (Djellab (cotton/silk made outfit), Chechiya (straw hat), Mendil (cotton made veil strapped around body/waist), Kurziya (wool belt)...), their linguistic particularities, their architectural techniques (house with double slope roof, gallery, yard ...), their farming practices (biennial rotation of cereals, guarding herds, processing techniques for agricultural products). The Chaouen area also has an important historical and religious heritage. Represented in the presence of various Zaouias (religious movement based in a limited geographical area), of which best known, the sanctuary of Moulay Abdeslam (rural commune of Tazrout), makes still the destination of many pilgrimages every year.

The city has been home to Sufi scholarly influence in the sixteenth century. These Zaouias, formerly of high place of religious learning, today they have lost a lot of their prestigious role, and few are still actually in function.

#### **B-26. Authentic representation of local cultures**

A short walk around the city of Chaouen makes ones realise its considerable richness in terms of human and cultural interests including artisanal artefacts and heritage sites. In addition to its considerable aesthetic wealth, it presents a diversity of cultural artefacts in different segments such as weaving, carpentry, leather goods, forging, pottery, etc. handcrafting makes one of the main sectors of economic activity and constitutes a cultural and artistic heritage, whose authenticity, value and originality are preserved from one generation to the next. Artisanal workshops are concentrated mainly in the old Medina of the city and especially in the neighbourhoods bearing the name of such trades as: Elkharrazin (tailors), Essbbanin (leather makers) and Elmdaqa (metal artefacts makers), etc.

In rural areas, workshops are home-based allowing tourist to meet some locals in weekly Souks (Markets) in form of exhibition days. In addition, the city has significant raw materials exploited in the artisanal artefacts making such as woodworking, metal, leather and earth. This artistic and architectural heritage, mixed with calmness, cleanliness and a mosaic of spiritual/ natural attractiveness represents a harmonious space reflected on a daily basis in the lives of inhabitants and visitors.

#### **B-27. Number of preserved cultural sites (local culture and norms, exhibitions)**

Cultural monuments in Chaouen witness the cultural history of an age of five centuries which ranking this region among as one the most symbolic destinations of Morocco. The richness of its territorial anthropological mosaic, its harmonious cultural balance between all its phonetic and local expressions, clothing habits, music, colours, creations etc. these values are manifested throughout the year by cultural activities within different Province includes several cultural institutions/centres which mostly are concentrated in the old Medina such as the library 'Manahil Al Irfane', 'Dar Ettakafa' complex (house of culture), 'the ethnographic museum', the 'Andalusian Studies and Research Centre', the 'Sayda Al Horra' exhibition, etc.

The region is also rich of historical monuments and archaeological sites of which we mention:

Tarik Ibn Ziad Mosque (one of the oldest mosques founded by Tarik); Kasbah of Targha (or Dar Sultan,

medieval fortress); Targha Mosque (allegedly built in the 13th century); Vestige of Targha (medieval city); Remains of the city of Zaouia (XIIth century) in the fifteenth century: today a village); Medieval site of Tighissas (traces of foundations and many pieces of ceramic); Talembote medieval bridge (on the old route that once connected the interior with the coast); Defensive Fortin of Targha (15th c. or sixteenth century attributed to the Portuguese); Tour of Zaouia village; Sidi Sbaa Mosque and Mqoba Mosque (in the village of Gharouzim); and Chrifiyene Mosque.

*[...]Concerning cultural heritage, it is a matter of high priority to the association and tries to do all possible to preserve the cultural product of the region and valorise into an added value to the touristic potential of the national park.*

*Abdelilah Tazi  
ATED President*

#### **B-28. Existence of protecting cultural heritage values**

The region of Chaouen in general is highly rich in monuments and archaeological sites of all categories and historical periods (prehistory and Islamic). In order to implement an efficient policy of protection and enhancement of the cultural heritage, a complete knowledge of all the aspects of real cultural heritage of the country must be possessed by local community, tourists, government officials and the rest of stakeholders contributing to the tourism sector.

Government officials tend to, considering at least the mentioned plans/policies set to the management and enhancement of cultural heritage, to be aware of the constitutes of heritage namely the history of human events, customs, economy, construction techniques as well as the natural history of the surrounding environment. Other than values, the officials tend to share with tourists and some of the local community members such as the patrimonial property as a monument, in the etymological sense of the term; and the intention to rediscover the values of uniqueness of each place, and transmit the its rules of transformation those related to settlements and the ways of living in past eras. For tourist Heritage is not only for reflections, emotions, education purposes, but also, an opportunity for fun and leisure including the pleasure of admiring

landscapes, culture, and traditions while experiencing new adventures, breaking up with everyday lifestyle.

Local people, especially those who are aware of the importance of such unique heritage for usually form a set of feelings and emotions towards what they consider a mixture of history, memory, imagination and collective/individual imagination. This set of feelings/ emotion comes from the need for self-representation and for giving meaning and identity to people, communities and places. Nevertheless, what could be more beneficial to locals in this sense, apart from the heritage value in itself, as a real estate asset; could be its increasing economic potential, as resource that can be used for development of the community. Empowering heritage as a socio-economic development factor is the ultimate value regrouping the different perceptions of heritage aspects in a given community.

#### **B-29. Awareness of the existence of inherited tradition**

The inherited tradition of Chaouen region is the sum of a precious know-how, professions, practices and customs that integrate a wide range of ingredients that go beyond gastronomy and local cultural expressions. They include cultivation, harvesting, fishing, conservation, processing, preparation and, consumption of food. It promotes social contacts, collective meals being one of its key elements, during festive events in particular. Women play a particularly vital role in the transmission of this know-how, in the knowledge of rituals, values and traditional celebrations in the conservation of those local cultural values.

#### **CUC2: Maintenance of local culture (local culture exposed to external impacts)**

Maintenance of local culture (local culture exposed to external impacts) The second cultural criteria concerning the maintenance of local culture consists of four indicators: Impact of alien culture on local community, tourists' interest socio-cultural and religious activities, availability of local food and handicrafts to tourists, and involvement of locals/ non-locals in cultural activities.

#### **B-30. Impact of alien culture on local community**

Visiting tourists to the area tend to be aware of the social and cultural traditions; and practices of the region, including those of ethnic minorities recognizing its richness. They adapt their customs to the culture and the social / political situation of the



destination, respecting the particularities of the local community. Most of tourists give particular importance to sensitive issues like asking permission to take photographs, daring clothing, access to local private events or sites, and vocabulary, gestures and signs of affection or expressions that may offend the inhabitants involuntarily. They also show special respect and admiration to historical, archaeological, and cultural sites, as well as properties and places of spiritual importance, respecting the limitations or restrictions of access to visitors. They avoid acquiring historical, religious or archaeological objects, as well as fossils and minerals, except where permitted by law.

### **B-31. Tourists interest socio-cultural and religious activities**

As well as the international tourists, national tourism proceeds most of the time from Tangiers and Tetouan, including weekend trips that companies organize for their employees. In general, the motivation has been to wrest away from the big cities. Both tourists' categories show considerable interest in the discovery of the local culture, the park, and its natural landscape. However, national tourists tend to show less interest in the natural potential of the city and their environmental awareness is generally weak.

### **B-32. Availability of local food and handicrafts to tourists**

The region of Chaouen is widely known for its rich gastronomy on the national and international level. In addition to the iconic dishes most wanted by tourists (cous-cous, tagine, pastela, etc.), there are other various recipes from the Moroccan kitchen in general and of Chaouen in particular offered to tourists. Chaouen cuisine presents a repertoire of traditional recipes that is the basis for recreated innovation by the locals.

The traditional character of most local foods (being cooked with coal or in traditional ovens). While lunches tend to be more succulent and strong, (main dishes based on meats, vegetables, fish, etc.) at night, light meals are usually consisting of tea, bread, honey or ftayar (pasta made with base of flour and oil), soup, sweet rice and noodles or bouwdan (a local recipe based on flour paste. For tourists, the city gastronomy is as important point of attraction as the architecture beauty or natural landscape as well as the handicraft.

This vital sector for the economy of city has great reputation backed by its undeniable personality and the great product quality. Since the 15th century, Chaouen artisans have preserved the traditional techniques, transmitting them in their workshops from

generation to generation. The handicraft, which today has an increasingly decorative destination, was for hundreds of years a productive activity that covered the needs of the population, either in essential issues such as everyday dress, or in its most sublime manifestations, such as wooden decorations or jewellery. Tourists tend to wander around the various workshops that work in the Medina and its surroundings. The most outstanding trades are clothing, leather goods, painted woodwork, forging and jewellery. The pottery that is sold in the Medina is acquired, as we will see, in nearby production centres.

In spite of the acceptable situation of the activity, the invasion in the market of products of industrial manufacture elaborated with synthetic materials or the use of new metals, has forced numerous artisans to leave their workshops and change their profession. However, the perspectives of the artisan activity are improving, depending on the tourist development of the city and the demand for export, which allows us to think about a revival of the profession.

### **B-33. Involvement of locals/ non locals in cultural/tourism activities**

Tourist activity in Chefchaouen have been initiated and improvised by the locals in an informal way in the face of the arrival of the first tourist groups in the 90s. Classic hikes were organized around the town of Chefchaouen by local actors from life such as young guides, some local associations as well as tourism professionals. Then part of the population was trained as a tour guides starting to organise hiking trips around the city. With dense civil society associations. ATED (Talassemtane Association for Environment and Development), one of the predominant associations of Chaouen carried out actions based on the preservation of the environment and local development. It helps support the empowerment process of the local population in tourism projects. All these initiatives were based on a real involvement of local communities in tourism development.

#### *CUC3: Maintenance of heritage & cultural diversity*

To evaluate the maintenance of heritage and cultural diversity, the following indicators were tested; Maintenance and management of local architectural buildings/cultural sites; Maintenance, revival & implementation of local rituals and music, festivals.

### **B-34. Maintenance and management of local architectural buildings/cultural sites.**

In the framework of the Participatory Development Project for Forest Areas within Chaouen Province, important actions have been taken since 1999 to contribute to the preservation and enhancement of this protected area including the construction of 4 forest houses, construction of a Park administration, construction and development of an Eco-museum, Rehabilitation of a 21 km track allowing access to the heart of the Park, Development of reception areas and implementation of signage, marked hiking trails, training of tour guides, realization of a studies on the biodiversity of the Park, elaboration of informative catalogues on the fauna and flora,

Other conservation actions and enhancement of natural and cultural heritage seeking the promotion of tourism in the park. These measures have been carried out in the context of creation of Chaouen's PAT (Pays D'accueil Touristique), carried out as part of the agreement established in 2003 between the Ministry of Tourism, the HCEFLCD, the APDN, the ADS and the Municipality of Chefchaouen consisting of the construction, equipment, carpeting of the PATC house, rehabilitation of Al Kalaa granaries, construction of an eco-museum, layout and mark-up of circuit, development and marking of the Akchour circuit, layout and marking of park circuits, lay out and markings of the Pont de Dieu, layout and marking of 4 of rest areas.

### **B-35. Maintenance, revival & implementation of local rituals and music, festivals.**

Chefchaouen has a highly diversified cultural agenda open to all art styles, literary trends and musical rhythms, organised all year around and especially during summer, to promote and value this beautiful Moroccan cultural city. Mentioned below the main festivals and cultural events the city holds:

#### *Meeting of Andalusian Music (Moultaka Al-Andalousiate)*

Organised by the Ministry of culture, this festival aims to pay tribute to some symbols of Moroccan Andalusian music. Andalusian music groups come from major Moroccan cities such as Fez, Rabat, Tetouan, Tangier, Meknes and Casablanca. This festival is a unique and original opportunity to enrich the musical and spiritual ties between its participants and in the area in general.

#### *Festival of contemporary Moroccan poetry*

Celebrating the symbols of Moroccan contemporary poetry both locally, regionally, and nationally. It was originally the result of the initiative of the "Friends of Mouetamid" Association, during the sixties of the last century. Since then, the Moroccan Ministry of Culture has supported this initiative by representing an annual cultural event of Moroccan poets.

#### Theatre festival

In addition to Music festivals, local associations took the initiative to organize a national children's theatre festival. This initiative was appreciated by local groups receiving the support of the ministries in various occasions.

#### Alegría Festival

Created in 2004, the Alegría Festival is part of the dynamics of preservation and enhancement of cultural expressions and the rich heritage of the city of Chaouen and the region in general.

As an event open to the culture of the Latin-Iberian-Hispanic world, the Alegría festival also carries the message of ambition and the regional roots of Chefchaouen as a city of diversity, good neighbourhood values and cultural interaction.

#### Cartoon and communication festival

Chaouen city, during this festival, is considered a meeting point for various flows of Moroccan and foreign painters. Some of them have permanent exhibitions in several galleries of the city, while others have already settled among its population. These initiatives have allowed artistic propagation, in the region, because of the exchange between foreign (Mostly European) painters and their Moroccan counterparts.

### **6.3.3 Economic Criteria**

#### ECC1: Tourism Flow ( Volume and value) at destination

In this section two criterion, concerning the volume and value of ecotourism flow at AHNP will be evaluated, namely: Percentage of tourists' nights in relation to same-day visitors per month; and the relative contribution of tourism to the destination's economy.

### **C-36. *Tourist nights relative to same-day visitors per month***

According to the statistics provided by Chaouen Rural concerning the tourist arrivals and night stays within ecolodges and rated tourist accommodation establishments during the month of October 2015, the average was 1.26 night stays/tourists within ecolodges and 1.34 nightstays/tourist in other rated touristic establishment. Tourists used ecolodge were around 9% of the overall nightsatys.

### **C-37. *Relative contribution of tourism to the destination's economy (%GDP)***

According to a study realised within PlanBleu (2014), Etude d'Evaluation Socio-économique des activités de la Mer et du Littoral Méditerranéen au Maroc, the study estimated tourism employment values and GDP contribution based on UNWTO data calibrated with actual data of tourism sector arrival, receipts and night stays of the region of Chaouen. The report suggests that tourism sector employs 7.5% of the active population and contribute with 5.8% to general GDP of the sector.

#### *ECC2: Quantity and Quality of employment*

The criteria of tourism quality and quantity employment will be evaluated depending on the percentage of tourism employees relative to total employment volume; the percentage of tourism jobs that are seasonal; and the employment by gender.

### **C-38. *% of tourism employees relative to total employment***

According to a study realised within PlanBleu (2014), 'Etude d'Evaluation Socio-économique des activités de la Mer et du Littoral Méditerranéen au Maroc', the study estimated tourism employment values and GDP contribution based on UNWTO data calibrated with actual data of tourism sector arrival, receipts and night stays of the region of Chaouen. The report suggests that tourism sector employees 7.5% of the active population and contribute with 5.8% to general GDP of the sector.

### **C-39. *Percentage of jobs in tourism that are seasonal***

There was no data available concerning seasonality of tourism jobs inside the TSNP therefore the researcher tried to make an estimation of this value based on the overall employed personnel within active ecolodges inside the park taking in consideration the variable personnel volume between high and low season periods. This vale was found

to be between 20-30% of tourism jobs are seasonal.

#### **C-40. Employment by gender**

Following the same method as the previous indicator, the value of this indicator was estimated based on the fieldwork observation and semi structured interviews with ecolodges owners/managers. Basically, a certain pattern was quite clear concerning the gender distribution in tourism related jobs inside the TSNP. Women usually tend to occupy jobs related more of indoor activities such as meal preparations, housekeeping, etc... While men tend to stick to the outdoor ones such transport, reception of tourists, tour guiding etc... The estimated percentage of employment was 30-40% Women and 60-70% men.

#### **ECC3: Viability and competitiveness of tourism businesses**

This criteria evaluates the viability and competitiveness of tourism enterprises inside the AHNP based on the assessment of the three indicators such as the percentage of local produced food, good and services; product diversity in the tourism offer; and the tourists satisfaction level.

#### **C-41. % of locally produced food, drinks, goods and services, by the destinations tourism enterprise**

There are a large number of cooperation active inside the TSNP, some of them are more dedicated to agricultural activities (livestock, traditional foods) while other dedicated to artisanal products such as accessories, artefacts and tools. Among the overall products provided by tourism enterprises, an estimated 70% of them are produced locally.

#### **C-42. Quality of tourism offer in the destination/product diversity**

Considering the tourists satisfaction level, value for money perception, and the availability of local product to tourists, it can be deduced that the tourism offer inside the TSNP is considerably diversified representing an integral image of the local heritage and cultural manifestations. However, some tourists still complain about the industrialisation of some cultural products by external mass production as the case with some outsider enterprise that fills the city with cheap valueless souvenirs.

**C-43. Sustaining Tourist satisfaction (Level of visitors satisfaction, perception of value for money, percentage of return visitors)**

Based on the questionnaire surveys responded by tourist in the TSNP the following results were obtained:

| Sub-indicator                    | Assessment  |
|----------------------------------|---|
| ➤ Level of visitors satisfaction | 58% of visitors expressed their complete satisfaction with destination.<br>35% said that they were satisfied for the greater part.<br>6% partially satisfied.<br>1% absolutely not satisfied. |
| ➤ Perception of value for money  | 89% found the destination fair value to money.<br>11% considering the prices exaggerated compared to the quality of services offered.   |
| ➤ percentage of return visitors  | 77% expressed their intention to visit Chaouen again.<br>5% do not intend to return.<br>18% did not have any clear intention.   |

**6.3.4 Conclusion:**

As explained in the previous section, after evaluating the indicators composing each criterion, an average value was generated for each criterion in order to be visually represented the table below. Generally, the unsustainable criteria or those evaluated at bad status in the case TSNP were solid waste management; energy conservation; and the maintenance of heritage and cultural diversity. While the well sustainable criteria or those at optimal status were local culture maintenance and local community's integration, enabling environment and generating environmental awareness; soil conservation; maintenance of natural diversity; and public conservation policy as visualised in the table below.

The optimal sustainability level was detected in ¼ of the environmental indicators concerning implementation of management plans inside the protected area, CSAs contribution of ecotourism development and level of protection of water resources. While most of the cultural indicators resulted sustainable similarly to the AHNP case. For economic indicators, tourism employment rate and satisfaction level to tourist were the most sustainable. Partially sustainable indicators were mainly infrastructure of the

protected area, inter-collaborations between stakeholders, and natural resources consumption by tourists concerning the environmental criteria. For cultural indicators, involvement of locals in cultural activities and external impact local culture. As for the partially sustainable economic indicators, seasonality of tourism jobs and the quality of tourism offer. Concerning the totally unsustainable indicators, they were distributed between environmental and cultural criteria as none of the economic indicators resulted totally unsustainable. Allocation of funds for the protected area management, local participation in land conservation, and waste / energy management within the environmental criteria. While just one cultural indicator in this category namely the maintenance and management of heritage sites / buildings.



## VII. CHAPTER SEVEN: DISCUSSION AND ANALYSIS

### *Section A: Alhoceima National Park*

#### 7.1 Introduction

In this chapter, the study findings concerning the Alhoceima National park, already elaborated in the previous chapter, will be analysed in the light of the concepts constituting the theoretical framework of this dissertation and the established research questions. Before going further to the analysis a systematic summary of the findings will be illustrated.

The assessment of sustainability was based on three main criteria namely: Environmental, cultural and economic. A total of 43 indicators were chosen as explained in the methodology chapter of this dissertation. The analysis of the finding will be structured out based on the chosen three levels (status) of sustainability i.e., Sustainable / optimal, partially unsustainable, and bad /unsustainable (Table 25).

The indicators that scored an optimal state of sustainability were distributed on the designated criteria sets as follows: four indicators constituting the environmental criteria; were which are the extent of the protected area, civil society in generating environmental awareness and promoting ecotourism, landscape protection plans, and range of natural vegetation. Concerning the economic criteria, only two indicators were evaluated as sustainable which are percentage of locally produced food, drinks, goods and services, by the destinations tourism enterprise; and sustaining tourist satisfaction. The optimal status indicators scored a 30% of the overall indicators.

For partially unsustainable indicators, the study identified 17 out the total 43 (40%) and they were distributed as follows: 11 environmental indicators; three cultural indicators namely: Number of preserved cultural sites (local culture and norms, exhibitions), impact of alien culture on local community, involvement of non-locals/locals in tourism/cultural activities. And three economic indicators: Percentage of tourist nights relative to same-day visitors per month, Percentage of jobs in tourism that are seasonal, quality of tourism offer in the destination/product diversity.

Whereas indicators that found completely unsustainable were equal to the number of the sustainable / optimal ones (13;30%), and they were distributed as follows: Nine

environmental indicators; One cultural indicators: Maintenance and management of local architectural buildings/cultural sites. Three economic criteria: Relative contribution of tourism to the destination's economy (%GDP), % of tourism employees relative to total employment, and Employment by gender.

Generally, the most negative assessed indicators constitute environmental criteria (38% were assessed as unsustainable) mostly related to infrastructure, local community empowerment, ecotourism development policies, and funds allocation. Most of cultural indicators were evaluated as sustainable (64%); except preserved cultural sites, tourism impact on local culture, and involvement of locals in cultural activities. While just the maintenance of monuments; and cultural sites was evaluated at unsustainable status. Economic indicators had an overall scoring to environmental criteria; only two indicators were found at optimal status namely percentage of local produced goods /supplies; and tourist satisfaction.

## **7.2 Natural potential, public management and civil society contribution**

Out of the 24 indicators constituting the environmental criteria assessed for the AHNP, only four indicators (16%) resulted at an optimal state of sustainability. These indicators are 1) the extent of protected area, 2) civil society generating environmental awareness and promoting ecotourism, 3) existence of plans for protection of landscape and geological features; and 4) range of natural vegetation at the at the destination. Systematically, these four optimal indicators could be categorised into two categories: natural potential of the national park (1 and 4); and public/private stakeholders contribution to sustainability/conservation inside the park. In order to have a clear understanding of these findings, in this section we will explain their meaning to each one of the implied parties and analyse this implication within the conceptual framework already elaborated in the literature review Chapter.

### **7.2.1 Natural potential of the AHNP**

From a natural biodiversity perspective, the AHNP possesses a rich fauna and flora making it one of most important potential of national parks of the country, taking in consideration that is the only national park that includes a marine area in the country. Nevertheless, as elaborated in the previous section, present a double-edged weapon in this case; it embodies the very special aspect of the AHNP being the only one with a

marine area in the country, and in the same time, its weak point concerning conservation.

Conservation challenges in the marine area of the AHNP are due to two main reasons; the legal void concerning the which governmental body should be directly in charge of forcing conservation protocols inside this area on the hand, and the absence of a real application of established laws organising the fishing activities inside the marine area. Legally speaking, as the area forms part of a protect area, (Law 22-07 on protected area), this law clearly dictates that any area considered within the category of protected area (national park in this case) the direct public body responsible for its protection and management is the HCEFLCD.

This considerable natural potential of the AHNP lying in the extent of the protected area including different geological landscapes and a marine area as extent as of 196 km<sup>2</sup> are the sustaining capabilities of this particular ecosystem which involve the continuity and uninterruptedness without excessive usage of the main sources . These resources should be continuously evaluated and protected, requires a knowledge on the regional and national values, with a focus on conservation as a means of ensuring the development and attractiveness of the ecosystem (Çetinkaya et al., 2018).

Without effective conservation polices, the human activities practiced inside a protected area lead to biodiversity loss. This loss is a direct consequence of the change in land use from sustainable to unsustainable land-use practices such as environmental contamination, climate change, and modification of flora and fauna. Maintaining the natural features on the national park is a successful tool in attracting private investments and the development of ecotourism businesses (Wu, 2017).

It is true that the natural vegetation range inside the AHNP is affected to some extent by the daily activities of the local community. Agricultural activities tend to contribute mainly to this impact. The park embodies a great tourism potential and in the same time requires a special conservation procedures which must reinforced by the public policies, recognised by local community and practiced by the direct implied actors

This great natural potential of the AHNP requires a more efficient conservation policies to be imposed by the public administration in question, which in many cases, is seen to be taking a static administrative role inside the park. while its official missions are to develop and implement the government's policy in protected areas and sustainable

development of forest resources, coordinate the establishment of institutional mechanisms for the preparation, implementation, monitoring and evaluation of the government's policy to combat desertification; and participating in the development and implementation of the Government's rural development policy.

### **7.2.2 Strategic management plans of the national park**

There are two main public strategic plans for managing the environment elaborated for the AHNP; Development and Management Master Plan (SECA 1993) 'Plan directeur d'aménagement et de gestion' prepared for the creation for the AHNP and proposing practical management policies and development strategies. The other strategic plan was developed on a national level for managing protected areas namely: 2020 Framework for the Master Plan for Protected Areas in Morocco 'Cadrage à l'horizon 2020 du Plan Directeur des Aires Protégées au Maroc' created by the HCEFLCD in partnership with the German Cooperation (GmbH). Meanwhile, various other development project were carried out inside the park either by public or private entities or cooperation between both like in the case of MedMPA project (Projet Régional pour le Développement d'Aires Protégées Marines et Côtières dans la Région Méditerranéenne) which was especially elaborated to develop the marine area of the AHNP.

Protected area management plans are considered one of the key instruments for allocating limited resources, guiding conservation actions and ensuring the achievement of the designated PA objectives (Dovers et al., 2015). Therefore, there must be a concordance between the assets mentioned in the management plans and the PA designation objectives. From the main broad objectives of the AHNP, we can find: 1) conservation of landscape and its natural / cultural heritage and making these richnesses accessible to visitors; 2) contribute to spread environmental awareness to local population in collaboration with local NGOs; 3) local development based on the promotion of nature tourism and the valorisation of local community activities; 4) implementation of sustainable development programs compatible with heritage conservation and improving local community livelihood. Both management plans elaborated for the park mention directly and indirectly assets that are connected with these broad objectives such as cultural/natural heritage, local community, conservation, NGOs, infrastructures etc... This means that the AHNP can be potentially packaged for investment according to different forms of value generating. However, for an asset to

be considered, it has to fit at least of the three criteria proposed by Jepson et al. (2017): 1) can people capture value from the asset now and/or in the future?; 2) can it be invested in?; 3) can it be at risk? (Gamarra et al., 2019)

Nevertheless, these assets might be omitted from management plans for one of the following reasons: 1) they are not present in the PA; 2) they are present, but they are not clearly related to the objectives of the PA's objectives; 3) they are present and are clearly related to the PA's objectives, but have not previously played a prominent role in management planning. The third category is the most relevant in the case of the AHNP considering the actual management plans of the park is still the very first one ever elaborated more than twenty years ago, even though the 22-07 law of protected area clearly states that protected areas management plans should be renewed regularly on max period of 10 years. The actual management plan was corrected with a general framework vision 2020 but still not be considered an updated management plan.

The effective management of a protected area is not a punctual task; rather it is a continuous process ensuring the future of the PA, demonstrating its benefits to biodiversity and people (Vieira et al. 2019). However, this effectiveness is not achieved unless the management plans provide special benefits to local population such the promotion of ecosystem services and determine the emphases for institutional action and investment on short and long term (Gamarra et al. 2019). The same authors concluded, in a systematic analysis of management plans of protected areas in Brazil, concluded that instead of advocating a fundamental change of the existing management planning protocols, they recommend a 'PA Asset Management and Investment Plan' which shows more interest in increasing the societal value of PAs. This alternative planning protocol could empower participation in management planning, provide new opportunities for managers to imply local communities; besides helping PA managers to identify potential weaknesses in existing management plans and strengthen them consequently (Bocksteal et al. 2016; Barreto and Dummond, 2017 cited in Gamarra et al. 2019). Strategic plans for national park contribute eventually to a certain environmental governance. The success of this governance is based on the concept of participatory approach within shared strategic plans (Ioppolo et al., 2016).

### 7.2.3 Civil Society contribution

One of the most important implied stakeholders inside the AHNP concerning conservation and sustainable development is the civil society associations (CSAs'). As pointed out in the findings section, these associations contribute mainly to socio economic development of the local community by implementing small-scale projects- and promoting environmental awareness.

These projects were mainly financed by foreign institutional funding programmes held by the European Union, and Cooperation programs such Spanish, German Cooperation. In this sense, the association declare that relying on internal funding form the Moroccan government, none of these projects could have been realised due weak public funding. There various CSAs operating inside the AHNP (thematic and territorial) unite under the RodPal Network (Reseau des ONG de Development Oeuvrent dans le Parc National d'Alhoceima).

As long as the public decision-making process is composed of three major sets of stakeholders: a state sector, a business sector a civic or associational sector. Thus, public decision-making transcends the formal institutions of government to more comfortably rest within the sphere of governance and consequently, when one civil society feels excluded from an existing private sustainability initiative or affected in its ability to compete, it is likely to create its own certification (Lambin & Thorlakson, 2018). This situation can be noticed in many cases on the AHNP. Given the weak official support (financial and logistic), many associations established collaboration with international NGOs, to execute development project inside the park territory. The international NGOs offer financial support and theoretical guidelines, while the local associations develop accordingly a project plan applying their own evaluation of different site-specific certification criteria. In this case, the contribution of public administration (embodied in the HCEFLCD or other ministries.) is limited to the mere administrative procedures and legal protocols.

NGOs and development associations are operating as the privileged interlocutors of these international collaborators. By their local attachment on the long term, they embody the free and voluntary legitimate civil society. They appear as even to carry out concrete projects of development directly affecting the populations without going through the filter of the national administration. Therefore, NGOs allow connecting

local populations to global values. The growing international partnerships reinforces the credibility of associations due their ability to carry many local development projects by attracting multiple funding channels.

Following the order of good governance, the HCEFLCD develops programs called "local people's accession to the establishment of protected areas ". Participation in the process would then be limited to compensatory policies after the limitation of possible activities without truly allow a real reflection on the protected area that remains an expert issue. Ethics debate was risen, not on the legality, which is imposed by the State on behalf of the international established conventions, but on the legitimacy of overtaking policy of local's social peace by force. In this context, NGOs and associations try to create a possible middle ground to convince of the new state officials. However, the field study reveals that NGOs and local associations go well beyond the original administrative framework and are even to create a process of indigenization of the preservation of the environment. From then, it is interesting to question the role of translator of global issues at the local government that NGOs play (Lucia & Ramou, 2010).

Therefore, the AHNP is an opportunity to accelerate the reorganization of local economic activities most often by opening to the national or even international market (Goeury et al., n.d.). In this context, Dominant agricultural activities are gradually placed under the concept of processing activities or services conceived more profitable and above all more compatible with the principles of the environment preservation.

The associations, in addition, promote the emergence of craft industries such as weaving, trimmings, agri-business and more importantly they support the setting of those activities as tourism services. They insist on the direct contact between local producers and massively foreign consumers. The latter, who are highly supportive of the constitution of protected areas, return a positive image of conservation and local traditions. As a result, NGOs and local development associations seem to be accompanying the process of human settlement and especially of population concentration.

### 7.3 Human impact, awareness and collaborations

In this section, we will discuss the indicators that were found to be partially unsustainable within the environmental criteria. They were a total 11 indicators fitting this category with a percentage of 46% among the overall environmental indicators namely: Existence & Implementation of action plan for conservation, zoning; inter-departmental co-ordination towards ecotourism development; and level of environmental awareness among officials/administrators. All of which will be analysed under the concept of public integrity and stakeholders collaboration. The second category of indicator that will be analysed regarding the human activity impact of the park are: Consumption of natural resources in ecotourism sites by local community members; level of consumptive utilization of natural resources by tourists; extent of damaged area duo to human activities; and level of human settlement in ecotourism sites. While indicators such as level of protection of ecotourism sites; solid waste management awareness to tourists and local communities; energy conservation among tourists and local community; and number of protected water resource will be analysed under the concept of conservation and environmental awareness.

#### 7.3.1 Public integrity and stakeholders collaboration

Lack of stakeholders ecotourism and sustainability awareness does not only affect the effectiveness of collaboration and sustainable development, but also rise other challenges of ecotourism development including stakeholders' participation, coordination, leadership and empowerment (Honey, 2002); (Fitzgerald & Stronza, 2016); (Tosun, 2006). A practical solution of these challenges would start with discussing the advantages and disadvantages of collaboration operation, along with illustrating both short-term and long-term of resources' usage. Furthermore, limited capacity of stakeholder, especially civil society associations and NGOs inside the AHNP is one of the persistent challenges reducing stakeholders' collaboration effectiveness (TIES, 2018).

The findings of this study suggest the need to create stakeholders awareness concerning common interest issues such as sustainability, the importance of collaboration and ecotourism partnerships. Awareness can convey a shift in stakeholders' attitude towards collaboration values and sustainable ecotourism development. It can also be



created by establishing comprehensive regional stakeholder network. Among the basic missions of this network would be setting action agendas, dictating discussions and screening potential ecotourism stakeholders in the destination. Simultaneously, choosing the adequate professionals in public organizations, who would possess sense of will and commitment towards collaboration is a vital factor to establishing effective stakeholder collaboration (Wondirad et al., 2019).

Given the regional context, the ministry of tourism, the ministry of tourism and the HCEF are not systematically interlinked the national to the regional (local) level. These rather interlinks are possibly established, according to applied governance schemes, solely at the central level of each ministry. The regional / local inter-department collaborations would serve overcoming work overlaps, minimise resource waste, and promote vertical and horizontal integration. These levels of collaboration include different types of interaction among stakeholders; depending on site-specific parameters, they might engage in competition, cooperation or both at the same time (Wondirad et al., 2019). In order to establish and an effective tourism stakeholder's collaboration network, the involved stakeholders should work together consistently and independently for maintaining a proper balance of competition based on trust and reciprocity (Paunovi et al., 2017). The majority of established partnership inside the AHNP, especially vertical ones, lack transparency and trust. Given the vertical and formal interaction of the government bodies, private stakeholders such as NGOs, civil society associations and ecolodges tend to engage in formal/horizontal collaborations to tackle the ineffectiveness of formal policies especially excessive bureaucracy. At the same time, NGOs establish vertical interactions with local community members or ecolodges based on common interests such as employment, training, technical support and capacity building. This lack of effective stakeholder collaboration is due to various antecedents such as lack of regular discussions, absence of consistent external support, lack of empowerment, resource shortage and poor self-initiatives and commitment from relevant stakeholders (Wondirad et al., 2019). Some cases of successive discussions among NGOs, or between NGOs and ecolodges on the other hand, contributed to determine the interests and desires of each stakeholder and consequently act appropriately to reach consensus and formulate an effective collaboration.

This lack of awareness among public officials lie mainly in the objectives they set for partnerships / collaboration, often they consider them as means of providing authorities

with managerial and development expertise rather than to the sake of empower private actors to participation in management and decision-making. The multiple managerial gaps in the 2020 vision for tourism sector development and absent promulgated laws for the application of tourism and environment development within protected areas put under the spotlight the inadequate public attention towards the sustainable tourism sector.

It is true that, as noted by interviewed civil society actors, that they play an essential role in the promotion of community participation within an effective stakeholder collaboration. Their constant starting point has been the socioeconomic benefit of local community and the conservation of natural/cultural heritage. Moreover, this concept of partnerships / collaborations originates in the failing of the government (from its side) to deliver collective goods such as sustainable development and due to the support from other sectors of society. This kind of collaboration are also broadly referred to as Public-Private Partnerships (PPPs). Private actors consists of both profit businesses and non-profit organizations (NGOs and civil society associations, cooperatives, media, universities, sectorial unions, and independent foundations). While Private actors include the government on the national level, regional delegations, and local administration / municipalities. Given the rurality of the AHNP territory, which is weakly populated, and consequently having weak private sectors.

PPPs can contribute to both parties by combining their expertise, finance, and resources by delivering collective goods in a more efficient way. Concerning sustainability, PPPs act as a tool for enhancing sustainability development through integrating contrasting policy objectives while preserving natural resources (Glasbergan, 2011a, Quoted in (Bjärstig & Sandström, 2017)). Partnerships in the case of the AHNP mostly include giving a voice to unrecognised groups such as community members, ecolodges, artisans etc. Bsically carrying out a social rule. There are other types of established partnerships like market-oriented or policy-oriented ones (Glasbergan, 2012; Van Huijstee, et al 2007). Considering Weihe (2006) approach-based classification of PPPs, the ones established fall within somewhere between local regeneration and infrastructure. The remaining categories are policy, development, and governance. PPPs, thus, may engage in different forms of collaboration depending three main factors: Objective, the actors involved, and the power to make influence decisions (Bjärstig & Sandström, 2017).

Analysing the partnerships with stakeholders inside the AHNP, the big absent would be the state. The majority of established partnerships / collaborations are initiated mainly by either NGOs (civil society associations) or ecolodges in some cases. The state is supposed to play a critical role in the development and management of partnerships for sustainable rural development.

### **7.3.2 Human impact on the AHNP**

Environmental impacts are associated with unplanned / spontaneous touristic activities. These activities have no supervision or regulation of visitor quantity nor the type of activities to be practiced in the protected area. Accordingly, the AHNP as a protected area has a zoning and management plan illustrating various managerial aspects from infrastructure to sustainable development. However when, as a tourist destination, has no tourist zoning or Tourist Carrying Capacity as all protected areas in which tourism is planned or developed should have (Báez & Acuña, 2003; Boschi & Torre, 2005). This zoning will possibly allow the control of touristic activities growth and thus prevent the increasing potential impact

Local community's traditional substance economic activities cause forest degradation and soil erosion leading consequently to ecosystem destruction. The continuous increasing population pressure inside the AHNP and lack of environmental awareness contribute to a considerable negative impact on the park's ecosystem. Moreover, collective lands outperforms national protected area strict-use. To assess the role of institutions, we estimate the heterogeneous effects of PAs by proximity to settlements and municipal characteristics reflecting the quality of local institutions. Inside the AHNP, natural PA restrictions only work near human settlement, or in municipalities that provide goods or that are more public and less exploited. Whereas, in remote areas, natural PAs are particularly vulnerable to illicit activities that fuel deforestation. This fact might because PAs in remote areas could be categorised as paper parks. This requires more efforts to be made in order to enforce law and conservation in remote areas (Bonilla-Mejía & Higuera-Mendieta, 2019)

It is undeniable that there is an indirect link between the perceived environmental impact and the support for sustainable development, and between environmental impact and support for tourism destination development. Local community members who

perceive the impact of tourism less negatively tend to more likely support sustainable tourism development in rural areas (Muresan et al., 2016).

Evaluating and managing tourism impacts on protected areas is the responsibility of central governments, however there are other simplified impact assessment methods that can be applied by NGOs and local residents as well such as Limits of acceptable Change (LAC) and Tourism Impact Assessment (TIA). The assessment and monitoring of tourism impact inside the AHNP would be a highly effective for guiding tourism management and prevent high negative impact. In the same sense, and in order to organise touristic activities to manage and prevent their negative impacts; some effective impact management examples as the ones adapted in some South American countries such as Argentina, Chile and Colombia. These plans have specific strategies for ecotourism in protected areas or reserves (Canteiro et al., 2018).

### **7.3.3 Conservation and environmental awareness**

Local populations were often required to face various threats to their land and livelihoods by claiming moral legitimacy over the PA or even by presenting themselves as the only ones worthy of being in charge of protecting the environment. The majority of lands inside the AHNP are private lands. Locals in this sense, often claim with a notion of indigeneity the right to exclusive use of land. This right does not necessarily come out of environmental awareness, rather it is motivated by possessiveness (Fischer & Chhatre, 2013). It could be also material needs that leads them; as they consider that when the state takes over to implement conservation measure, they will not be able anymore to use the lands as they used to be.

As environmental awareness, levels were positively correlated with income. This suggest that it might be due to the established positive correlation between environmental awareness and both knowledge and educational level. In addition, exposure to nature suggests some kind of correlation exposure to nature and environmental awareness. A certain effect could include environmental education, institutional communication, governance systems and social contexts and relationships. Environmental education programs can increase ecological knowledge and further rise environmental awareness and behaviour. These programs include exposing inhabitants to ecological information. Thus, the AHNP could provide local context where being

involved in biodiversity conservation could be socially encouraged and accepted (Cazalis & Prévot, 2019a).

Generally, local community tend to have a certain knowledge relating the existence of greener areas around their entourage, as well as the efficiency of natural resources with their well-being. This knowledge can help in promoting a responsible exploitation of the natural resources, while practicing agri-economic activities. In addition to the adapted tools and legal framework with which conservation measures are implemented, it should also be implemented like a process of continuous exchange between local communities and public authorities that are usually the ones in charge of implementing such conservation plans (Bassi et al., 2019).

Environmental values of local community in the AHNP were found to be depending on two main indicators namely level of education and degree of implication in tourism activities inside the protected area. However, gender and other parameters didn't have any direct weight on the level of environmental awareness and conservation values (Nolte et al., 2013; Taff et al., 2019).

These values are seen sometimes as only important if they are conveyed through institutional measures, to some extent, the statement could be valid as long as these kind of institutions are the only ones that could impose such measure (e.g. Reinforce conservation laws and policies). This situation is noticeable inside the some zones of the AHNP that are considered highly protected than others or have activities restrictions to the local community. However, uniformity cannot be the only source of environmental discourse. It may have various shapes and framings. In the AHNP, the environmental awareness promotion is done mostly by NGOs and civil society associations (Fischer & Chhatre, 2013).

#### **7.4 Public management strategies related to Ecotourism and conservation**

The last section of the environmental criteria findings analysis inside concerning the AHNP will be dedicated to analyse the unsustainable indicators. Among the 24 indicators forming up the environmental criteria, nine of them came out at a bad or unsustainable state (38%). In order to discuss these indicators within the research questions framework, they will be categorised in four entries. 1) Budget allocation and

infrastructures; 2) locals contribution to environmental protection; 3) ecotourism and public use policy; and 4) waste management and energy policy.

#### **7.4.1 Budget allocation and infrastructures**

The allocation of funds to protected areas can basically contribute to infrastructure building which add, to the existing natural / cultural value of the park, a recreational value to which a large portion of visitors is attracted. This importance of built infrastructure over the influence of natural values (biodiversity, ecosystem etc...) is due to access opportunities to enjoy the cited value of the natural is conditioned by a well-established infrastructure. Built infrastructure is considered the main driver of recreation demand, powered by the consistent contribution of roads, tracks and circuits as key pieces that enable site access. As all protected areas are supposed to hold natural potential attraction, thus, the importance of those value lies in the ability to access them in a recreation context (Heagney et al., 2018)

Public spending affects the quality of parks, and consequently the level of enjoyment per visit and the number of visits. In some cases, where these findings have to be balanced between urban and national parks, public authorities tend to give relative importance to the welfare of the poor. As a principle attribute of public findings concerning national parks, park authorities consider the welfare of low-income local community members as a priority. Such budget allocation decisions require thus an assessment of differences in consumption patterns of park services (Feinerman et al., 2004).

Other factors could explain the importance of infrastructure in protected areas such as size, remoteness, and surrounding local population (Balmford et al., 2015). These last two are very relevant in the case of the AHNP, located in a remote area and weak density of surrounding population requires a well-established transportation infrastructure on both external (connecting the surroundings with the park) and internal levels (connecting different attraction from within the park).

AHNP visitors main demands were associated mainly with daily-use area, retail and camping areas, circuits, paths etc.. . Most of these infrastructures are often seem as vital motors of tourism inside protected areas. This suggests that the AHNP is not well exploited to its full potential due to missing infrastructure.

Both ‘raw site potential’ referring to existing site natural / cultural values and ‘improved site potential’ meaning the additional invested infrastructure should be considered equally important by park planners and managers. The improved infrastructure, especially, should be considered in parallel with budgets available to allocate for the parks development.

#### **7.4.2 Ecotourism and public use policy**

The management of protected areas and recreational activities usually face a systematic challenge while trying to reconcile conservation value, ecosystem relations, and visitor capacity. In addition to the AHNP Master Management plan which was developed in 1993, emphasized on preparing and implementing ecotourism plans and programs for the park. This initial plan was updated with recent one valid in general for Moroccan protected area. Protected areas master management plan focused more on visitor management, conservation of natural resources, and the sustainable development of protected areas. This recent plan also highlighted the need for establishing new forest recreation areas along with effective control mechanisms and functional planning on social and cultural services of forests within protected areas.

Management plans for protected natural areas constitutes crucial tools for achieving the compatibility of recreational, educational and scientific activities with the conservation of natural and cultural heritage (Robledano et al., 2018). This situation create a chain reaction in the sense that the limited development of public use leaves a scarcity of facilities and services which itself produces strong territorial dispersion and consequently low representation of values of protected area leading to weak tourism offer (García & López, 2018).

The concentrated use of forest areas inside protected areas was extensively highlighted in the updated plan, along with practical measures and strategic plans. However, the AHNP still have no implemented public use plans or any visitor control management. This brings to the surface again the traditional gap between elaborated management policies and their application on the ground.

Moreover, the main challenges concerning the of the AHNP recreation and public use can be summed up in the following points: 1) lack of controlling and visitor limit; 2) omission of available representation of experts in the planning process; 3) absent collaboration between tourism ministry and HCEFLCD regarding visitor management;

4) high inefficiency in staff and equipment to regional delegation; 5) inability of creating and supplying a database on the uses of park.

### **7.4.3 Waste management and energy policy**

Visitors and local community members level of environmental awareness plays a significant role in ensuring environmental sustainability in protected areas (Erdogan and Tosun, 2009). Often denominated as valuable natural areas (VNA), these areas are exposed to various threats such as tourist flows, development of leisure activities and increase in the number of visitors to protected areas (Balmford et al., 2009). Waste management within VNAs requires general jurisdiction that are, in most of cases, conditional to application of laws and regulations procedures.

The solid waste management is a global problem and key challenge for many developing countries and its incorrect management presents a serious threat to the environment. Actually, there is no active protocol of solid waste collection / disposal implemented inside the AHNP. The management of solid waste is still very weak in the region generally; urban areas get the priority in this matter. While rural areas are out of the authorities waste management agendas. This management should start a process of modelling and balancing the waste stream as set by (Manfredi et al., 2010) into a series of sub-categories: Sources of waste generation, areas on which waste is formed or stored, ways of living for the local society. the data produced from this process should be analysed with an existing understanding of the implied processes leading to form possible solutions (Przydatek, 2019).

Solid waste management within national parks should be consistent with sustainable development with special consideration of the scale of use limitation for natural resources. Laws applied in this sense are seen to be uniform that requires separate regulations addressing the particularity of protected areas. However, lack of environment awareness especially natural values are direct causes of natural degradation caused mainly by landfills inside the AHNP territory. Thus, education and raising environmental awareness is an extremely and simple way to solve the waste problem in concordance with sustainable development (Przydatek, 2019). Still improper disposal of waste also occurs through combustions in landfills inside the AHPN territory. This method results in a large number of landfill sites, usually uncontrollable and dispersed through the park (Salerno et al., 2013).



The case in Morocco and generally in developing countries, waste management systems are rarely integrated making no clear designation of responsibilities between the involved parties. Usually it involves more than one agency, like in the case of Morocco; where the majority of municipalities have passed waste management to private contractors logistically while administratively still managing waste collection and disposal. This situation does not only impede effective application of waste management policies, but also creates confusion among stakeholders concerning technical cooperation and projects development. Besides the organizational and operational problems, the weak law enforcement and technical standards policy create a major challenge.

## **7.5 Cultural heritage, impact and conservation**

### **7.5.1 Heritage values and conservation awareness**

Ecolodges representation of cultural heritage values makes an important contribution to the community considering its enhancing the community awareness of heritage conservation and appreciation of intangible / tangible cultural heritage. It is also an opportunity of the local community to promote their cultural heritage values to the AHNP visitors. The ecolodge model here, trigger the awareness to promote and protect heritage values, but also spread the awareness of the essence of objects and values it contains.

At this stage, the representation of local cultural heritage values is mainly carried out by ecolodges staff who act also as tour guides providers inside the Parks territory. Public authorities have not yet entered the line on this matter. This could be seen from different perspectives; on the one hand, it goes in parallel with local community interest in the sense that government-led processes concerning heritage projects interlink often with both administrative and financial support; while on the other hand, it arises the risk of favouring political and business agendas (Li et al., 2019).

Ritual exhibitions and traditional festivals are supposed to be introduced with the participation of the local community in all cultural performances on the different occasion such local festivities related mainly to the agricultural and including an important cultural representation. Ecolodges represent, within the AHNP, an extreme rich representation of local cultural values. Most of them are traditional houses

transformed into touristic accommodation. Thus, they offer an exhibition of their tools, local styles, and traditional practices. The ecolodges contains cultural elements that the local community members (family members) used to use in the past still using in the present such traditional made tools bags, hat, traditional oil lamps and decorative accessories; along with miniature models of agricultural, musical and cooking instruments (Hong, 2013). These activities attract the public, and leads to promote cultural heritage values and enhance community heritage awareness. It also encourage ecolodge owners / managers engage in more interaction with local people enabling them to express their inherited values.

The challenges found to face cultural heritage management inside the AHNP and could be applied to the case of TSNP as well if not the general framework of cultural heritage management in Morocco align with finding of (Li et al., 2020) in the Chinese context. He stated three main challenges: 1) insufficient community participation, 2) the profit driven processes; and 3) centralised governance. International established heritage management approaches emphasize on integrating cultural heritage within sustainable development through community participation (Guzman et al., 2017; Verdini, 2015). However, formal designation may not deliver the best means of adopting a local perspective (Jenkins, 2018a).

The analytical framework for cultural heritage elements takes into account three key stakeholders namely: cultural heritage, tourism production, and tourist consumption. This framework could be used by destination managers to entirely understand the cultural heritage value and address them to stakeholders. These values appear to be the essence of cultural heritage. However, the inherited value concept usually refer to a past standpoint, it might inspire tourism researchers and managers to more creative about promoting or transmitting cultural heritage values in tourism (Yu & Xu, 2019).

It is necessary to shift away from the sectorial approach addressing management and preservation of cultural heritage and associate it with landscape and ecosystems conservation. it is also imperative to enhance collaboration and integration across disciplines in conservation of cultural heritage along with understanding how heritage values can be related to economic system structures (Tengberg et al., 2012).

Sources of heritage value may vary from community / culture groups, the market, the state, conservators, other experts, property owners or ordinary citizens. The most effective value assessment would be including the participation of maximum sources possible. There no established ideal recipes for heritage conservation decision-making. Practical experience in this matter can be drawn from environmental conservation established principle in general. Much of the research, evaluation and application of decision making within environmental scope is relevant to heritage conservation processes (Derman, 2003).

### **7.5.2 Tourism impact and conservation of cultural heritage**

There might be various difficulties arising while adopting local perspective on the value of natural and cultural heritage. In this concern, the management policies implemented inside the AHNP handles heritage from a national view. Local cultural heritage assets and values are not directly empowered within these management plans. Actually, the issue of overlapping authority between various governmental bodies that we already highlighted in the previous section concerning waste management is highly denoted in the case of cultural heritage management and more intensively. The HCEFLCD and the Culture ministry should set clearly the distinction between the responsibilities of each administration concerning the maintenance and preservation of cultural heritage inside the national park. It is vital to understand how heritage assets of national significance could be valued locally along with those that belong to local communities (Jenkins, 2018a).

This might be an unwanted impact of the legal designation concerning cultural heritage management in AHNP. Public policies, in this matter, should consider adopting more holistic perspectives on managing heritage values on the local level. This local perspective should be taken into account, also, when setting the means of valuing local cultural heritage and its projection on the national perspective.

Civil society activist claim that the national park should be a correct format to preserve cultural heritage. They put their faith in the upcoming restoration and enhancement plans programmed for many cultural monument inside the park, which will facilitate the management of cultural heritage by providing a set of procedures to enforce conservation strategies more effectively. A national park with preserved cultural landscape contributes to special order and guaranties sustainable development

(Boryczka et al., 2019). The values of cultural heritage exposed in the park will expand its service offer, educate visitors about the history of the region, and strengthen sense of identity and awareness of local population, especially heritage conservation awareness.

On the contrary of environmental impact of tourism on protected areas, which might be visible and apparent of the short term (even immediate in some cases); the impact that visitors leave on the cultural values of the local community may not appear on the short term and it is not visible. To alleviate these impacts, authorities should not stick to direct management that constitutes of regulations and restrictions, but also use indirect management in the form of communication and education. Combining these two strategies is considered to provide the best results, even though indirect management is preferred by service providers because it assures them a certain flexibility concerning environment restriction in general (Taff et al., 2019).

Accordingly, this serves an extremely important objective that lies in the need to protect common identity and history of local community by implementing the suggested heritage management strategies. Therefore, the national park can be educational, recreational and cultural.

### **7.5.3 Maintenance and management of local architectural buildings/cultural sites.**

The assessment of the vulnerability of historic buildings and cultural monuments / sites in the AHNP area could be established on a triple-factor basis: natural factors, factors related to the state of conservation of the sites, factors related to the territory. In the absence of effective management structures on cultural sites; and implemented classification / inscription policy on the national heritage list, the classification of cultural sites in relation to their vulnerabilities is very low; the majority of sites are in danger of disappearance or degradation.

As there are no clear management structures for the archaeological sites especially, due mainly to the overlapping authority between the culture ministry, as the direct public body in charge of cultural heritage, and the HCEFLCD as protected areas planner / manager , many important historic monuments and archaeological sites are left without classification nor registration.

In the total absence of excavations and archaeological research, protection and conservation projects (classification and integrated action policy), development projects and a promotion strategy, in the absence of human and financial resources, we cannot speak of low vulnerability factors for cultural heritage in AHNP and the region in general. The heritage resource is not considered by policy-makers as a vector for development or as sources of income and employment.

Concerning the protection and enhancement of archaeological sites supported by Law 22-80 (promulgated in December 25, 1980) -about conservation of historic monuments and sites, inscriptions, works of art and antiques- no plans of this nature was executed or under way except safeguard and rehabilitation of the historic city of Fez, developed under the supervision of UNESCO. In order to trigger the said law, an implementing regulation is needed which has not yet been promulgated.

The political function of development of archaeological sites is affected by the absence integration both inside and outside the site (territory and local economic system). Cultural heritage identification and inventory operations are characterized by their slowness and occasionality (Brown et al., 2015). The actual applied legislation covers only cultural sites that are classified or inscribed on the list of national heritage monuments and there is no mechanism for controlling or protecting the cultural heritage that is not yet classified.

The centrality in management is considerably apparent in this matter considering that human resources management is centralized in the capital. The functioning of the regional delegation of culture ministry is carried out according to a national level, issued by the ministry and valid for all classified sites and monuments (Erbati, 2015).

This situation put under spotlight the interrelationships between cultural heritage, tourism and public management in the case of Alhoceima and Morocco in general. It suggests, as well, that tourism and culture in State agenda are priority only on paper. In similar findings as (Tengberg et al., 2012), the current situation of cultural heritage within tourism management policy, it generate a form of devaluation and deterioration of cultural heritage. Tourism activities generates weak financial income to the exploited monuments and sites; and most tragically, it treats them as complementary items or appendixes to the natural attraction of national park. Important changes in this matter depend on actors outside the public management circle, such as private regional

development agencies, NGOs, civil society associations, universities and research centres (Tosun, 2000). There are no signs of change, especially on the short term, in the interrelationship between cultural heritage, tourism and public management.

## 7.6 Tourism offer, services quality and tourist satisfaction

Tourist satisfaction level is considered important for its ability to serve as a barometer of the quality of the offered services as well as an indicator of efficient conservation and management plans for protected areas (Manning 2011). Moreover, both service quality and satisfaction were extensively emphasized in leisure, recreation, and tourism research (Lee et al., 2004; O'Neill et al., 2010; Rivera & Croes, 2010; Weaver & Lawton, 2011). Among the crucial satisfaction predictors of satisfaction in previous research, we find park maintenance and park personnel (Aas et al., 2005). while (Tajeddini et al., 2011) goes further and adds interpretation as service quality improvement (Moore et al., 2015). Nevertheless, satisfaction level were found highly influenced the typology and characteristics of tourists and by a set of ecological and socioeconomic variables that interact in a complex manner. Therefore, visitors' satisfaction is one of the vital outcomes for tourism industry in general and for protected areas managers in particular (Torres-Sovero et al., 2012).

When asked to evaluate their satisfaction, AHNP visitors based their evaluation on three main points namely: infrastructure, landscape and quality of services. However, there was a certain profile of tourists, especially those who have visited the park or region several times, who emphasized on the local community and emotional links they have developed for them their cultural values and lifestyle through the years. In their study, (Okello & Yerian, 2009) found that tourist satisfaction was independent of tourist attractions, accommodation facilities, and tour services. Rather, it was more relative experience expectation (based on destination image). They add the assimilation effect of the experience and emotional connections as direct determinant of tourist satisfaction.

Tourism sustainability is not fully achievable in the absence of tourist satisfaction with tourism (Swarbrooke, 1999 cited in (Asmelash & Kumar, 2019)). Their findings demonstrated that tourist perception of socio-cultural sustainability, institutional sustainability, and economic sustainability affected their satisfaction with tourism. However, they emphasise on destination managers and decision makers as 'strongest

predictors' of tourist satisfaction advocating them to give careful consideration to socio-cultural sustainability by encouraging tourist to have significant interaction with local people, exposure to local culture, and access local culture and history.

From another perspective, Margarian (2018) suggests that in cases where tourism businesses are creating favourable environment for tourists rather than delivering products and services, the operational setting in nature based tourism is extremely important (Oviedo-García et al., 2019). They focus on the internality of satisfactory experience to park management. They alternatively suggest shifting ahead from the commonly recommended management perspective focused on limiting the number of visitors, in order to improve the likelihood of protected areas by treating visitor satisfaction as an essential element, following a 'management by objectives framework.

Another attribute of tourist satisfaction lays in the profitability of nature-based tourism depending on giving customers a constant high quality experience (Coghlan, 2012). He adds cleanliness, rest areas as satisfiers that should be taken in consideration by protected areas managers. As word of mouth is the main means of destination image promotion in the case of AHNP, transferring a sincere and unfiltered projection from one individual to another, visitors arrive with highly close expectation to reality, therefore, no big gap between expectation and reality could distort their satisfaction. Pinkus et al., (2016) suggests that satisfaction is related positively to behavioural intentions, meaning that satisfaction effect on positive word of mouth in a nature based tourism destination.

### **7.7 Economic benefit of ecotourism**

Tourism benefit affect local community livelihood in various ways, it could raise awareness and give incentives for a new rationality in resources usage, as the received benefits start to emerge, locals will take care more about the natural resources of the area because it is essential in tourism activities and therefore in generating income for them. Benefit structure is important to both the efficiency of the tourism operation and for the local conservation attitude (Wunder, 2000). Economic impact refers to change in sales, income, jobs, or other parameter generated by ecotourism (Lindberg, 1996).

The generation of economic benefit, as a common ecotourism goal, could be destined to companies, local community, or revenue for the park management. Its importance

lays in its ability to create job even in rural areas that usually do not have other sources of employment and does not benefit as urban regions from development programs. For protected areas, especially, even few generated jobs could make difference in communities' livelihood considering the weak population in these areas generally. The economic impact of ecotourism can also increase political and financial support for conservation (Lindberg, 1996).

An important point could be risen here, that is highly relevant to the case of the AHNP, Ecolodges owners / managers purchase goods and supplies from outside the region, producing a leakage in the generated benefit and providing no indirect impact to the region. However, identifying this leakage will allow park manager to estimate the nature, and quantity of supplies needed from outside the region and the possibility to produce them locally. This will help determine development priorities for tourism or related industries. Alternatively, crop structure adjustment in agricultural activities could reduce the high proportion of purchased goods. Consequently, important costs will be reduced such as transportation (He et al., 2008; Lindberg, 1996)

Another valuable source for local community is the land because the predominant economic sector is agriculture. Land is essential as well to governmental bodies as well, as it is required to preserve the ecosystem. On the contrary local community members need land and the resources attached to it to practice economic activities to make a living (Wondirad & Ewnetu, 2019). While deciding to increase their productivity by expanding the size of farmlands they exploit which significantly compromises the protected areas. In the AHNP, local farmers tend occasionally to extend the occupied private land in order to have more space for Cannabis plantations. This expansion is done sometimes by provoking wildfires in the forest of the protected area, which is extremely harmful to the ecosystem. This situation could be solved by finding the right balance between local community well-being and the ecosystem preservation. A well-studied land use plan involving key stakeholders while opting for wise use of resources along with negotiating different stakeholders interests within a win-win situation (Wondirad & Ewnetu, 2019).

Empowering local community to benefit from tourism revenue may face various challenges such as lack of tourism entrepreneurship skills, poor financial capacity; lack of financial support, weak interest from stakeholders especially the government and the



private sector. Local people and ecolodge owners denote a state of marginalisation of the region in general by the state and corresponding governmental bodies. They denounce the ink-on-paper development plans associated with the park and its territory. Community exclusion and marginalisation can be alleviated through the legislation of community participation (how, where, and when) within the protected area management process (Wondirad & Ewnetu, 2019).

The establishment of strong partnerships among principal tourism stakeholders including private sector, non-agencies, NGOs, civil society associations, and the government (Tahiri and Kovaci, 2017). In line with what suggested by (Wondirad & Ewnetu, 2019), we agree that integrating agriculture which is the major economic activity for local communities in the park, with tourism through community-based tourism ((Dodds & Butler, 2010); (Cobbinah, 2015). Another subsequent challenge that could be preventing the effective community participation is the settling of resource use and ownership conflicts between community members in the park (Wondirad & Ewnetu, 2019).

The main challenges facing tourism investment and employment in the park might be the lack of local involvement in the process of ecotourism policy design and implementation, lack of financial resources and poor education (He et al., 2008). The low rate of tourism employment might be due to the lack of incentives for tourism employment, poor education of locals. Ecotourism employment needs skills other than farming; this could be managed if there were training programmes in ecotourism related activities for the locals. A few initiative were carried out by some CSAs in the AHNP in this sense. However, with their very limited financial, logistic, and human resources, these initiatives did not have big expectations anyways. The effect stays limited in both quality and quantity.

Remote ecolodge complain about the advantage of ecolodges near the main road. Tourist usually tend to look for accommodation near the main roads and important attractions / sites. This affects negatively the remote ecolodges proportion of the night stays and sold services. An ideal solution would be relocate the remote ecolodge closer to the main road. This will require obviously financial support and a particular juridical strategy to manage possible conflicts that might appear among ecolodges concerning licences sand properties.

## 7.8 Section conclusion

In this section, we tried to explain the findings of this study emerging Alhoceima national park, and analyse them in the light of the conceptual framework in order to provide answers for the research questions set at the beginning of this dissertation. Conservation challenges in the AHNP rest on two main axes; the legal void concerning the which governmental body should be directly in charge of forcing conservation protocols inside the area on the hand, and the absence of a real application of established laws organising the human activity inside the protected area. The great natural potential of the AHNP requires a more efficient conservation policies to be imposed by the public administration in question, which in many cases, is seen to be taking a static administrative role inside the park.

Besides the effective enforcement of conservation procedures, additional strategies could include environmental education, institutional communication, governance systems and social contexts and relationships. Environmental education programs can increase ecological knowledge and further rise environmental awareness and behaviour. These programs seeks exposing local community to ecological information in the sense that being involved in biodiversity conservation could be socially encouraged and accepted (Cazalis & Prévot, 2019a).

Moreover, the findings of this study suggest raising stakeholders' awareness concerning common interest issues such as sustainability, the importance of collaboration and ecotourism partnerships. Awareness can convey a shift in stakeholders' attitude towards collaboration values and sustainable ecotourism development. However, the lack of awareness among public officials lays mainly in the objectives they set for partnerships / collaboration – in which the big absent would be the state-; often considered as means of providing authorities with managerial and development expertise rather than to the sake of empower private actors to participation in management and decision-making.

This management issues are reflected clearly on the cultural heritage preservation facing three main challenges namely: 1) insufficient community participation, 2) the profit driven processes; and 3) centralised governance. In this situation, an ideal outcome would be the integration of cultural heritage within sustainable development through community participation (Guzman et al., 2017 Verdini, 2015). In addition,

empowering local community to benefit from tourism revenue might provide a solution to secondary challenge of sustainable development challenges such as lack of tourism entrepreneurs skills, poor financial capacity; lack of financial support, weak interest from stakeholders especially the government and the private sector.

## ***Section 2: Talassemrane National Park***

### **7.9 Introduction**

In this section, we will analyse the findings of this study emerging from Talassemrane National Park (TSNP) in the light of the conceptual framework of this dissertation. An overview of the findings will be illustrated first, and then we will try to elaborate on their meaning in relation to research questions. Generally speaking, and in terms of guideline criteria (Environmental, cultural and economic), the findings between the two parks were very similar, (especially concerning the environmental and cultural criteria). However, concerning the economic criteria, there was a significant difference; given the protected area extent and tourism activity volume of the TSNP which much more significant than the AHNP, the TSNP was closer to sustainability principles concerning economic indicators such as tourism sector volume, seasonal employment or employment in general, and contribution to GDP.

On the contrary, and for the same reasons (protected area extent and tourism volume), the TSNP indicators concerning damaged natural resources due to human impact was found to be at an unsustainable status unlike on the AHNP where the same indicators was found to be partially unsustainable due to the lesser tourism flow. Structurally speaking, the scheme of this section goes in parallel (or complementary rather said) with the previous one concerning Alhoceima national park in order to avoid analysis redundancy. The subsections elaborated in this section are destined to discuss the finding of TSNP in light of the conceptual themes that were not highlighted in the AHNP section. A general conclusion of the chapter will follow up in order to summarise the most significant findings of both parks, establish for a comparative and in depth discussion between the two cases through a projection of crosscutting / emerging theme on research question with the objective of deducing practical conclusion and recommendations.

### **7.10 Implementation of conservation plans**

The conservation of heritage and biodiversity process in the park puts to the test in the first place the government's commitment to conservation in general and especially in protected areas. Besides conservation programs, the conservation process may depend on many other factors such as local community awareness and tourist perception

(Paloniemi et al., 2015). Both civil society association and the HCEFLCD puts heritage and biodiversity conservation as matter of high priority contributing to sensitizing and valuating environmental issues in addition to monitoring the fauna and flora state in the park and intervene in case of any disorders concerning the missions of the said administration. These plans constitute a very important factor in resources allocation, lead conservation strategies and ensuring the achievement of the designated PA objectives (Dovers et al., 2015).

Tourist perception of the conservation process in general may not be as inadequate as that is of local population (Gambino & Peano, 2015). Here, the index of environmental awareness may be divided between internal and international tourists, stating the fact that from field observation the famous attraction inside the park Akchour (High Mountain with two waterfalls) which is visited around the year more by the internal Moroccan tourists. It reached considerably high degrees of pollution that it needs an urgent intervention.

Given the absence of public intervention in this sense, in the last few years, a French association developed a programme to carry out the cleaning of the circuits and most occupied points in the park. It had support from other local associations and many local community members. However, after short period of fieldwork, the association's volunteers noticed no change in visitors' attitude and their efforts were made in vain so they decided to stop the programme. This suggests that the passivity of the public actors concerning environment conservation extend to not supporting private / NGO initiative presenting a serious commitment issue from their part and enforcing the 'paper park' image (Bushell & Bricker, 2017).

Since the PUP (2006) was developed, still no effective implementation of the plan can be noticed inside the TSNP. Park visitor do not appear to comply with the established norms and restrictions stated in the plan in the absence of any control or law enforcing procedures (Cazalis & Prévot, 2019b). HCEFLCD did not any conservation programme that aims to follow up the daily use of the park and environment protection procedures. This fact might because PAs in remote areas could be categorised as paper parks. The administration argues, added to the shortage in logistic and human resources, the challenge of enforcing law and conservation in remote areas (Bonilla-Mejía & Higuera-Mendieta, 2019). It may have implemented many other conservation plans like trees

plantation and wild fire protection, but they have no clear vision of the tourists flow in the park and consequently no carrying capacity or impact assessment.

## 7.11 Public management implementation and ecotourism policy

### 7.11.1 Infrastructure and public use

Certainly, the main planning and management of protected areas should be initiated by the public agencies and administration that represents the tendencies of government general policies on the local or regional level (Moreno-Díaz, 2016). These local delegations in coherence with the central vision they intervene to manage and develop a certain area based on its special characteristics. The HCEFLCD in the case of Talassemtane national park is executing many projects created either on the central level of the administration or developed locally in collaboration with other private or public actors that have in common the same objectives. However, the majority of projects and tasks performed by this administration in the park are planned by the central administration, but still there is some light intervention performed locally either by the administrations initiative or by some other actors such as civil society associations. The association of ATED stated -by its president in the interview- that from many projects they executed in the park, they used to imply the HCEFLCD in the planning and execution of those projects.

The tourism regional delegation is not implied in the planning/preparing process of projects and it has no administrative or any other kind of authority over the national park. Regional tourism delegation suffers limitation concerning both personnel and budget. Despite the fact that the city is one of the biggest touristic destination in north of morocco, there is no local tourism ministry representation. The city of Chefchaouen is administratively included among other four provinces in the regional delegation of Tetouan (60 km away from Chefchaouen). As a destination, this absence causes weak management, lack in infrastructure and consequently an reduction of the destinations potential in the recreational context (Heagney et al., 2018)

This delegation is in charge of five provinces namely Tetouan, Mdiq-Fnideq, Larache, Ouazzane, and Chefchaouen. The delegate there note the extreme difficulty of covering in all the five provinces considering the limitation concerning logistic and human resources. This situation contribute to the limitation of destination development and

public use strategies leaving a considerable shortage of tourism facilities and services (García & López, 2018). However, the delegation contributed to the creation of a "Tourism cellule" as part of Chefchaouen municipality. This cellule's mission is to ease the pressure on the regional delegation in Tetouan and its absence in Chefchaouen. By performing small-scale tasks like supervising the sector and collaborating with different actors to the sake of its development. These development collaboration consisted of the recreation, educational and scientific aspect of the park, which are crucial in generating a touristic value of the destination (Robledano et al., 2018)

As dictated by the PDAG (1996), committee for the management the TSNP was supposed to be created with the participation of the HCEFLCD, local municipalities, NGOs, some CSAs, and other private actors. One the basics management missions' of this committee would have been the empowerment of local community in the planning and management process of the park. However, as long as this committee was not created until the realisation of the fieldwork of this study, we cannot really consider an effective participation of local community within the TSNP.

### **7.11.2 Ecotourism policy and awareness**

Environmental education is a basic factor in the planning for any conservation of heritage or biodiversity, as well as a proper implementation of efficient development plans. In addition, it brings decisive contributions to socio-economic development and to the improvement of local community lifestyle and the environment perception (Gan et al., 2017). It can rise debate between politicians, scientists and members of civil society, while ensuring the environmental issues to be taken into consideration when planning and implementing all kinds of development projects. It is an efficient way also of influencing public opinion and mobilising social groups to defend the common ecological causes of the local community (Bassi et al., 2019). The challenge in this case is to bring formal environmental education in Morocco in general to coherence with the informal one that is given to local community members in the park or the surroundings. This complication is conveyed on many levels taking in account the social, cultural, and demographic characteristics of the Chaouen region.

Civil society associations are doing a considerable effort in this sense, for instance ATED developed a learning programme for school kids and a manual about

environmental education aiming at teaching the pupils the basic principles of environment protection and raise environmental awareness.

In addition, this association and many others implemented a continuous collaboration with local population in order to establish a promising valorisation of natural/cultural heritage in the park. The relationship that the local community holds with its surrounding environment is defining the latter's perception of the conservation concepts. The exploitation of natural resources for daily needs may be one of the ways in which the environment in the area is being damaged. Surely, this occurs due to the lack of awareness of local populations about the rational use of natural resources (Schwartzman et al., 2010), Birkenholtz 2009; Mawdsley 2009).

The process of spreading environmental awareness might be self-accomplished by community members that seems the common idealistic way. Nevertheless, it is a long and complicated process whose achievement rates are very low because to local population the use of natural resources in the area is considered a matter of survival without any other choice.

Tourist perception of the conservation process in general may not be as inadequate as that of local population. Here, the index of environmental awareness may be divided between internal and international tourists, stating the fact that from field observation the famous attraction inside the park Akchour which is visited around the year more by the internal Moroccan tourists. It reached extremely damaged environment and considerably high degrees of pollution that it needs an urgent intervention. In the last few years there was a French association which made a programme to cleaning the circuits and most occupied points in the park. It had support from other local associations and many local community members. However, after short period of fieldwork, the association's volunteers noticed no change in visitors' attitude and their efforts were made in vain so they decided to stop the programme. Such a complicated management issue might be tackled by starting to plan particular management plans developed for the protected area independently of the general planning framework that is used currently by the HCEFLCD, especially concerning conservation and environmental awareness. These particular plans could opt for an alternative indirect management in the form of communication and education instead of the traditional one relying on regulation and restrictions (Taff et al., 2019); (Canteiro et al., 2018)



## 7.12 Local community contribution and collaborations

### 7.12.1 Local community

Local population mainly practices agriculture (grain, fruits,) livestock, in addition to artisanal making based on tissue or straw. Based on a daily or weekly basis, usually women take their artisanal or agricultural products to the city centre in order to sell them in a daily or weekly nearby markets. The local community is represented in most cases by either thematic or territorial associations or cooperatives. Associations like ATED (Association Talassemtane pour l'Environnement et le Developement) creates and executes sustainable development projects for the benefit of local population as well as infrastructure implementing such as circuits, signal panels etc..; ATED also, as stated by its president in the interview, that they imply the HCEFLD in their intervention in the park through calling for partnerships and collaborations in implementing many project inside the park.

These partnerships could empower participation in management planning, provide new opportunities for managers to imply local communities; besides helping PA managers to identify potential weaknesses in existing management plans and strengthen them consequently (Bocksteal et al. 2016; Barreto and Dummond, 2017 cited in Gamarra et al. 2019). Strategic plans for national park contribute eventually to a certain environmental governance. The success of this governance is based on the concept of participatory approach within shared strategic plans (Ioppolo et al. 2016).

The cooperatives also represent a way of local community income generation, their products are either agricultural (milk, honey, wool,) or artisanal (straw items, tissue clothing). There are two ways of marketing their products; either indirectly through ecolodges, or directly by putting them on cooperatives' stores in the city. The challenge here is that the artisanal knowledge transmission through generations is held by the fact that young generation show less desire and commitment to such jobs, they leave to look for work in nearby bigger cities (Tanger, Tetouan). In absence of governmental programs encouraging or providing enough material or logistic support to the local community members practicing those missions, civil society association were able to implement some project in this sense in spite of some of those projects were abandoned after few years of creation due to the lack of continuity and adequate control.

Despite the fact that the park, in the first place, was created for conservation purposes; still the HCEFLCD did not any conservation programme that aims to follow up the daily use of the park and environment protection procedures. The administration may have implemented many other conservation plans like trees plantation and wild fire protection, but they have no clear vision of the tourists flow in the park and consequently no management or conservation plans.

### **7.12.2 Stakeholders collaborations**

Given the ambiguous tourism sector structure, previously illustrated in this section, it seems more complicated to talk about a real collaboration between the stakeholders. However, the most interested actor in collaborations here is the civil society associations that tries to imply as frequent as possible other stakeholders like the HCEFLCD and local population in the first place. In general, these associations establish three levels of collaborations: 1) international collaborations with association from Spain the majority of the cases; 2) collaboration with Moroccan governmental agencies; and 3) collaborations with other civil society associations locally.

On other aspects of its intervention in the park, the HCEFLCD could establish collaborations with other public actors and their local representatives. These kinds of collaborations may be needed when planning, executing, or managing cross-territory project that may interfere with other governmental agencies affiliations. In Chefchaouen, ATED implies both the provincial tourism council and the HCEFLCD in some projects related to the park, usually concerning sustainable development and socio-economic projects. This partnership aims to set development strategies, dictate discussions and structure potential ecotourism stakeholders in the destination (Wondirad, et al. 2019).

Civil society association such as ATED establishes also relationships with university students and researches, consisting cooperation to conduct studies in the park and proving training programmes or workshops for graduates. This kind of cooperation is essential for both parties in the embodiment of an effective role as it is supposed to be.

In addition, Ecolodge owners/managers collaborate with local tourist guides in managing tourist tour trip through the park or cultural tours inside the city. The majority of the tour guides in the city are officially agreed by government. Thus, this matter is still of big ambiguity to all parties. Tourists, for example, complain about the non-

professionalism of these guides stating that they are being rude and irresponsible sometimes when they whatever it takes just to get more money from tourists including giving false information or tricking tour trajectories into longer ones so that they could pay more. The organisation of the tourism guide jobs is necessary and urgent for a better tourists' experience and a healthier sector structure.

Stakeholders' ecotourism and sustainability contribute directly to effectiveness of partnerships and sustainable development; and help overcome other challenges of ecotourism development including stakeholders' participation, coordination, leadership and empowerment (Honey, 2008; Stronza & Gordillo, 2008; Tosun & Timothy, 2003). Partnerships established between stakeholders in the TSNP aim to empower community members, ecolodges, artisans through either a market-oriented or policy-oriented schemes (Glasbergan, 2012; Van Huijstee, et al 2007).

Another direction of stakeholder's collaboration lies in the relationship between ecolodges and civil society associations that have contributed in the creation of an important number of ecolodges in the park. In addition to contribution into the creation procedures, the associations also provide training courses and formation of ecolodges manager/owners along with continuous practical recommendations. Ecolodges owners appreciate highly this collaboration from the associations and consider it an alternative to the absent state intervention. CSAs, in this context, operate as an intermediate between local community and the public actors, this interlink consists of assessing the local needs and project them in planned project for development in the area, creation a work around the public administrative framework (Lucia & Ramou, 2010).

### **7.13 Cultural heritage retention and management**

#### **7.13.1 Management of cultural heritage**

It is undeniable that the central role played by culture in regional development is essential for overall development of the sector. Culture is a key variable in the territorial tourism development. In Morocco, taking into account of this variable has been long reduced. Even today, we note the absence of a territorial culture that participates in the creation of the local tourist value. Cultural resources can and should be sought to improve the image, positioning in addition, the identity of the destination. Therefore, it is necessary to develop the tourism and cultural planning in order to make a great place

for cultural marketing in the development of the tourism destination. The sector lacks both innovative ideas and skills in marketing and potentially speaking; it is highly capable to be competitive on the world market. For this, regions development must empower to local skills.

These actions also go through awareness of local stakeholders of issues of cultural heritage management and the use of culture as a vehicle to promote the tourist attractions of the region. The involvement of private stakeholders is crucial because their contributions are a guarantee of success. All these initiatives require consultation of the various stakeholders to participate in the construction of cultural tourist territorial marking. Ecolodges, for instance, convey cultural elements that the local community members (families and older generations) used to hold in the past or even still holding in the present such traditional made tools bags, hat, traditional oil lamps and decorative accessories; along with miniature models of agricultural, musical and cooking instruments (Hong, 2013).

The challenges of cultural heritage management, in Morocco generally, could be summed up in three main points: 1) insufficient community participation, 2) the profit driven processes; and 3) centralised governance. An effective heritage management policy should focus on integrating cultural heritage within sustainable development through community participation (Guzman et al., 2017; Verdini, 2015). This approach aligns community interest with government-led processes concerning heritage management and evaluation. Yet, it does not completely rule out favouring political and business agendas (Li et al., 2019).

A necessary shift could be needed in the public approach concerning the management and preservation of cultural heritage; towards a more linked strategy with landscape and ecosystems conservation. In the same sense, management tools be drawn from established environmental conservation principle that are widely relevant to heritage conservation processes, especially within protected areas where preserved cultural landscape guaranties sustainable development (Derman, 2003; Tengberg et al., 2012); Boryczka et al., 2019).

All these challenges concerning the implementation of national drawn strategies to local levels results from structural and managerial gaps those strategies fall in. this is a normal outcome in cases where the development plans are made on a central level

without taking in consideration the regional and local circumstances of each region. However, this fact is not surprising as the majority, not to say all, of the sectors development in the country is still done with high centralisation. An ‘upside down’ planning strategy including local cultural and natural potential as the core of any management plan while respecting the coherence of the national vision policy is the most effective way to achieve such a regional development with empowering local potential.

### **7.13.2 Decision-making and community participation**

The decision-making process in the case of Talassemrane national park is object to the mentioned limitation in the previous sections. Public agencies intervention, the structure of tourism sector and stakeholder’s collaboration, all of them are crucial factors determining the being form of the participation of local community in the decision-making processes. Surely, public management plans may be the key to a proper decision-making participation of the local population because of its ability to set a previous background for such an integration. By its management perception it depends whether there is a real wiliness to establish such a participatory process or not.

there are two important factors in the structure of community-based decision-making, as indicated by (Jamal & Stronza, 2009): (1) ensuring the sustainability of tourism and natural resources and (2) control and management of tourism enterprises and activities. These factors are more relevant in protected areas where integrating tourism into traditional park functions becomes considerably complicated, due to financial or structural constraints.

Throughout the field observations and the analysis of the interviews, it can be deduced that the participation of local community in the decision-making processes managing the park on different aspects is dependent on the achievement of three main objectives:

1) Existing management plans consisting of implying local population in the process; actually, the present management plans made for the park officially by the HCEFLCD consists between forest protecting, wild fires procedure, and tree plantations, do not imply any serious integration of local community in the decision-making process. This does not encourage any local community participation, as they are not offered the chance in the first place.

2) Local population awareness of the importance and potential of their participation in the decision-making process. It is the total knowledge that the local community members possess concerning their surroundings, environment and changing parameters assuring moral and physical well-being without overuse or excessive exploitation of natural resources. This knowledge can be theoretically self-acquired between community members of intra-generations transmitted, but more realistically speaking, it may seem a more complicated process. Given the lack of trust of local population in governmental plans, they might refuse any participation in those plans even if it is in their favour, and to overcome this a high level of awareness of local population's participation importance. In this sense, the bet is on active association in the park that are in contact with local population, they can develop project or training programs that will lead to raise community awareness of their participation potential.

3) Adequate training programs for local community members. Normally, there should be governmental education programs that aim to prepare the local population for future implementation of participatory development/management plans. At this stage, the local population will be aware of the benefits of their participation in decision-making process and its potential to improve many socioeconomic aspects.

The decision making process in the TSNP goes in parallel with the tourism sector in Morocco generally, which constantly rose from improvisation to organization, still we cannot no strategic planning or effectiveness can be considered if the quality of the touristic matter decision making process is evaluated (Amajid et al., 2013). Moreover, what might complicate the sustainability of ecotourism in the decision making process among different stakeholders is the multitude of interests of each one of them. Coherence between objectives of tourists, local people, tour operators, NGOs tend create conflictive situations at an operational level (Sikkim et al., 2017). Its success, however, depends on an increase in net benefits delivered to the associated community and its members as a result of the shared decision making process (Simpson, 2008).

## 7.14 Tourism sector structure and economic benefit

### 7.14.1 Sector structure

The main stakeholders intervening in the tourism sector in Chefchaouen are the public authorities, local community, tourists, and civil society association as private actors.

Naturally, the main stakeholder that plays the most crucial roles is the tourism ministry whose missions are supervising and orienting touristic investment, monitoring the sector, and reinforcement of administrative procedures. The process of monitoring the tourism sector is much more complicated. As there is no ministry representation in the city, the regional delegation of Tetouan is in charge of tourism sector in Chefchaouen along with other four provinces. With this delegation already suffering shortage in logistic and human resource, it is quite a challenge covering the territory of all five provinces. Thus, here, the delegation collects the data of classified hotels only. Leaving out other accommodations such as ecolodges that were part of recent project launched by the local CPT consisting of digitalizing the statistics of ecolodges.

Moreover, different actors in the city note widely the absence of a local tourism ministry representation to handle the tourism sector and ensure the well development of this vital sector in the city. Given this situation, many initiatives were launched civil society associations in order to fill in the gaps left by the ministry representation absence in the city. For example, ATED conducted a study on tourist profile in the city back in 2010, allowing any interests part to have an idea about the basic information about tourist, their interest and impression. This study gave crucial indexes about where the tourist product in the city rises and where it needs more development efforts. The structure of tourism sector here is ambiguous. Because among the principle actors that are forming the structure of any tourism sector, there is a clear disequilibrium between the roles of each actor.

The major factor contributing to this disequilibrium is the absence of the ministry delegation that leaves its missions distributed on other private and public actors. In most cases, these missions are performed by civil society associations that do not have neither the proper logistic capabilities nor the qualified human resources. In addition, the absence of tourism agencies in the city let the touristic promotion fall into the traditional methods done by word of mouth or on social media in most cases.

The other main important is the HCEFLCD that is responsible of all planning and management of the park and legally all the territory of the park is considered as the administration's property. When it comes to touristic activities inside the park, the situation becomes affected by different other factors that do not interfere with touristic activity outside the park. For instance, administration itself does have the qualified

human resources for tourism planning and management; its personnel are usually natural resources engineers and related domains. This public agency is not the adequate public stakeholders to develop tourism inside the park. It is necessary to restructure the agency or establish another one more committed to tourism development.

The establishment of strong partnerships among principal tourism stakeholders including private sector, non-agencies, NGOs, civil society associations, and the government contribute to a more effective planning and management process inside protected areas (Berno and Bricker, 2001; Buckley, 2003; Spenceley, 2008; Timothy and White, 1999; Tahiri and Kovaci, 2017). Accordingly, we reinforce what already suggested for the AHNP, concerning the integration of agriculture, which is the major economic activity for local communities in the park, with tourism through community-based tourism. In line with what suggested by (Wondirad & Ewnetu, 2019).

Therefore, any real development of the sector cannot be achieved unless there is a clear and coherent sector structure where each actor sticks, with high commitment, to its role within the network of stakeholders and consequently provide a suitable background for implementing development and management plans. Without neglecting of course, the kind of relationship that should be established between different stakeholders that should be a collaboration on many levels that allow each part to benefit from the experience, potential, and capabilities of the others.

#### **7.14.2 Tourism benefit**

The benefits of tourism to the local community members generally can be subject to many factors leading it to differentiate among individuals; this is what might be called the personal benefit from tourism. Benefit structure is important to both the efficiency of the tourism operation and for the local conservation attitude (Wunder, 2000). It is portrayed on the well-being of the individual in terms of both physical and psychological health. However, the community members involved in tourism in Chaouen shows more belief in tourism as a game changer for the regions development and insists on its importance and benefits to the locals and tend to have more positive thoughts of planning and management. But since this study did not carry out measuring tools for the well-being of individual's examination, it stands just as results of fieldwork observation and examining the different in tourism potential perception between involved individuals and non-involved ones.



The sociocultural aspects of the impact of ecotourism on local population lies in the sociocultural added values to by tourism participation to the population daily life aspects. The common involvement of certain community individuals might increase the common sociocultural sense and raise eventually tourism potential and environment awareness. Indeed, it is observed on the field that for instance families involved tourism activities like ecolodge owners or managers have a special relationship among them that does not exists between other non-involved families. It is what could be professionally assigned as professional syndicates, but a non-structured one. Despite the supposed competitiveness, they tend cooperate on many levels and benefit from each other's experience (Butcher, 2006; Fennell, Buckley, & Weaver, 2001; Kennedy and Dornan (2009).

The economic benefits of tourism on local population may be the crucial index of the local participation importance as it is a direct income generator. Ecotourism could provide other advantages to the communities. These include job creation, generation of revenue for the community economic development, improvement of community participation and empowerment, diversification local economy, increase in natural and cultural appreciation among the locals and other multiplier effects (Mowforth and Munt, 1998; (Weaver, 2008); (Jenkins, 2018b); Bynoe, 2003). The ways and levels of benefits here may differ depending on the degree of involvement of each family or individual, there is the direct involvers like ecolodge owners or managers, then their families other related members participating in the activities; further away in the participation degree there are artisanal or nutritional items providers to the ecolodges. This consists of all type of artisanal artefacts made by the locals and other agriculture products such as food supplies consumed by tourists and then comes the rural transports providers who are used as well by the locals to move between rural areas and city centre. The environmental benefits of tourism in the area or generally speaking may be the most complicated aspect of tourism benefits given the fact that even tourism activities at its finest may still have a negative aspect on the environment. This is due to a faulty planning or management plans which are not properly planned or do not consider efficiently environmental conservation (Tisdell, 2014; Rinzin, et al, 2007). This impact is easily noticed in the park territory where the most popular site Akchour visited mostly by internal tourists than international ones. It an environmental disaster as it was referred to by many interviewed tourists. The degree of pollution inside the site is

alarming where plastic and many substances are irresponsibly thrown in the sites area. It is a result a deep environmental awareness which nor the tourist could change nor the authorities in charge intervene to limit this impact and stop the current damage (Koens, et al, 2009).

### 7.15 Chapter conclusion

In this chapter, the author presented an analysis of the findings of this study emerged from both case studies with an emphasis on the natural and cultural heritage aspects within the sustainability assessment framework elaborated for the study. This analysis was carried out on the basis on the conceptual framework of the study aiming to provide practical answers for the research questions.

The preservation of the ecosystem and cultural heritage requires an effective conservation policy to be imposed by public authorities, adopted and supported by private actors; and respected by tourists and local community members. This suggests a tight link between environmental impact and support for tourism destination development. Local community members who perceive the impact of tourism less negatively tend to more likely support sustainable tourism development in rural areas (Muresan et al., 2016).

The perception of this impact is subject to other factors such as environmental education, institutional communication, governance systems and social contexts and relationships. Environmental education programs can increase ecological knowledge and further rise environmental awareness and behaviour. Besides local community and tourists, this awareness is required public officials and administrators. It is embodied mainly in the objectives set for partnerships processes; often they are considered as means of providing authorities with managerial and development expertise rather than to empower private actors to participation in management and decision-making. The multiple managerial gaps in the 2020 vision for tourism sector development and absent promulgated laws for the application of tourism and environment development within protected areas put under the spotlight the inadequate public attention towards the sustainable tourism sector.

With an adequate stakeholders awareness concerning common interest issues such as sustainability and biocultural conservation, collaboration and ecotourism partnerships

become more important. Awareness can convey a shift in stakeholders' attitude towards collaboration values and sustainable ecotourism development. In this case, the contribution of public administration (embodied in the HCEFLCD or other ministries...) is limited to the mere administrative procedures and legal protocols. Analysing the partnerships with stakeholders inside the both case studies, the big absent would be the state. The majority of established partnerships / collaborations are initiated mainly by either NGOs (civil society associations) or ecolodges in some cases. The state is supposed to play a critical role in the development and management of partnerships for sustainable rural development and in implementing conservation strategies for both environment and cultural heritage assets.

Insufficient community participation, the profit driven processes, and centralised governance are three main challenges facing the process of conservation in protected areas in Morocco. Alternative heritage management approaches might be required in this sense. Especially those focusing on integrating cultural heritage within sustainable development through community participation (Guzman et al., 2017 Verdini, 2015). Additionally, public policies should consider adopting more holistic perspectives on managing heritage values on the local level. This local perspective should be taken into account, also, when setting the means of valuing local cultural heritage and its projection on the national perspective. However, there are no implemented clear management structures for the heritage sites and historical buildings due mainly to the overlapping authority between the culture ministry, as the direct public body in charge of cultural heritage, and the HCEFLCD as protected areas planner / manager, many important historic monuments and archaeological sites are left without classification nor registration.

The political function of development of archaeological sites is affected by the absence integration both inside and outside the site (territory and local economic system). Cultural heritage identification and inventory operations are characterized by their slowness and occasionality (Brown et al., 2015). The actual applied legislation covers only classified or inscribed cultural sites on the list of national heritage monuments and no mechanism for controlling or protecting the cultural heritage that is not yet classified.

Empowering local community to benefit from tourism revenue runs through various obstacles such as lack of tourism entrepreneurship skills, poor financial capacity; lack of financial support, weak interest from stakeholders especially the government and the private sector. Local people and ecolodge owners denote a state of marginalisation of the region in general by the state and corresponding governmental bodies. They denounce the ink-on-paper development plans associated with the park and its territory claiming that the national park should be a correct format to preserve cultural heritage. Local community tend to be more optimistic towards the initiative of CSAs and NGOs than the public development plans, especially restoration and enhancement programmes for many cultural monument inside or in the surroundings of protected areas.

Given the mentioned challenges and obstacles facing the process of biocultural conservation in studied protected areas, we advocate the establishment of an effective, participatory and shared development approach in both decision-making and management processes will facilitate the conservation of natural and cultural heritage through providing a set of procedures to enforce conservation strategies more effectively. A national park with preserved cultural landscape contributes to special order and guaranties sustainable development (Boryczka et al., 2019).

## VIII. CHAPTER EIGHT: CONCLUSIONS & RECOMMENDATIONS

### 8.1 Introduction

In This chapter, we will elaborate an overall discussion of the findings of this study based on the analysis of these findings provided in the previous chapter. This chapter consists of five main subsection, each corresponding to one research question. Based on semi-structured interviews with stakeholders, tourists' questionnaire surveys and direct observation in the field, these results were categorically assigned to the corresponding criteria and indicators. Here, we presents a synthesis of findings analysis mapped to research questions under the following structure: (1) Fundamental pillars of tourism activities classifying study area as an ecotourism site; (2) Tourism development structures influencing the establishment of ecotourism destination; (3) Contribution of tourism to natural / cultural conservation; (4) Local community contribution to natural / cultural conservation, management, and local livelihoods; (5) Tourism management strategy/approach for ensuring state of ecotourism. In the table below, we provide a summary of the study most significant findings.

**Table 30.** *Finding summary categorised by criteria*

| Criteria  | AHNP  | TSNP   |
|---|---|--|
| (1) public conservation policy and other stakeholders;              | <ul style="list-style-type: none"> <li>- Unclear public management policy</li> <li>- Centralized management philosophy</li> <li>- Damaged marine area due illegal fishing methods</li> <li>- Weak roads network</li> <li>- Locals participating in development activities</li> <li>- Stakeholders inter-collaborate on many levels</li> </ul> | <ul style="list-style-type: none"> <li>- Clear zoning management policy</li> <li>- Considerable damaged area due to human use</li> <li>- Decent internal circuits</li> <li>- Well-connected outside roads</li> <li>- Weak implication of locals in environment protection plans</li> <li>- Collaboration between public, private and CSAs</li> </ul> |
| (2) Enabling environment and generation of environmental awareness; | <ul style="list-style-type: none"> <li>- HCEFLCD aspires to environment protection and local development</li> <li>- Weak public intervention (tourism ministry)</li> </ul>  | <ul style="list-style-type: none"> <li>- Public/private stakeholders contribute to raise environmental awareness.</li> </ul>   |

|  |   |   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>- Incoherent tourism structure</li> <li>- Public officials possess environmental awareness while absent to private ones</li> <li>- CSAs contribute to promote environmental awareness to locals and tourists.</li> <li>- No clear code of conduct procedure applied to public use</li> <li>- Lack of funding for conservation purposes.</li> </ul> | <ul style="list-style-type: none"> <li>- Lack of environmental awareness to officials/administrators</li> <li>- CSAs contribute to generating environmental awareness and promoting ecotourism.</li> <li>- Clear public usage plan and code of conduct zoning.</li> <li>- Various public funded management plans</li> </ul> |
| (3) conservation of soil and water resources management;             | <ul style="list-style-type: none"> <li>- Various environment protection plans were implemented or still under execution by public bodies/CSAs</li> <li>- Overexploitation of natural resources by local community</li> <li>- Low tourist impact on the environment</li> </ul>   | <ul style="list-style-type: none"> <li>- Well-structured landscape protection plans.</li> <li>- Overexploitation of natural resources by local community.</li> <li>- Environmental degradation due to tourist usage</li> <li>- Tourist impact on water resources</li> </ul>   |
| (4) maintenance of scenery, natural diversity and physical features; | <ul style="list-style-type: none"> <li>- Light human settlements inside the park</li> <li>- Plans for preserving ecosystem</li> <li>- Considerable natural vegetation range</li> </ul>  | <ul style="list-style-type: none"> <li>- High human settlement in ecotourism site</li> <li>- Various public plans to protect ecotourism site</li> <li>- Important vegetation potential</li> </ul>   |
| (5) solid waste management;  | <ul style="list-style-type: none"> <li>- Lack of efficient waste collection and management</li> <li>- Moderate waste management awareness to locals</li> <li>- Lack of wastewater management policy</li> </ul>  | <ul style="list-style-type: none"> <li>- Pending implementation of waste management policies</li> <li>- Weak waste management awareness to locals and tourists</li> </ul>   |
| (6) energy conservation  | <ul style="list-style-type: none"> <li>- No existing policy for energy management</li> <li>- No energy abuse by tourists or locals</li> </ul>   | <ul style="list-style-type: none"> <li>- No existing policy for energy management</li> <li>- No energy abuse by tourists or locals</li> </ul>   |
| (1) Maintenance of integrity of local community;                     | <ul style="list-style-type: none"> <li>- Wide manifestation of local culture and tradition</li> <li>- Local heritage displayed in ecolodges</li> <li>- Damaged cultural sites</li> <li>- Weak representation of heritage values</li> <li>- Awareness of inherited tradition present solely to limited section of local community</li> </ul>   | <ul style="list-style-type: none"> <li>- Rich local culture and tradition available to tourists</li> <li>- Wide number of protected cultural sites</li> <li>- Present values of protecting cultural heritage to locals and tourists</li> </ul>  |

|   |   |  |
|---|---|--|
| (2) maintenance of local culture;                         | - Low impact of external culture<br>- High interest of tourists in social and religious activities<br>- Local food and handicrafts available to tourists<br>- Locals involved in tourism activities | - Tourist respect and adapt to local cultural values<br>- Tourists highly interested in local culture and tradition<br>- Local food and handicrafts available to tourists          |
| (3) maintenance of heritage and cultural diversity        | - Slow /inefficient maintenance of architectural cultural sites<br>- Decent manifestation of local rituals, music in local and national festivals   | - Existing plans of maintenance and enhancement of local architectural/cultural sites<br>- Presence of local rituals and music in local festivals<br>-stable flow all year around. |
| ECC1: Tourism Volume and value at destination             | -Weak night stays except peak periods<br>-Dominance of mass tourism in contribution to GDP  | Significant improvement during high season.<br>-Significant ecotourism volume  |
| ECC2: Quantity and Quality of employment                  | -Weak Tourism employment rate   | -Important tourism employment rate<br>-Weak seasonal distribution of jobs  |
| ECC3: Viability and competitiveness of tourism businesses | -Seasonal employment<br>-No gender equality in employment<br><br>-Insufficient produced local goods<br>-Simple tourism offer<br>-Good satisfaction levels   | -Wider participation of women in tourism jobs<br>-Acceptable rate of local produced goods<br>- More diversified product<br>-Good satisfaction level                                |

## 8.2 Fundamental pillars of tourism activities classifying study area as an ecotourism site

It might be that the main question of this study, so far, is the ecotourism experience existence, its success in the case studies and to what extent we can say there is really an established ecotourism activity inside Alhoceima and Talassemtane national parks. Based on a previous study by (Hassanal & Pengiran, 2009) concerning the success of an ecotourism site (Sabah, Malaysia), we apply the suggested ecotourism site success main indicators to both parks.

- ***Visible and high level of local community participation:***

In both Alhoceima and Chaouen parks, the local community participation either planning or managing the protected area in terms of conservation, tourism, or sustainable development still needs an effective implementation in order to be seen as

a real local community participation. It depends, in general, on the existing management plans that do not focus on local communities as the axe of their intervention. The private stakeholders in this sense are a step, or more, ahead of the state. They tend to have the initiative to be close to the local population noting their aspirations and impressions to develop infrastructure and socioeconomic projects.

- ***Well-managed site:***

In terms of administrative procedures and law reinforcement, the parks seem to lack an effective implementation especially environment and heritage conservation strategies already elaborated in the existing management plans. However, a protected area inhabited by local population and open to touristic activities require much more than just administrative authority. Rather it should be planned with locally based management plans consisting of clear and coherent projects. Thus, this aspect of well-management is still many structural adjustments away from achievement on the ground.

- ***The improvement to infrastructure:***

It is true that touristic activity opens more opportunities for infrastructure building and development in the host area in order to provide tourist with a better experience. However, in both cases of the study, there was not such a smooth process. The initiatives of infrastructure building were taken by civil society association rather than official governmental agencies. These associations make the local population as their primary objective creating projects related socioeconomic development and basic infrastructure building.

- ***Good cooperation among stakeholders:***

The sector structure in Alhoceima seem to be ambiguous concerning the intervention of each stakeholder. It is not clear which are the mission of each one, most importantly the public ones. There is no consistency or professionalism from the private stakeholders (ecolodges, hotels...). If there is any kind of collaboration between them, it is not done by a deep professional awareness, rather for mere economic benefit. The good aspect of stakeholders' collaboration may be best expressed by the cooperation between civil society associations in the city. In Chaouen, the tourism sector is more structured. The city has higher tourism potential, better geographical location, and much higher tourist flow. Furthermore, the majority of stakeholders are better trained and have professional sense.



- ***Environment conservation:***

The higher tourist flow in Chaouen strikes back negatively. For instance, Akchour, a famous Chaouen natural site, which receives high numbers of visitors all the year especially in spring when the weather condition are perfect for tourists. Garbage is left randomly by tourists on roadsides and pause areas. This results from a huge lack of environmental awareness to tourists. The other sites are less affected as they are visited more by international tourists. In Alhoceima, still, tourist circuits not frequent enough to cause a notable environmental damage. One of the biggest concerns in this case is the marine area of the park, which is considerably damaged due to highly poisonous substances used by fishermen there. This area suffers a juridical void concerning its protection.

- ***Cultural heritage preservation:***

While the natural resources preservation is mostly dependent on tourists and local communities, the cultural heritage goes beyond this to become a complex matter. It needs, for sure, a State intervention starting with valorisation protection and then promotion as a touristic product. In Alhoceima, most of cultural monuments, if not all, are not classified. This make them, in addition to the existent damages, subject to complete vanish if no urgent intervention is made. Even though few of these monuments belong to the park's territory, still valorisation and protection are necessary.

- ***Local community benefits:***

The benefits of local communities from tourism activities practiced in their surrounding is, surely, dependent on various factors such as diversified tourism offer, sector structure, and the implication degree of locals in the tourism activity. There is slight difference between the two cases concerning the degree and way of benefit. In Alhoceima, considering the weak tourists flow, the beneficent of tourism remain strictly within the cycle of direct contact with tourist due to the tight economic cycle. This cycle is a wider moving on to Chaouen taking into account the larger sector structure and numerous stakeholders.

- ***Ecotourism product:***

It is very difficult to talk about an ecotourism product for many considerations. First, the parks' potential is neither managed nor promoted as an ecotourism one. The vision concerning the official attitude towards protected areas still administrative based; it is

found on national management plans that there is an ecotourism vision inside national parks. However, on these two cases, at least, no ecotourism-based strategy was implemented nor planned to be. However, it does not need clarification that the touristic activity inside these areas is different from other types of tourism; it is nature/culture based, responsible and might be in some cases sustainable. Yet, Ecotourism indicators in both parks fail to prevail leaving the categorisation of such an activity widely stranded in alternative tourism area. CSAs also act as a sustainable development link between local communities and ecolodges by helping local cooperation in marketing their products within ecolodges visitors. Heritage and biodiversity conservation is matter of high priority to civil society associations; they contribute to sensitizing and valuating environmental issues.

Preserving the ecosystem is also the ultimate objective of the HCEFLCD as it monitors the fauna and flora state in the park and intervene in case of any disorders. Nevertheless, there is still no effective implementation of elaborated management plans nor a considerable participation of the local population in the management the parks. Consequently, the local population have no awareness of the park and its values.

### **8.3 Tourism development structures influencing the establishment of ecotourism destination**

#### **8.3.1 Landscape management**

Currently, public policy objectives for tourism are moving away from mass tourism to more alternative forms of tourism. This shift requires more creative management approaches and strategies to create ‘eco-friendly’ destinations’. Tourist destination environment include socio cultural, resource, and heritage values that affect tourism growth in the area. (Joshi and Dhyani, 2009 cited in Walter et al., 2018).

Natural heritage conservation is a process adopted by tourist, positively perceived by local population, and efficiently managed by public authorities. Until the achievement of these three factors together, the environment of the area is openly subject to damage. Ecotourism, alternatively, opts for conservation, economic and rural development while offering education and new experience for tourist. It embodies a competitive advantage that should be developed and managed by considering protection and environmental conservation (Jaini, Anuar, and Daim, 2012 cited in Walter et al., 2018).

It is quite important to note that none of the three factors is completely achieved. Tourists contribute to a considerable environmental impact, local communities still over exploit natural resource for daily life needs, and official management is yet to implement serious programs concerning natural and cultural heritage conservation. Thus, an effective conservation process is dependent on all actors to collaborate bringing their efforts to the one highest objective

Natural and cultural heritage components are present in protected areas and mostly national parks, which are created in the first place for the purpose of bio-cultural protection. Majority of national parks in Morocco are inhabited by local population implying that wide percentage of parks territory are private properties. This situation is seen as complicating the conservation efforts done by government.

Governments official in this sense state that the local community exploitation of natural resources is an additional parameter that they have to take in consideration very carefully while planning conservation and management plans for protected areas inhabited by local population. However, theoretically speaking, preservation and management plans would not efficient without the contribution of local population.

During the last decade, mass tourism problems intensified, inside Talassemtane and Alhoceima national parks leading to the damage of landscape and degradation of a large part of the geological features. The protective measures taken by public authorities opting for sustainable development and ideally associated with a 'green tourism' is the only guarantee of an effective bio-cultural conservation.

### **8.3.2 Maintenance and enhancement of cultural heritage**

Historically, Morocco is one of the countries to bring strong attention to its heritage on behalf of the general interest, and sector importance for a long time. This interest is clearly understood from the very first statutory decree concerning heritage preservation in the Rooyal Decree of November 29, 1912 for the conservation of historic monuments and historic monument / sites inscriptions. Since then, Moroccan law has been a notable evolution materialized by the various amendments of the legislation that have been made the following years considering case specific changes.

In 2008, Morocco adopted, as a strategy for agriculture and rural development, the "Moroccan green plan" (le Maroc Vert), which aims to the promotion of Moroccan

agriculture to be an engine of economic and social development, striving to lift some of the constraints that affect the sustainability of this development. The issue of territory development and agricultural management, through development plans adapted to the conditions in each region by strengthening the assets of various rural areas and correcting their weaknesses. These weaknesses include the vulnerability of land that a policy of sustainable management and conservation can balance.

The objectives of 'Green Morocco Plan' are to raise the constraint of land ownership inside protected areas, responsible in particular for several forms of degradation. This reform seeks to empower local actors, in terms of conservation and rational use of natural resources. However, the adaptation of local community to the new imposed conditions required the application multiple techniques of soil conservation, maintaining its fertility and management of water in terms of protection against violent erosions. These new technique were implemented inside areas with high concentration of population. Generally, local community attitude were often driven by the need to manage natural resources difficulties, while in other cases, can be explained by economic considerations, including massive emigration (from rural areas to city centres).

The agricultural policy of the country has always favoured regions with high productive potential, including irrigation schemes. In these environments, water sources management is carried out taking in consideration erosion threats. Regions with low productive potential are often located remote and extreme terrain. Yet these areas are of great human importance for their role as a barrier against desertification, especially in the context of the expected climate change. The country's policy, the strategies are often stuck between the official discourse and the challenges of implementing them on the ground.

### **8.3.3 Local capacity**

Tourism's capability to make a positive contribution local and regional development and improve local economies and/or the living conditions within a certain area is broadly recognised Wang and Chen 2015; Alam and Paramati, 2016 quoted in (Eckert & Pechlaner, 2019). Local capacity for tourism management is dependent on the clear identification of the different stakeholders (public, semi-public, private, civil society)

involved directly or indirectly in the tourism industry in the area. This identification has been always a decisive step in any local and national sustainable development strategy. It is first to ensure the commitment of each involved stakeholder contributing to tourism development process.

- **Civil society**

Several NGOs are active in the field of the environment in general and of the study area. These associations and NGOs with the support of international associations (especially Spanish) and the competent authorities are active in the field of the environment. Several environmental clubs, under their supervision, have been created in different educational institutions in the area.

- **Territorial Planning**

The negative impact of tourism should be addressed actively by the involved actors in the overall tourism activity. There are four levels of negative effects resulting from tourism in a destination: (1) economic well-being, (2) social well-being, (3) cultural well-being and (4) environmental well-being Kim, Uysal, Sirgy 2013 quoted in Eckert & Pechlaner (2019).

Territorial zoning usually distinguishes various functional zones (residential, business, public, industrial, especially protected areas, etc.) its main goal is ensuring maximum compliance of resources and infrastructure with the needs of tourists (Dunets et al., 2018). Inside the AHNP, the designated are merely for forest management. While in the TSNP, we can find more varied zones: multiple protected area levels; tourist accommodation area; rest areas for serving tourists; tourist area. The implementation of this zoning system depends on resolving various challenges such as determining its structural and a planning structure of a territorial tourist complex (Abramov and Sokolov, 2017). Many public institutions and specialised semi-public or private bodies are involved in the zoning process, directly or indirectly, through the management of the protected area. Most of the public institutions and semi-public bodies exercise their powers through the legal texts and each institution has powers of regulation and control as its perquisites.

The various skills of these administrative authorities cover the main tasks of coordination, management, outreach, follow-up, control, consultation, information and

training. The special attention given by the government to the region calls for integrated management of the Mediterranean coast. This attention has been implemented by establishing an agency for the Promotion and the development of economic and Social of Northern provinces (APDN).

#### **8.3.4 Interdepartmental consulting institutions**

These institutions are genuine consultation and expert speakers. They consist of administration officials, professionals, academics as well as national and international experts. Integrated, they form a 'Consulting Commission' of the national park particularly responsible for defining a general tourism and public use policy, creation of development programs to realize and make suggestions concerning funding allocation. It is clear that the intersection between all those different private and public agencies/institutions/ministries/administration/councils whether in matters of planning, management, or development; still needs a national clear and coherent vision in order to efficiently get the most out of that collaboration. However, even if the national framework of these collective interventions from public stakeholders is highly coherent, applying it to the local level depends on various case-specific parameters such as the special situation of each site namely the complications of administrative procedures that are made at an extra-ministerial level requiring too much time and effort to establish the simplest collaboration process.

Tourism development currently takes place in an extremely dynamic and competitive environment. Therefore, challenges in tourism generally require specific strategies and plans for action in order to efficiently use available potentials for development (Eckert & Pechlaner 2019). In a context marked by the rise of the offer and the decrease of the demand, the local promotion is based always on the usual clichés (sun, sea and sand). Thus, Moroccan tourism is concentrated on the axis Agadir-Marrakesh, tourist areas are poorly identified, the cultural heritage offer is weakly reachable as well as the highly undeveloped gastronomy and wellness tourism.

Generally speaking, low development of nature tourism, the seasonality of some main Moroccan destinations, and insufficient promotion of domestic tourism and low distribution of air transport on emerging destinations are other institutional challenges that deepen the tourism sector crisis. Added to that, the inadequacy of the classifying

standards of the hotels, which appear to be stuck with a classic image of tourists needs and not able to keep up with their changing attitude.

It is imperative here, to opt for a tourism development strategy that is not dependent on real estate and shift to strategies that are ambitious but achievable. Several tourism professionals noted this aspect stating that it is very difficult to reach the ambitious objectives of both 2010 and 2020 vision. Both tourism management plans (vision 2010, and the 2020 Azur Plan) have been seen as highly ambitious but proved to be unachievable. This questions the preliminary procedures followed while developing national management plans.

#### **8.4 Contribution of tourism to natural / cultural conservation**

##### **8.4.1 Environment education processes**

The Moroccan environment is now threatened by various complexities that may threaten its development: overexploitation of natural resources, water pollution, air pollution, degradation of soils, deterioration of the quality of urban environment, etc. The result of this critical situation is for the most part, the change of patterns of consumption and production, as well as change of the relationship between the locals and the environment. At a time where one begins to take more and more awareness of the dangers of the degradation of the environment on the economic productivity of the country, it is essential that the Moroccan government, main actor of development, still struggling to reduce the environmental degradation related to the non-rational use of natural resources. This implies the implementation of basic environment education programmes, whose purpose would be to educate both the public, school programme, as well as various socio-economic actors, at all levels and in all sectors of activities related to environment.

The content of the suggested environmental education programmes are subject to change depending on the target audience. The purpose of this education would be to teach local people and tourists how to act responsibly towards the environment, and how to save the living environment by minimizing the personal risks. This objective may include, for example, learning to get drinking water, the precautions in the handling of toxic materials, cutting down the trees located upstream..etc.; are not aware of the harmful effects that these activities could result on both short and long term.

Nevertheless, in some cases, even tourist or locals who already know the consequences of such activities do not act to change their behaviours.

As a result, environmental education must be an integral part of the concrete measures to implement an effective environmental policy in a country that aspires to tourism development and biocultural conservation. Similarly, it must be seen as a learning process to which the society must adapt in one way or another. It should be implemented in all aspects of daily life; media, schools, businesses, NGOs, and Government institutions. A better integration of the era in the Moroccan school should have an impact on public awareness of environmental issues and their resolution in the short, medium and long term. However, environmental education should not be regarded as the only factor in the desired change, but one of the social transformation tools, which could be effective only if complementary with other tools such as the regulatory tool.

#### **8.4.2 Heritage and regional development**

It is undeniable that the central role played by cultural heritage in regional development is essential for overall development of the sector. Culture is a key variable in the territorial tourism development even though it has been long reduced. Even today, we note the absence of a territorial culture that participates in the creation of the local tourist value. Cultural resources can and should be sought to improve the image, positioning and the identity of the tourist destination. Therefore, it is necessary to develop the tourism and cultural planning in order to make a great place for cultural marketing in the development of the tourist destinations. The sector lacks both innovative ideas and skills in marketing and potentially speaking; it is highly capable to be competitive on the world market. For this, regions development must empower to local skills.

These actions also go through awareness of local stakeholders of issues related to cultural heritage management and the use of culture as a vehicle to promote the region as a tourist destination. The involvement of private stakeholders is crucial because their contributions are a guarantee of success. All these initiatives require consultation of the various stakeholders to participate in the construction of cultural tourist territorial marketing.

All these challenges concerning the implementation of national drawn strategies to local levels results from structural and methodological gaps those strategies fall in. this is a



normal outcome in cases where the development plans are made on a central level without taking in consideration the regional and local circumstances of each region. However, this fact is not surprising as the majority, not to say all, of the sectors development in the country is still done with high centralisation. An ‘upside down’ planning strategy including local cultural and natural potential as the core of any management plan while respecting the coherence of the national vision policy is the most effective way to achieve such a regional development with empowering local potential.

### **8.4.3 Impact assessment**

The impact tourists have on a destination’s environment could be referred to as “personal impact” Swarbrooke (1998). Consequently, tourists play an important role toward the degree of making impacts to the environment or visited areas. Achieving the sustainability of the tourism experience may not depend solely on regulating or lecturing tourists. Instead, it should be developed in a form that gives tourists a “feel good experience” reflecting from social and environmental values. This suggests that tourists should be motivated to feel “willing” or “cooperative” to reduce their personal impacts to the environment.

As established in tourism experience, tourists have their basic responsibilities in tourism or when traveling such as obeying local laws and regulations, not deliberately harming the local physical environment, minimizing the use of limited local resources, and protecting the natural wildlife and environment. Therefore, the concern of impact could be regarded as the part of tourists’ responsibilities when visiting ecotourism destination. As suggested by Weaver (2001), ecotourism should be coherent with the notion of sustainable tourism by adhering to the carrying capacity of the destination. In the same sense, reducing the personal impact of tourists might be achieved through small group of people with a minimum impact on the physical, social and cultural environment (Wearing et al., 2001). Usually, private tour operators organise group trip to the national parks (30 – 40 people). These tour operators do not provide tourists with instructions about environment protection nor take responsibility of their impact on the visited area.

## **8.5 Local community contribution to natural / cultural conservation, management, and local livelihoods**

### **8.5.1 Direct tourism benefit**

A sectorial economic evaluation of the major factor affecting the economic situation of local population in Alhoceima and Talassemtane national parks gives an economic summary diagnosis that should already illustrate the general aspects of the economic profile of those communities and especially its main pillars. This general profile can be figured in summering regularly complex data into features and descriptions, which reflects economic and non-economic dimensions.

This contribution is the result of a positive circle created between the progress of the production of the creative industries and the cultural demand. Normally, in developing countries, this positive correspondence between supply and demand is yet to be built in many sectors. The analysis of touristic product supply/demand can be summed up the public agencies in charge of the sector and other related ones. Here, the most concerned ministries; culture and tourism gives a clear image that the cultural sector suffers more of a problem of project management and financing. The cultural activities included in tourism ones are also financed by the cultural department, which represents a major source, compared to the budget of the tourism ministry.

The low integration of cultural product in tourism demand leaves the sector with limited capacity. It also means that the development of most "cultural potential" through public intervention is still pending as touristic product. This process of course, starts with identifying cultural potential components then deploy management plans to classifying and valorising them. However, for the government, at the national and regional levels, the cultural heritage is never a priority despite the fact that various programs and economic policies have been developed for this sake (Vision 2010, Vision 2020).

The marketing of cultural heritage within the tourism sector in Morocco is based on two fundamental principles: the distribution of this potential over destinations and the existing product on those destinations. In other words, if a given region's cultural potential is well concentrated on some spots across the regions territory it has more probability that it will be taken into account by the public agencies more than if it is widely scattered. The other principle is concerned with other competing or complementary product offered in a destination (nature, beach...) so these other products convey a false image to the public authorities that the destination is already developed and there is no need for such an integration of cultural potential. However,

these principles seem to be more conflicting than coherent, especially that the result is, in most case, unjust to cultural heritage integration.

As a result, intervention isolated on a single segment of the string cannot have a significant short-term effect. So, the actions on the partial or complementary marketing have been proved quite ineffective on various cases in Moroccan touristic destinations

### **8.5.2 Indirect tourism benefits**

In addition to the direct tourism, benefits generated to local community through direct involvement or activities related to contact with tourists or touristic circuits, there is another set of local community benefit that is not generated by direct involvement in tourism market; but rather indirectly reaching the general tourism benefit through mediation or other community members. More specifically, these benefits may lay in the economic changes following several circles of re-spending of the local tourism income (ecolodge, traditional artefacts sale, transport, food...) in other linked sectors. Consequently, the more tourism sector is linked to other vital sectors of the area, the higher and various the indirect (secondary) tourism benefit will be. The aspects of this indirect benefit is be portrayed various aspects that are explained below:

#### **A. Infrastructure Development:**

The tourism activity in the area can lead to the establishment of better infrastructure (roads, bridge, electricity, water...). Normally, in crowded tourist areas governmental development plans seem to pay higher attention to the basic infrastructures in order to facilitate the movement and tourist experience. However, in both Alhoceima and Chaouen, the investigation showed a considerable lack of infrastructure but eventually it was the civil society association the contributed infrastructure establishment with in the parks such as building roads, bridges, and signal panels for the park circuits. Other forms of infrastructure benefit may be the general reforms led government agencies in administration and public institutions.

- **Regional Development:**

touristic destinations that are grouped in regional ones due to adjacency to other destinations like the case here between Alhoceima an Chaouen which are forming the same territorial region (Tanger-Tetouan-Alhoceima) in the new administrative decoupage implemented late 2015 which divides the country into 12 territorial regions instead of previous 16. This new administrative system does change only the territorial

division but also came providing regional councils with larger permissions and powers. For the regions tourist potential, it was supported with many development projects such as the Al-Hoceima, Manarat Al Moutawassit 2015-2019 that is supposed to create many mega projects for the development of the region.

- **Poverty Reduction:**

As it comes in the chain of human sustainable development, infrastructure building and regional development may be a direct contributor to poverty alleviation. Through the socioeconomically and landscape change resulted from tourism activities, the lifestyle and social status of affected families get better and start consequently to develop more positive attitude towards participation in tourism development projects. This indirect or secondary effect of tourism on local communities can have a dark side in some cases noted in the area of Chaouen where some young people who worked for few years in the tourism industry, they left their home towns to near big cities in order to start ‘larger’ businesses. This effect brings to light the one of the undesired impact of tourism, but such cases are few and do not tend to be a general aspect.

- **Literacy and Education:**

This may be considered the most important indirect tourism benefit to local communities for various considerations as the fact that higher literacy and education lead directly to a good awareness and better perception of the tourism activity in the area. So, besides its great benefit on the local community members themselves, it is an additional factor improving the general attitude of local population towards tourism. Moreover, the same benefit could facilitate the environmental education process whose main affronting is the illiteracy levels among the local population. Thus, the expansion of literacy and education among local population seems to be the key factors leading to achieve other indirect benefits

### **8.5.3 Awareness, perspective and attitude of local population towards cultural heritage**

#### **A. Awareness**

It is highly important to note here that the awareness degree to local community members of their heritage is essentially linked to the perception that they have of the same. Thus, in the expressed knowledge associated facts and objectives observed, on

which everyone can agree, and subjective representations that differ from one category to another, or even from one person to another. Therefore, the advanced state of degradation of heritage in the parks, in particular, and in the region to a lesser extent is a verifiable fact on which the local community agrees.

Awareness of the stakeholders of the heritage is less developed than the awareness of the state of heritage components. It is clear, more or less, what the ministry of culture the responsibility to preserve the cultural heritage. Because they are visible, the actions of material heritage sites and monument are known of the respondent population, although it has often little pieces of information to put them in context, as part of a policy, program, etc. These actions are often the situation with public actors. On the other hand, the public action of intangible heritage conservation, which targets in particular crafts making, is little known on the part of respondents. This is particularly the case regarding training activities programmed in the context of the Vision 2015 for the crafts sector, or the training through apprenticeship registered under the emergency of the vocational training plan, or even regional plans of the training in the craft industries.

The field observation showed that local community members have a strong attachment with some aspects of their cultural heritage especially the immaterial part namely traditions, chant, and seasonal festival. This attachment is not based on any kind of external education or training, rather it is an emotional value passed from one generation to another. The aspect of such an inherited awareness is so unique that it stands more efficient than the education programs that were implemented by civil society associations or even the environmental education programs included in formal education taught to children at school. However, cultural heritage awareness compared to natural one might differ slightly taking in consideration the fact that local population's relationship with nature is based on consumption and survival. Thus, the awareness of this kind of heritage is subject to those conditions in which the community exploits the natural resources in the area to fulfil daily-based needs, which affects the existent level of awareness to the community members.

### **B. Perception**

The perception of heritage is most often a complex perception and depends on the type of heritage concerned. When it comes for example of the material heritage, local

community members deplore its current status. Also, the perception that is built on the heritage is not, without doubt, a static perception, stable or permanent. Thus, in different sites of the study area, the way that the local population follow and appreciate any action related to heritage or conservation tending to easily adhere to this renewed interest in the heritage and heritage assets. The negative perception stems largely from the lack of interest in the heritage and the absence or weakness of educational action in this area. Interest in the heritage is felt more and more in areas affected by this tourism and in contact with tourist. Here, it can be deduced that the touristic activities inside protected areas tend to improve the population perspective toward heritage.

The effect of this positive perception developed for heritage translates into added value to the collective consciousness begins to assign to these elements (handicrafts of decorations, manuscripts, songs, dances, tools or other objects inherited from ancestors). Authorities started a 'patrimonial socialization' aiming to the restoration, preservation and promotion of local cultures (traditions, language, songs, dances, objects, tools and know-how that are endangered). It had the merit to trigger and feed this momentum of heritage, these action generate heritage awareness that has an impact on the perception of heritage and the attitude towards it.

If we consider the negative perception of heritage that can be found mostly among the illiterate, older people and the inhabitants of rural areas without clothing or architectural traditions rooted in history, as well as those remote areas away from tourism circuit or having less or no contact at all with tourists. Although this negative perception is sharper and more sustained among these populations, it should be noted that it is relative, because it applies to all the components of the heritage and focuses mainly in certain rural areas. It is what makes that the majority of some critical trends towards heritage and its current state often take the attraction of a preference for the modern components of heritage; the intangible component is still object of appreciation and continues to constitute the benchmark for arts of expression (songs, dances, language...), as in traditions and social relations.

### **C. Attitude**

The practical attitude to promote products that can be described of heritage in general (cultural/natural; tangible/intangible) must be distinguished according to several factors. The type of heritage first: the practical attitude towards a historical monument

rarely takes the form of a tourist visit, because this attitude is might be inappropriate for the local community, especially those who do not practice tourism or are involved in tourism activities.

The degree of heritage component's involvement into the daily life of the population might be double-edged because of the contradictory effect it has depending whether applied to natural or cultural heritage. Concerning natural heritage that is involved in almost every aspect of community's daily life taking in consideration the rural socioeconomic combination defining the type exploitation they practice inside the protected area. However, the types and degree of natural resource exploitation shows a considerable negligence of natural heritage over the daily needs of the population. When it comes to cultural heritage this logic is reversed in the sense that all other forms of cultural heritage such as traditions, language, songs, dances, objects, tools and know-how jobs... are less involved in the daily life of the local population but still have much greater appreciation and perceived with greater attitude due to the historical attachment of generation to those heritage components.

The health and social well-being of local community members is seen as the most crucial factor in determining the community's attitude toward heritage, considering the community members who are in better socioeconomic conditions showed more positive attitude towards heritage than those who are in less comfortable socioeconomic conditions. If compared to the index of tourism benefits to local community, there would be a logical coordination, in cases of existing tourism benefit, between the positive attitude towards heritage and the degree of tourism benefits to local population.

The local community's attitude towards heritage might be the results of existing awareness and perception, which is ultimately created to those communities depending on formal/informal education, inherited or extra-taught moral values across the individual's life experience inside the park. This awareness generates a certain perception and finally leads to an attitude. We can find also other external factors that are totally dependent on the condition of the local community member's social and economic conditions.

## **8.6 Tourism management strategy/approach to ensuring state of ecotourism**

### 8.6.1 Protected area system analysis

Given the national system of protected areas that is supposed to cover all technical, logistic, and legislative aspect of planning, managing, and conservation of protected areas concentrating on not only regulatory framework, law reinforcement or administrative procedures limitations but rather endorsing spatial planning measures to regulate tourism activities inside protected areas. This inclusion of tourism planning brought out new guidelines that were absent in the previous public management policies featuring the following main points:

- *Install monitoring system:*

Consisting of the establishment of a monitoring system to assess the impact of tourism. The system to be developed scientifically and should be designed in such a way as to accommodate data recording by the parks watch or cooperating mountain guides.

- *Carry out checks:*

Developing a system for improved control of the tourist flow and compliance with regulations in the parks. It requires both transparency and consistency, and includes compensation for restrictions suffered by the local population.

- *Carry out sensitization of tourists:*

Working on raising awareness measures to achieve appropriate behaviour by tourists in terms of the environment, but also intensifying culture and traditions product marketing of local population.

- *Promote tourism de-concentration:*

in order to reduce the pressure on natural resources along with heavily frequented points and allow the population in marginal areas to profit from tourism, which should be deconcentrated with the support of the relevant regulatory measures. This calls for the zoning of the Park, so that particularly fragile areas can be excluded from tourist activities.

- *Introducing measures to regulate tourism:*



Entrance points within parks and information points serve to raise awareness among visitors to protected areas. Furthermore, panel sign trails, distributing hiking maps, and producing information brochures are useful in regulating the stream of tourists.

- *Supporting local development:*

the administrations of parks working to implement development projects that are beneficial to achieving their own aims, such as natural resources protection, environmental awareness raising of local population and environmental training of rural tourist guides. These steps could be implemented on various phases: starting with the most urgent issues like zoning, introduction of a waste disposal system and the development of a compatible monitoring system. Then initiate cooperation processes with various actors in order to implement the projects and activities that have been prioritized.

Consequently, this new adoption of tourism planning within juridical framework of protected areas should involve carrying out measures to regulate tourism through designing and distribution of maps and information brochures, and the initiation of pilot schemes as tourist attractions in marginalized area. In addition, relocate the park administration office to inside the park territory, network maintenance and expansion, and improved cooperation with other national parks. The strategy for sustainable tourism in the protected areas and its surroundings should not be seen as a static process with a rigid succession of projects. On the contrary, what is required is dynamic and flexible planning, where projects and activities, and their impacts, are carefully monitored to allow for constant reaction to possible mistakes and the planning of new strategies.

### **8.6.2 Source of environmental information**

The issue of the environment education in Morocco is not isolated from the general situation of the entire educational system that went, despite reforming programs, to its lowest value in the last two decades. However, a wide set of national environment related bodies, environment activists, and civil society association support the belief that potential solutions to the low environmental awareness lays in the education on the environment as a process able to rise in young people a new way of life compatible with the protection and the valorisation of the environment. Since the Stockholm conference in 1972, Morocco was a highly active on international summits and

conferences on the environment and sustainable development and has approved all of the statements. This was directly reflected on the inside, as many measures since then have emerged as part of a national strategy consisting of various axes such as the implementation of a dynamic database that allows observation of the environment across the country; the strengthening of the legal and institutional framework, in order to ensure the effectiveness of national environmental policy; the implementation of incentives and financial measures based on a participatory partnership..Etc.

Juridically speaking, with the updated Constitution of 2011, the environment became protected by the constitution and the adoption of the National Charter of the Environment and Sustainable development. Furthermore, this made the country more committed to environmental issues and more prepared to organise international environmental related events. In parallel, many national programs were developed specifically for this matter. Mainly, ‘Programme d’éducation à l’environnement et au développement durable’ (Environmental education and sustainable development program) which consist of various charters and convention deployed by the authorities to complement the environmental valorisation process started as a national strategy for reducing natural resources degradation and improve local communities attitude towards their environment:

The concentration on such themes would affect directly the educational institutions concerning the quality of education, conservation of resources and citizenship values commitment. To achieve these ambitious goals, CSAs also operate on several levels for territorial development, while ensuring the preservation of the environment and sustainability social and economic actions (valorisation of tourism product, ecotourism destinations, qualification of local human capital...)

### **8.6.3 Tourism product and marketing strategy**

#### **A. Tourism product**

Tourism industry is traditionally perceived as the key to economic growth; it represents a significant part of the GDP, billions of DH of foreign exchange earnings, a few hundreds of thousands of direct and indirect jobs. For 40 years, officials of the sector kept improvising under the concept of what was described by experts as ‘the cockpit view’. The promotion of a tourism product does not rely solely on creating a website to hire foreign holidaymakers to buy tourist stays, nor is it enough that the State

supports the upgrade of accommodation institutions and the renovation of degraded ones.

Concerning the official policy, for a long time the major dominant themes tackled on tourism product development were exoticism, physical activities, comfort; and most importantly security and cleanliness (streets), sector organisation and probity (guides, shopping). Tourist tend to complain the most about these last three. All these drawbacks embody the critical blow of the tourism product in Morocco. Consequently, this makes the quality of services below international standards. Low quality of sold services, unrealistic relationship price/quality, lack of honesty in business (guides, souvenir shops, restaurants, street sellers) sums up the disappointment and indignation of tourists. Tourist satisfaction does not matter to these business holders.

Lack quality and honesty, abuse and other hitch put together constitute a major problem. If tourists decide to deny the destination, is it not a surprising fact. This situation is clearly reflected on the rates of willingness to visit again among tourist, which highlight a negative image of the tourism sector state in the country. The decline in this rate reveals actual status of the tourist equipment, the quality of the service, animation, security, relationship with merchants, state of infrastructures. This experience certainly produces negative word of mouth, which highly affects the image of Morocco as a destination.

### **B. Marketing strategy**

A destination is both a product and support, which can stand as a space inhabited by groups who give a particular representation of themselves and of their history. It is a complex notion that combines management plans, history, space, economy, culture, and the local development attractiveness. To have more visibility and competitiveness, tourist destination put in place more aggressive marketing strategies in order to allow a differentiation in a competitive market and emerge destination branding. In fact, branding differentiates products and gives them the sense as part of a bigger image (national, for instance). Destination branding seeks also to promote the area, make it attractive to the tourists, enrich the image, conquer new clienteles, and internationalise the product.

The use of the identity of a territory is a key factor in the implementation of a territorial destination promotion. Being two closely related notions, identity and tourism are a destination's foundations to promote storytelling that is the rising trend of marketing. It is a communication technique that involves telling a story around a product or a brand advertising communication purposes. In the Moroccan case, storytelling yet to be integrated in the national marketing strategy; it might be adopted already in few promotion campaigns but it still missing, however, the full implication of the local territorial identities as the basis of communication. Moreover, authorities tend to use national and international press channels to convey strong reputation and an attractive image along with the territorial E-marketing. The importance of internet communication technologies lies in the renewal of the attractiveness and the constant establishment of a destination image. Therefore, the idea is to combine modern technologies at the heart of territorial marketing. Another trend concerning the use of IT in tourism marketing is the development of applications targeting smartphones through which travel bloggers share their travel experience and use these platforms to upload reviews and recommendations. Their main job is to visit cities and regions to track down attractions / activities and publish a feedback on online platforms such as Trip Advisor, YouTube, Instagram, and Facebook, which allows them to interact with users or the potential visitors.

It is also noticeable that destinations do more often succeed through viral marketing influence comes from special events partnerships, cultural or sports events via already mentioned social networks, especially since the individual marketing is becoming the first marketing communication tool, allowing to permanently establish marketing in a collaborative mode.

## 8.7 **Limitations**

### 8.7.1 **Policy limitations**

Legislative and regulatory aspects of Moroccan protected areas management plans is organised by multiple regulatory texts and laws. However, the scattered character of these laws and their multiplicity makes their implementation difficult and sometimes subject to conflicting interpretations. The majority of these texts, dating back to the beginning of the last century, are not suited with the need of environment protection and natural resources preservation or the new manifestations of the environmental

damage. With the creation of the Department of the environment- within the Ministry of Energy and Minerals-, the priority was given to the implementation of a modern legal framework that merges the imperatives of the protection of the environment and sustainable development. Efforts within this framework targeted redesigning and updating of the existing regulatory texts and the implementation of accompanying measures designed to ease and make more effective the application of environment laws and regulations. Thus, several important acts and implementing standards were developed by government departments in collaboration with the professionals in question.

Considerable improvements have been recorded during the last years including the promulgation of a set of laws, decrees and orders dealing with different aspects related to the environment particularly in the area of management of water and the protection of the environment. However, despite the progress made, several draft laws are still at the stage of adoption by the search for agreement between the different departments concerned (eg. HCEFLCD, Tourism, Environment and Interior ministries). These include the project of law on Coastal Development and Protection whose implementation is still pending. Act 10-95 on Water and the general laws dealing with protection and development of the environment and the implementation of environmental impact studies that constitute the legal framework for the preservation of endangered coastal areas.

#### **A. Act 10-95 on water legislation**

Law 10-95 has strengthened the existing institutional framework on water management through the creation of agencies of water basins; and public institutions with legal permissions and financial autonomy. These agencies are meant to assess, plan and manage water resources at the level of the water basins. They grant loans to any person / entity committing investment development or preservation of water resources. Additionally it contributes to the improvement of the environmental situation and water resources, to the extent where it establishes conservation perimeters concerning liquid waste disposal near water resources. However, the achievement of this goal is dependent on the adoption of standards for the levels of pollution from liquid waste. Thus, an order relating liquid discharges (direct or indirect) on surface waters was ratified in 2005.

- **Act 11-03 relating to environment protection and development**

This law defines the principles and guidelines of an environmental strategy for Morocco from the legal perspective. It aims to adopt a comprehensive and integrated approach to ensuring the best possible balance between the need to preserve the environment and the needs of economic and social development of the country. It is intended to endorse the basic rules and general principles of the national policy in the field of protection and the development of the environment. These rules and principles are designed to protect the environment from all forms of pollution and degradation regardless of the origin. Added to that, improve the framework and conditions of human life, define the basic guidelines of the legislative, technical and financial framework for the protection and management of the environment and implement a specific liability regime guaranteeing the restoration of damaged environment. This law offers a frame of reference that could support other specific regulations, knowing that it already overlaps with some of them. However, its general guidelines often stand as general measures that makes its application partial without recourse to regulatory laws.

- **Law 12-03 on environmental impact studies**

This law establishes the list of theme projects related to the enforcement process, the consistency of impact assessment, and the creation of a National Committee of impact studies chaired by the Department of the environment. This Committee's mission to decide the environmental acceptability that affects the implementation of projects based on the results of the impact assessment. The main provisions of this law are to specify the projects that must be the subject of an environmental impact study. These studies should be methodical and provide a prior assessment of the potential impact of activities, work, and facilities on the environment; and offset their negative effects and improve their positive impact on the environment.

- **Act 28-00, on waste management**

Analysis of the current regulatory framework shows that there are a large number of texts and provisions that are directly or indirectly related to waste management. However, these provisions are scattered on various legislative texts; therefore, they are more adapted to the current economic and social context. To address these deficiencies, the department of the environment has prepared a Law project on waste management / disposal and submitted it to the review and adoption procedures. This Act therefore fills the existing legal gap concerning protected areas and covers ecolodges, industrial,

medical and dangerous waste. It provides the obligation to waste source reduction, the use of biodegradable raw materials; and support of the products during the entire production, and use chain. The text also addresses the control and management of local communities' landfills.

At the institutional level, the Law provides the creation of a national structure of dangerous waste management and the development of management plans of these wastes by governmental authority responsible for the environment in collaboration with the other concerned actors. To achieve these objectives, this law aims to implement regulations to fix the technical and financial requirements accompanying the stated measures. Regarding sanctions, the law establishes a gradual system of administrative, financial sanctions or imprisonment depending on the seriousness of the offences.

- **Draft Law on protected areas organization**

The country possesses a considerable old legislation intended to preserve its natural heritage, ecosystems and landscapes. This legislation constituted mainly by the Decree of September 11, 1934 on the creation of national parks and its implementing legislation, which is no longer adapted to the current context. The draft law on protected areas developed and submitted to the review process will provide modern legislation that includes not only national parks, but also various other protected areas and local governing bodies / communities involved in the creative process to the management of these areas.

The Law's main object is the creation of protected areas for the purposes of biodiversity and natural heritage preservation. It defines the different categories of concerned protected area (national park, natural park, nature reserve, biological reserve and natural Site). It divides protected areas in areas of full protection (maintaining the original natural state), managed protection areas (maintenance of the natural conditions necessary to achieve the objectives of the protected area) and in areas of protection under control (areas a derogatory regime to the general measures applicable to protected areas). It defines also the procedure and the modalities of establishing protected areas for technical and financial feasibility up to the decision to establish the area protected by creation Decree.

The Law places the protected areas under the control of the State administration and management. It plans to equip each protected area with a master development plan and

a management plan that describes the main actions of equipment, maintenance, restoration and promotion. in addition, it aims to set up an orientation committee and follow-up each protected area responsible for the review of issues related to the revision of the master plans of land use and management, to change the zoning and the limits of the protected area, suspension or prohibition of project, work or activity related decisions.

### **8.7.2 Management limitations**

Although the government has already created 10 national parks all over the country's territory, the creation procedure remains open to debate because of whether to continue the strategy on low population areas modified due to economic activities; or to include also the natural sites where there is no inhabitant population. It is therefore difficult to predict a continuous development based on these two categories. Another significant challenge to the national protected area system in Morocco is that inclusion of marine areas in the park zoning. As the case with the marine part on Alhoceima national park, which juridically included the park's zoning but still there a huge juridical void between the HCFLCD and the Royal Marine over which state body which should intervene in the area. The degree of protection of the marine part of a national park and that of a natural marine park are much the same. The choice to create a natural marine park must therefore apply only to purely maritime spaces even if they pillar is part of shoreline, the creation of a national park remaining the rule when its maritime part is only a supplement that enhances its terrestrial part.

Indeed, the fact that two part of the same protected area (national park) differ only because of the authority responsible for their control makes the entire juridical framework of protected areas to question the effectiveness and concreteness of such laws. It may be subject to territories limitations or to protection degrees, which is similar to that of the centre of national parks. However, in the legislation for the creation of voluntary reserves simplifies the understanding of this system of protection, yet, there is a particularity with the marine part of the park created in Alhoceima requiring an assimilation to common rules. Furthermore, special attention should be developed for the neglected part of both parks where we can find large areas excluded from management and preservation plans because of private territory confliction between community individuals or more importantly due to cannabis plantations practiced by a



large part of population, especially in Chaouen, as a source of income in absence of real economic alternative.

#### **A. Structural Limitations**

The absence of a clear structural distinction between the missions and roles of each public intervener complicates the integration of these public actors into sectoral planning policies. Seeking greater consistency between policies could encourage the State to organise the sector. For stakeholders implied in environmental protection, as well as for locals. The interaction and complementarity among all protected areas requires simplification and organisation to establish favourable conditions for their integration in the strategic choices for the territory.

To local community, the notion of environment conservation is necessary to propose a clear situation where it can ensure the sustainability of this conservation. However, if national parks meet this concern, natural regional parks may fall within management uncertainty, when heavy, local or national infrastructure are planned or carried out in the territory of the park. To avoid this ambiguity, a more exclusive natural regional parks management would address this concern.

The ultimate objective of the different protection systems applied in the national territory is the preservation of the affected soils. A restructure of the types of regulations, by seeking complementarities and limiting their number, would help improve ways of accessibility and exploitation. Collaborations between planning management and conservation, in international, national, regional, and the municipality or from the type of soil protection, land control, servitude or regulation could be a basis for reasoning. The principle of simplification applied to multiple regulatory tools available to territorial officials, would be the essence of a beneficial reform.

- **Participatory Limitations**

The public institutions of the State, national parks administrations, the management committees of protected areas, currently include three categories of representatives: local authorities, consular and professional organizations and qualified individuals. The idea is to replace local qualified individual's interest by elected officials. To allow these civil society representatives to be present in these management bodies, only a few regulatory or legislative changes point would be required.

Natural regional parks management can no longer be an obstacle to effective local community's participation. Insofar as management bodies are only mixed unions or structures destined to the consolidation of public authorities, the presence of local population is not designated by these communities, which is highly impractical. The substitution of these organizations for the benefit of public institutions of natural collaboration developed on the model of the public institutions of cultural heritage conservation would be much more appreciated. These new agencies would welcome qualified individuals who might be more efficient and effective in presuming responsibilities and then consequently building a clear and coherent sector structure.

- **Educational Limitations**

To raise awareness of the local population about the need and the development of environment protection in protected areas, rationalising the use of natural resources is required. This depends partially on the reconciliation or fusion of certain structures, such as networks regrouping private tourism stakeholders from different protected areas in the region. Such a network would allow different categories of actors in the touristic activity inside protected areas to take benefit from the shared cultural, social, and natural values of local communities in order to transmit education and awareness programs easily between them. Furthermore, the existing regulatory laws do not allow the development of management plans that are based in the first place on rising local populations' awareness; nor do they establish basic environmental education strategy. Thus, a protected area management will not succeed under the non-efficient laws promulgated for that purpose.

There can be another complementary alternative consisting of the achievement of successful media coverage, it would be necessary to provide the structure of communication of protected areas through national audio-visual press. A series of television programs with local initiatives based on knowledge, protection, management or enhancement of natural environments, would attract a large audience. It would also provide the opportunity to many people to enhance their action in the field.

## 8.8 **Recommendations**

After the extensive findings and results of this study, an important part of conclusions and recommendations shall be built in order to present a potential solution for the current issues challenging the process of natural and cultural heritage conservation

inside protected areas where the implementation of an ecotourism activity is still facing challenges as well.

- ✓ Develop management plans for each one of the parks where the concept of ecotourism is the central point and with a strong commitment to heritage and biodiversity conservation.
- ✓ Valorisation of natural and cultural heritage, with special emphasis on the local heritages while ensuring respect for the traditions and values of local communities in both parks, especially craftsmanship and know-how professions.
- ✓ Identify the tourist activities that are applicable in each one of the parks, their potential attractions, and to verify the possibility of emerging a touristic/ecotouristic products within those parks.
- ✓ Assuring a maximum integration of local population in the sustainable development process accompanying the touristic activities in the parks leading to the economic prosperity in communities of the parks.
- ✓ Set ecotourism as a high priority of any management plan dedicated to the development of the parks to which should be assigned special management plans including local community and potential as the core of its development.
- ✓ Re-structure the internal hierarchy, the drawn mission, and intervention nature of the HCEFLCD in the parks, so that it includes planning, managing, and developing ecotourism in the parks. Or alternatively, creating another governmental agency totally committed to that aim which would be a better solution.
- ✓ In both previous scenarios, implying local representation of tourism ministry in the tourism development plans within the parks is an inevitable option allowing the planning process to emerge from the local aspiration and respect the cultural, social, natural characteristics of its population.
- ✓ Planning official governmental programs set to sustainable development of local communities in parallel with the initiatives of civil society association working in those areas.

- ✓ Establishing more research programs from nearby universities surrounding the parks so that they can contribute to the study and monitor different aspects of the parks such as touristic activities, socioeconomic development and heritage/biodiversity conservation.
- ✓ Structuring the functioning of ecolodges inside parks in regrouping networks, in order to organize more their contribution and more professionalism to the owners or managers as developing process of the sector.
- ✓ Empowering local cooperatives producing artisanal or nutritional artefact as part of local population economy contributing to the touristic activity in the parks through the empowerment of these product as a marketing tool for regional development of the area.
- ✓ The immediate intervention to resolve the juridical ambiguity concerning the marine part of Alhoceima national park. And preserving its biodiversity. Either by the full re-inclusion of the area inside the park's territory or its removal from under the security themed aspect.
- ✓ Apply stricter rules for fishing methods practiced in the marine part of Alhoceima park in order to minimize the effect on marine biodiversity Along with continuous control preventing any related disorders.
- ✓ Working on a more realistic alternative for the cannabis plantation damaging the forest cover the both parks. These alternatives must present an encouraging economic solution for local population.
- ✓ Engaging in more monitoring of tourist flows inside parks and generating plans for long-term conservation, depending on the flows, and encouraging more studies to conduct in these areas in order to have a full image on the real condition of the sector.
- ✓ Reconstruct a real willingness to public agencies to develop the sector with a sense of responsibly and working of facilitating administrative procedure for realizing project within the parks territory and encouraging civil society initiatives.

- ✓ Create a local representation of tourism ministry in the city of Chefchaouen for a more practical and efficient management of tourism sector allowing its mass development and in order to have a clear local development vision
- ✓ Open more promotion channels for promoting both cities as ecotourism destinations, with the emphasis on a more coherent structure of the tourism sector with emphasis on internet communication technologies reaching wider and faster.
- ✓ Set adequate professional training programs for actors and sector professionals in order to provide more effective professional interaction between them contributing to a healthy structure of the sector.
- ✓ Redirecting private tourism mega-projects from capital holders to more professional tourism parties in order to generate the maximum benefit of those projects allowing more qualified human resources to handle decisive approaches.
- ✓ Intensify the education financing programmes in the achievements of education system objectives and aspirations. Along with overcoming other socio-economic and demographic obstacles that do not encourage production in the short term the aim of reforming education system, particularly in rural areas.
- ✓ Create inter-sectoral coordinations for the conduct of the development operations of education system, and the associated challenges concerning the the evaluation of the performance of the system.
- ✓ Provide both logistic and human resources all over the country's territory for implementing an efficient and effective environmental education system and develop a practical vision of established education programs
- ✓ Employ national and international press channels to convey strong reputation and an attractive image along with the territorial E-marketing to combine modern technologies at the heart of territorial marketing along with the development of applications targeting smartphones through which travel bloggers share their travel experience and use these platforms to upload reviews and recommendations

- ✓ Implement serious programs concerning natural and cultural heritage conservation seeking an effective conservation process in collaboration with all actors to bring their efforts to the one highest objective
- ✓ Enhance the agricultural policy of the country within regions with high productive potential, including irrigation schemes taking in consideration water sources management and erosion threats.
- ✓ Elaborate specific strategies and plans for action in order to efficiently use available potentials for tourism development in order to improve the reachability of the cultural heritage product.
- ✓ Enhance environmental education local people and tourists by encouraging them to act responsibly towards the environment, and how to save the living environment by minimizing the personal risks, learning to get drinking water, the precautions in the handling of toxic materials, cutting down the trees located upstream.
- ✓ Make environmental education an integral part of the concrete measures to implement an effective environmental policy in a country that aspires to tourism development and biocultural conservation so that it can be seen as a learning process to which the society must adapt in one way or another. It should be implemented in all aspects of daily life; media, schools, businesses, NGOs, and Government institutions
- ✓ Imply private stakeholders in the construction of cultural tourist territorial marketing and empower their contributions as a guarantee of success. These initiatives require consultation of the various stakeholders to participate.
- ✓ Reducing private tour operators' group trip to the national parks these tours provide tourists with instructions about environment protection and take responsibility of their impact on the visited area reducing the impact on the physical, social and cultural environment.
- ✓ Improve the integration of cultural product in tourism offer in order to develop cultural potential through public intervention as a touristic product.
- ✓ Impose efficient conservation policies to develop and implement the government's policy in protected areas and sustainable development of forest resources, coordinate the establishment of institutional mechanisms for the preparation, implementation, monitoring and evaluation of the government's

policy to combat desertification; and participating in the development and implementation of the Government's rural development policy.

- ✓ Elaborate management plans that provide special benefits to local population such the promotion of ecosystem services and determine the emphases for institutional action and investment on short and long term.
- ✓ Accelerate the reorganization of local economic activities most often by opening to the national or even international market through placing dominant agricultural activities under the concept of processing activities or services conceived more profitable and above all more compatible with the principles of the environment preservation.
- ✓ Create stakeholders awareness concerning common interest issues such as sustainability, the importance of collaboration and ecotourism partnerships through establishing comprehensive regional stakeholder network whose basic missions would be setting action agendas, dictating discussions and screening potential ecotourism stakeholders in the destination. Stakeholders should work together consistently and independently for maintaining a proper balance of competition based on trust and reciprocity.
- ✓ Implement environmental education programs that can increase ecological knowledge and further rise environmental awareness and behaviour through exposing inhabitants to ecological information.
- ✓ Make Solid waste management within national parks consistent with sustainable development with special consideration of the scale of use limitation for natural resources.
- ✓ Shift away from the sectorial approach addressing management and preservation of cultural heritage and associate it with landscape and ecosystems conservation along with enhancing collaboration and integration across disciplines in conservation of cultural heritage understanding how heritage values can be related to economic system structures.
- ✓ Create a clear separation of responsibilities between public interveners to reduce the overlapping authority between the culture ministry, as the direct public body in charge of cultural heritage, and the HCEFLCD as protected areas planner / manager starting with classification and registration of important historic monuments and archaeological sites.

- ✓ Create more benefit generating activities inside the national parks for local community with weak population; few generated jobs could make a difference in communities' livelihood. The economic impact of ecotourism can also increase political and financial support for conservation
- ✓ Shift from traditional protected area management plans to alternative indirect management in the form of communication and education instead of the relying on regulation and restrictions
- ✓ Change public approach concerning the management and preservation of cultural heritage towards a more linked strategy with landscape and ecosystems conservation through drawing them from established environmental conservation principle that are widely relevant to heritage conservation processes, especially within protected areas where preserved cultural landscape guaranties sustainable development.
- ✓ Restructure the HCEFLCD administration or establish another one more committed to tourism development and with the qualified human resources for tourism planning and management.
- ✓ Establish clear and coherent sector structure where each actor sticks, with high commitment, to its role within the network of stakeholders and consequently provide a suitable background for implementing development and management plans while opting for an effective stakeholders' collaboration on many levels that allow each part to benefit from the experience, potential, and capabilities of the others.



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