



""Building Effective Partnerships among European and Mediterranean Municipalities for Local Economic Development Promotion"

MED PACT - Local Authorities Partnership Programme in the Mediterranean

SWOT Analysis and Proposal of Co-operation City of Marrakech

Project Leader: Municipality of Prato

Project Co-Leader: City of Marrakech

Partners: Municipalities of Sin El Fil, Bodrum, Brtonigla, Lucca, Rio Marina and City of Skopje

Questions used to prepare the SWOT analysis of Sub-Topics

SWOT Analysis and Proposal of Co-operation Project MED PACT - PAMLED

COOPERATION SOUGHT AND OFFERED: SUMMARY

Partner:	Urban district of Marrakech
Priorities	1) Management and Saving of water at the level of the tourist sector 2) Environmental education of a district of the city
Policy experiences and practices to share in PAMLED	a) to profit and capitalize on successful experiences on the subject and this within the framework of a euro-mediterranean partnership b) To generalize and disseminate the results of the pilot project to the whole of the sector and this through a complement of European financing.

OBJECTIVE

This analysis has a dual objective:

- Firstly, to provide basic information on the local context (socio-economic situation, its recent evolution, institutions, the role and the organization of the municipality/city, problems, priorities, potentialities, policies, etc
- Secondly to justify, regarding local needs, the choice of specific cooperative projects of PAMLED

Section 1. Introduction: Local Context

Profile of the City of Marrakech (society, environment, economy, etc.)

With its 816.293 inhabitants, Marrakech is the 4th biggest city of the Kingdom characterized by a heterogeneous urban fabric, made up of traditional and modern types of habitat. The city is subjected to an arid semi continental climate with an annual average pluviometry of 250 ml and an annual evaporation average of 2500 mm.

Tourism is the pillar of the local economy with 2 million tourists and 5 million nights in 2006. The capacity increased by almost 16% per year from 2003 to 2006. The extension of this rate until 2010 would make the capacity pass to nearly 68400 beds. This strong increase in the capacity was also accompanied by a clear improvement in the occupancy rate. The latest figures of nights show that this tendency is continuing; the occupancy rate in ranked establishments for January and February of 2007 passed to 62%.

The geographical location of the City of Marrakech is the main cause of the scarcity of water resources. This given the water supply of the city is 300 million cubic metres of which 260 million is intended for the agricultural sector, the remainder (40 million) being reserved for drinking water. Nevertheless the real supply of the agricultural sector is only 120 million cubic metres. The 300 million cubic metres comes at a rate of 85,7% from surface waters, 9,39% from wells and collecting fields which provide only 2,64%.

The RADEEMA numbers 156000 customers whose largest consumer is the tourist sector.

In addition, the administrative affairs of the city are managed by a town council and five districts. The Wali of the Area represents the supervision which validates the Council Decisions as well as the other decentralized authorities such as regional directorates (statistics, habitat, equipment, teaching, etc).

Section 2. Partner Profile

The City of Marrakech : structure, organisation, role, level of Government responsibility (central? Municipal? District/Regional? etc.) on the priorities/issues identified, etc.

The urban district of Marrakech is a decentralized entity under the supervision of the Ministry for the Interior and the Ministry of finances for financial aspects. The City of Marrakech is among the seven cities of the Kingdom according to the municipal charter of 2002 under the unity regime of the city. It numbers 3000 paid staff and is organized in divisions with a hierarchical coordinator represented by the general secretary. The environmental aspects are managed by the Department of "strategic planning and environment" and under the Directorate of the head engineer of the technical division. The monitoring of local and municipal water consumption is ensured by the relation service with the Boards.

With a budget of 40 million dhs the urban district is a water consumer following the example of inhabitants of the city. Its consumption is especially directed towards the municipal buildings, the green areas which it manages, and fire hydrants.

The municipality does not intervene directly in the procedures of authorization of meters because this service is delegated to the autonomous Board of water and electricity supply (RADEEMA) which will be replaced soon by another private delegate. The President of the Council is member of the board of directors of RADEEMA. He remains responsible for this sector according to the terms of the municipal charter and has the responsibility to follow the state of consumption and to take adequate measures against the contraveners. The "Bassin de l'eau" is the territorial entity in charge of the management of levels of water at the source. It has on staff a water police which carries out systematic rounds to control the regularity of well drillings or use of water of the dams.

The municipality is represented at the level of the regional centre of tourism which is the coordinating body of the whole sector. It supports the sector by the subsidy that it gives it, by the assistances which it places at its disposal on the occasion of large events especially logistic matters.

The Marrakech citizen remains much too far from the policy of the city and the strategic priorities concerned. As said at point n°2 the citizen is not at all informed on the source of the water nor of the real costs which he/she has to pay. If one places oneself at the policy level of the municipality and its programs, the citizen is absolutely excluded which creates a weak spot between him/her and actors of the city.

Section 3. Problems and Potentialities – Overall SWOT Analysis

The Swot Analysis shall focus on the main socio-economic and environmental issues:

Internal Factors

- Strengths
 - As regards management
 - ❖ Certificate of environmental management of the municipality ISO 14001 received in the month of August 2007
 - ❖ Introduction of an environmental brigade
 - ❖ Creation of a division in charge of the environment responsible for inter-alia studies and installation of the new public refuse dump.
 - ❖ the generalization of “drop by drop”
 - ❖ Domiciliation in 2006 of agenda 21 for sustainable development after the expiry of the program of the United Nations. The latter started in 2002. the latter gave rise to the establishment of an environmental profile in 2004
 - ❖ Regulation of the situation of requests for drilling of wells by the council with “basin de l’eau” as of the month of April 2007
 - ❖ Establishment in May 2007 of a contract with the university hospital of Marrakech for the hospital refuse collection
 - As regards investment
 - ❖ introduction of “drop by drop” in the system of irrigation of public gardens with 115 km carried out in 2007 and 16 km 782 projected for 2008. the projects relates to the districts Mhamid, Camp El Ghoul, Nahda and Ghabet Chabab
 - ❖ the acquisition of the air quality testing devices in partnership with the Mohammed VI foundation for the environment in October 2007
 - ❖ the equipment for a small purification station
 - ❖ the approval of the town council of the landscaping work for the park to adapt it to environmental protection standards (especially as regards the question of avoiding discharges of hazardous substances in the ground water)
 - ❖ Logistic contribution for an association (amicales Messmoudi) for a recycling pilot project
 - ❖ Realization of an agreement with a local association for the sorting of photocopier and printer toners. The latter will be recycled association
- Weaknesses
 - ❖ Absence of a comprehensive intervention strategy
 - ❖ These strategies are fragile and random because they remain limited to the engagement of the town council and at its head the President and the executive office
 - ❖ the internal communication and sensitizing as well as that directed towards the citizen more precisely towards the tourist sector is almost absent

External Elements

▪ Opportunities

- ❖ Promulgation of a national law on the Management of Waste and their elimination dating back to 2003
- ❖ Adoption of a national law dating back to 2006 on the creation and the installation of the controlled refuse dumps with an incentive for recycling
- ❖ the encouragement of Moroccan cities to adopt an urban development plan for the better managing the road traffic, to relieve road congestion, and to reduce noise pollution
- ❖ the encouragement of recycling industries
- ❖ regulation of green belts
- ❖ Introduction of a vigilance commission in charge of following the use of well water and not drinking water for watering and swimming pools
- ❖ Adoption of a local law forcing owners of private golf courses to create small purification stations
- ❖ the launching of the large purification plant. Installation work was 75% completed. The start of treatment work is envisaged in one and half years
- ❖ The launching of the canall project which will bring water from oued oum rebiaa for the city of Marrakech.

▪ Threats

- ❖ the law remains weakly applied with a lack of vigilant enforcement
- ❖ Absence of water meters at the level of all hotels what allows these hotels not only to escape control but also not to pay their consumption invoices
- ❖ Drilling of the wells without authorization
- ❖ With the advance of water coming from the canal of oum rebiaa, the invoice paid by the citizen is likely to be very heavy
- ❖ Lack of strategic visibility with regards to good water management
- ❖ Absence of co-operation and coordination between operators of the tourist sector, the RADEEMA, "basin de l'eau", the Municipality, and Wilaya.
- ❖ Absence of sensitization of the citizen as to the value of the water source and the threats of shortage which is likely to be experienced.
- ❖ the non-respect of the pick up hours of household waste collection agents and disorderly throwing in front of the houses resulting in bad smells and negative impact on the embellishment of the city

Section 4. Priorities and Cooperation Sought

For each priority (i.e. water, waste disposal, urban planning, tourism, small business development, etc. please develop one by one and separately, the following arguments:

A) Problems' specification

- **Provide a short description of the problem (overall and sub-topic/priority) to be addressed;**

- Vis-à-vis a shortage of water sources and faced with the obligation to call upon canals and laws of the city
- Vis-à-vis a sector which does not prioritize the environmental problems and especially that of water management
- post certification of environmental management of the City of Marrakech ISO 14001
- Vis-à-vis bad communication between the municipality and its inhabitants
- Vis-à-vis an absence of visibility of projects of the municipality directed towards the citizen
- in the objective to capitalize on the whole of the efforts which are made at the national as well as local level

The problems are:

- To sensitize the operators of the sector to water problems,
 - To define an complete intervention strategy as regards good water management
 - To improve communication between people in charge of the water management, the municipality and the operators at the sector level
 - To sensitize the citizen as to the importance of water resources
 - To sensitize the citizen as to the respect of cleanliness of their district and to prepare it for sorting envisaged in the short run
- **Specify specific areas of localisation (areas and territories of implementation of the sub-topic/priority identified) and people involved.**

The hotels at the level of the district guéliz where the greatest number of hotels of the city are the most concerned. The study will not be exhaustive since there will be a sampling according to the categories of hotels. That is to say that we will establish a sample of hotels of one star, two stars, three stars, four stars, five stars and deluxe hotels. The regional centre for tourism "CRT" which is the federated body of the all the operators of the sector (hotels, restaurants, Bed and Breakfasts, tour operators, etc) will assist us in the establishment of the sample.

The "basin de l'eau" which is one of the local actors as regards management of water plays an active role as regards water savings and one of the information sources as regards good practices will also be our partner. In this respect the partnership will relate to an action plan as for the sensitizing of the tourist operators of the sector. To study the possibilities of water savings through the use of "drop by drop" or water recycling from swimming pools for watering and the use of the communication aids such as pamphlets.

The limitation of the analysis to a district is dictated especially by the geographical disparity and the high number of the tourist establishments at the level of the city. The limitation is also dictated by the financial means of the project.

Compared to the 2nd sub-objective, the Médina district being par excellence the 1st tourist district of attraction at the level of the city. It is the sector where the tourist spends the most time. It is also the place with 75% of total existing Bed and Breakfasts. It is also the district which shelters the majority of the historic buildings of the city. But it is also the district which suffers as regards cleanliness not in relation to the municipal services but with regards to the population of the districts which are less aware than the rest of the population concerning the importance of the cleanliness of their districts. We noted this handicap during the meeting which we had with the tourist operators of the sector especially the association of Bed and Breakfasts.

The district of Médina numbers 186000 inhabitants, its urban architecture is made up especially of old houses called RIADS currently transformed into Bed and Breakfasts. The choice of a neighbourhood within the district will be mainly dictated by the existence of educational establishments, the Bed and Breakfasts, of a Moorish bath, associations or the friends of the neighbourhoods, the object being the use of the support to be able to convince the citizen. We will enhance this approach by the partnership which we will make with the association of Bed and Breakfasts regional Agenda 21 and the company delegated for garbage collection.

The partnership will aim at bringing the inhabitants closer to the district as well as the institutions which are there, to communicate initially between them, to identify the priorities of their district, with better inform themselves on the city policy on its advantages but also on its weaknesses for a better view of their actions and their expectations.

In Detail:

- ***Is the issue/problem analysed relevant and can it be resolved better at Municipal level? At suburb level? Why is it so ?***
- ***Who are the relevant actors at local level or at other levels of Government/Territory whom have an active role in the sub-topic/priority identified?***

B) Current situation: Responsibilities/Roles in dealing with the problems identified and with the corresponding delivery of policies/services

- **Specify the role of the local authority for service planning and implementation as far as the selected sub-topic/priority, and according to the current legislation existing;**

The Urban district which is not a territorial authority but a decentralized entity responsible for the administrative policy and on the basis of the fact that it is member of the Regional centre for Tourism and Member of the Commission authorizing construction of hotels and more importantly one of the local partners of the tourist sector aims at the involvement of the tourist operators in the problems of water and to define with them a strategy of intervention with the necessary logistic support.

On the other hand for the education of a district of the city the municipality is directly concerned because it is the main actor in development and in charge of good governance of a territory. Of course the partners are assets which will accompany the municipality in this action.

- **Specify other level of responsibilities for service planning and implementation eventually including central government, other public agencies, etc.**

The regulation framework for water consumption is governed by Dahir n° 1-95-154 of 18 rabii I 1416 (August 16th, 1995) promulgating the law n° 10-95 on water. B.O n° 4325 24 rabii II 1416 (September 20th, 1995) this law aims at setting up a national water policy based on a prospective vision which takes account on the one hand of the evolution of the resources and on the other hand national water requirements. It envisages legal provisions aiming at rationalization of the use of water, the generalization of access to water, interregional solidarity, the reduction of disparities between the city and the countryside within the

framework of programs whose objective is to ensure the hydraulic safety in the whole of the Kingdom's territory. It will also efficiently contribute to create an adequate framework for the partnership. Nevertheless this law does not have a constraining value and remains weak at least with regards to operators of the sector who benefit from this vacuum to misuse the ground water.

As it appears from it, this law does not envisage constraining measures requiring on the part of users of the water source directives giving rise to sanctions in the event of non-respect. This explains why the municipality maintained the objective

Nevertheless, Wali, the regional inspection of water and the environment and the director of the hydraulic basin can assist the municipality in its strategy either by constraining decisions or by means of regulation of the sector.

As was specified and under the presidency of Wali, a monitoring commission was put in place to follow the use of drinking water at the level of watering or swimming pools within hotels.

The private golf courses were obliged to install purification plants.

The "Bassin de l'hydraulique" launched a study on water consumption of the of the tourist sector. This action is supported by two programs which the basin carries out with GTZ, a German organization and a Japanese organization for sustainable development.

The regulation framework of refuse disposal is more demanding since the municipality has just created a fine of 100 dhs against any person who throws refuse outside from the containers reserved for this purpose.

In Detail:

- ***What is the general context of the Municipality in respect of the sub-topics/priorities identified: is there a policy or guidelines at the national level or regional in the matter?***
- ***Are there synergies of action with other actors that might be exploited?***
- ***What is the legal background in respect to the sub-topics/priorities, particularly in relation to water management, waste, environment, social-economic development territory enhancement, etc.?***
- ***How does the Municipality/City interacts with the actors responsible of the public utility services (water and waste), energy, environment, of the social economic sector, and of city marketing?***
- ***What is the role of the Municipality/City in dealing with specific policies and its capability to act in this respect?***
- ***Is it possible for the Municipality to insert rules or obligations to reduce the uncontrolled use of water or to improve waste management? Otherwise who, among the government authorities, has the right to do so?***
- ***What are the competences that may be activated in the Municipality/City of..... and among the stakeholders for the development of the activities concerning the sub-topics/priorities identified?***

C) Proposed approach for changing

- ❖ To carry out a diagnosis as regards water consumption
- ❖ To carry out a diagnosis of the existing equipment
- ❖ To organize work meetings on water saving and management with tourist operators
- ❖ To draw up a list of good practices and to choose the easiest to realize
- ❖ Establish a partnership between the city, the basin de l'eau and the CRT as regards the generalization of good practices to all the operators of the sector
- ❖ To organize a study day on water problems at the regional level
- ❖ To establish a grid for the choice of the neighbourhood at the level of the médina district
- ❖ Create a partnership between the municipality, the regional Agenda 21, the delegated company, the association of Bed and Breakfasts
- ❖ To establish a communication plan for the inhabitants of the neighbourhood

D) Expected results or expectations on improvements

To sensitize the operators of the sector to their responsibilities and the gravity of the water situation at the level of the city with the consequences on their sector and their costs.

Same objective for sub-objective 2 in addition to sensitizing for the putting in place recycling

Section 5. Practices and Experiences

Voir Section 3. Problèmes et Potentialités – Analyse SWOT Général

- **Describe briefly the good practice managed by your local authority in collaboration with other stakeholders. The following questions should provide an outline of the issues to be considered (where applicable):**
 - **What is the problem/issue addressed?**
 - **When a specific action begun to take place?**
 - **What have been the main activities carried out during this period to address the problem?**
 - **To which target beneficiary groups activities have been referred?**
 - **How has the role of local authority evolved during time? What is the present role of the local authority?**
 - **How has the role of other stakeholders evolved during time? What is their present role?**
- Main results achieved – Describe shortly, pointing out issues such as innovation, and impact;
- Why would you describe the practice as a good one? Are there external factors/elements to confirm that a specific practice is recognised as a good one? (such as international or national standards applied as reference, etc.?)

Section 6. Final remarks and information sources

Briefly speaking:

- **Which are the main issues that you wish to address in the exchange of experience with the other MEDA and European Project Partners?**

It is a question of knowing how to prepare the partnership between on the one hand the municipality and the CRT in order to integrate it in the process of regulation of their legal situation with respect to the RADEEMA (Autonomous Board for water and electricity in Marrakech) and the basin de l'eau.

In addition, it would be advisable to determine an adequate approach to establish and carry out the partnership between the municipality and the partners at this level. To establish a communication plan and to study its feasibility in respect to the local context.

It is also a question of defining the terms of the pilot project which could have a direct environmental impact and be easy to realize.

Other issues:

- **With regard to sustainable development, is there the possibility to provide systems for water harvesting (among the actors involved for example)?**

We suppose that the swimming pool water can be recovered for irrigation. It is only a question of calculating the cost of the process as well as its feasibility.

For the 2nd sub-objective, it would be advisable to also study the possibility of water recovery of the basins for plant irrigation.

- **Which are the potential obstacles to the development of these actions/activities?**

The cost is the first obstacle with respect to the endorsement of the tourist sector for the investments which would result from this.

- **At City level are there feasibility studies available on the sub-topics/priorities identified? List and describe any document material available about the experience (projects, actions, particular events, etc.), please list any available documentation.**

Not there has not been any but there is a study which will be sponsored by the basin de l'eau to evaluate water consumption of the sector.

For the 2nd objective, there are no prior studies