

us to strengthen and eventually multiply the skills for the execution of a building project by young builders.

Through the promotion of local materials and practices, the project created a lot of employment for builders, laborers, transporters, etc., which resulted in increased economic benefits for the population of Bandiagara. In addition, the construction of the buildings allowed the masons, laborers and brick builders to learn new techniques. The project thus introduced ideas and skills that are today being built upon to improve the availability of basic housing.

After the rainy season, most of the project homes were the subject of new works, executed by the families to expand their basic housing (addition of extra rooms), or to finish the funds provided (equipping the kitchen, boundary wall, etc.). The evolutionary aspect of the homes, through the integration of lintels in the masonry, allowed the placement of doors in the walls. As such, the beneficiaries could easily add rooms, economizing on wall space and overall space on plots that are often home to many families.

As flood victims, their first instinct would have been to build new houses out of concrete blocks and sheet metal – which would have been smaller. Based on the experience in the improvement of traditional homes (foundations, method of execution of the basement, capillary barriers, quality of bricks, etc.), the local technicians and the families are now convinced about the potential of high-quality earthen construction, suited to their own means.

It is worth noting that this acceptance was especially demonstrated by some people on projects outside this program, who adopted technical details or proposed construction typologies. The technicians have also had some initiatives and started to apply, when they deemed fit, certain construction principles learnt in the course of the reconstruction project. This was notably the case in the construction of the boarding facility for students at the Protestant parish.

In addition, the project was visited by representatives of Delegation of the European Union in Bamako, as well as the Governor of the Mopti region, and His Excellency Mohamed El Moctar, the Minister of Culture. This visit took place on 7 May 2010, with the political and administrative authorities of the District of Bandiagara. This was good publicity to show the authorities the



Fig.6 Adobes ready for the recovery (credits: CRAterre, Thierry Joffroy, 2011)

possibilities offered by the effective use of local materials. As a result of its success, the reconstruction program came to the attention of the national television station's programming editors. A news-reporting team was sent to Bandiagara by the directors of the station; this resulted in a 10-minute program broadcast in a widely-listened-to one-hour slot during the course of March 2011, and several more times in the same year. With regard to the results and benefits, it can be stated that the project fulfilled the expectations of both the partners and the participants. For the beneficiaries, the flood of 2007 is now but a bad memory for them. Thanks to this humanitarian action, communities were able to be housed and, above all, to have a home of their own for their children and their parents. This resettling was undertaken with a view to establishing a procedure for sustainable development, while strengthening the capacities of the building workers and technicians. It also provided a better understanding for the local and national authorities of the solutions offered by local materials (Manifesto, nd). For the local population, this project increased their resilience by decreasing dependence on foreign construction techniques and materials.

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THE MANAGEMENT PLANNING PROCESS, A CONSERVATION AND DEVELOPMENT TOOL FOR KSAR AIT BEN HADDOU, MOROCCO

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Theme 4: Conservation and Development of Human Settlements and Cultural Landscapes
Keywords: Participatory management planning, revitalization of abandoned sites, earthen World Heritage, conservation of architectural values

Abstract

The first management plan for Ait Ben Haddou was produced in 2006, 19 years after the inscription of the Ksar on the World Heritage List. Despite the high number of visitors attracted to this emblematic site, the Ksar had lost its soul and was quickly deteriorating; its function had become purely commercial, and served the business interests of tour operators and souvenir dealers from outside. The anarchic movement of visitors in the ruins reflected the poor management of this prestigious place, which generated no benefits for the local population. The management plan was developed over a period of one year with the active participation of the population, all the government agencies active in the region, and the heritage technicians based in Ouarzazate. This paper describes the various steps of this participatory process that involved 67 people, and brought this World Heritage jewel back into the framework of municipal development strategy. All the activities integrated in the document were suggested by the stakeholders, who slowly formulated the plan through a series of workshops, with the support of CERKAS professionals and a CRAterre expert. The full transparency in the discussions and the wide dissemination of the plan in both French and Arabic languages led to the prompt implementation of many activities, and brought positive changes into the life of the local population (water supply, cleanliness and safety, and street paving, to name a few). Five years after the preparation of the plan, we can assess its impact on private and public initiatives, and list all of the activities, which were made possible because of the better distribution of roles and responsibilities. The site has been revitalized thanks to the increased number of actors who, rather than fight for selfish interests, have a common vision for the place.

1. PRESENTATION OF THE SITE

Like many historic villages in southern Morocco, Ksar Ait Ben Haddou has lost its function as a dwelling place, and was abandoned in favor of a new village built on the other side of the Wadi (1), more comfortable, better served and closer to services. The Ksar has, however, kept its splendor and annually attracts hundreds of thousands of visitors fascinated by the natural beauty of this site perched on the mountain. The site was listed on the World Heritage List since 1987 (UNESCO-WHC, nd). This status has not prevented the continuous deterioration of the structures and the gradual population decline. In 2006, only nine houses were occupied and two-thirds of the village had collapsed. Anarchic movement of visitors within the ruins and the proliferation of souvenir shops reflected the poor management of this prestigious property, which brought no benefits to the local population. The site presented extraordinary strengths that many other sites would dream of having to revitalize the

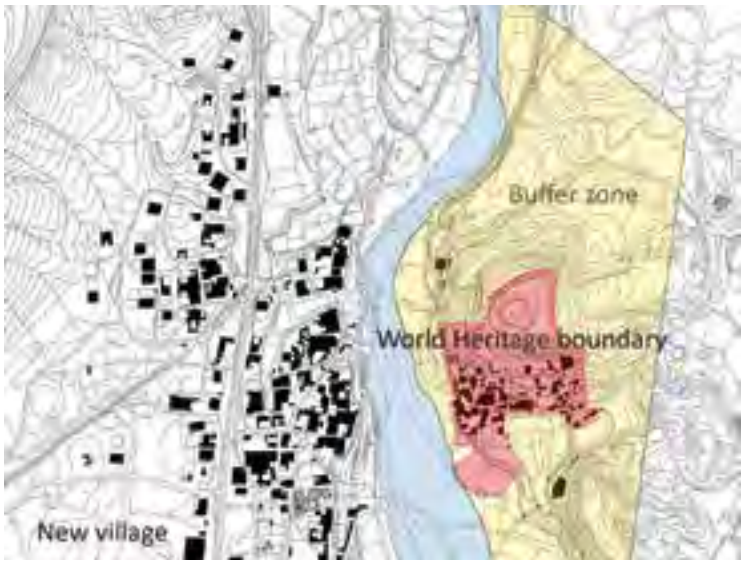


Fig.1 Site Map of the Ksar Ait Ben Haddou (credits: Sébastien Moriset, 2009)



Fig.2 Ait Ben Haddou, Morocco (credits: Sebastien Moriset, 2010)

community and achieve exemplary management:

- Easy access;
- High number of visitors attracted by the international reputation of the site;
- A young population available around the site;
- Extensive documentation produced by successive groups of international and Moroccan experts, scholars and students;
- A thriving film-industry activity (shooting of blockbusters such as Gladiator or Prince of Persia on site);
- Administrative and technical state services within a radius of 30 km.

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2. THE NEED FOR A PARTICIPATORY MANAGEMENT PLAN

To ensure the conservation of the values for which the Ksar was enlisted in 1987, UNESCO called upon the State Party of

Morocco to produce a site-management plan in 2002. The need was especially pressing because a large number of alarming reports about the continued deterioration and implementation of inappropriate projects at the site had been received since its inscription. Each expert sent to the site had made recommendations and proposals to safeguard the property, but none of the proposed ideas could be implemented, since they were not formulated with the active participation of the public and local stakeholders. Some recommendations even contributed to discourage the few local conservation initiatives, by suggesting that massive funding from outside would soon allow a complete restoration of the houses.

Within this context, the site suffered from a lack of transparency in its management, and its future was unclear. The visions were multiple and conflicting, and served the interests of their authors, not those of the community. There were almost as many views as stakeholders related to the site. In all the scenarios, the municipality itself did not include the Ksar in its development initiatives, as it was seen as a source of conflict rather than a mine of wealth to be exploited. It was thus necessary to initiate the formulation of a shared plan, involving all the parties linked to the site, either for cultural, sentimental or professional reasons.

3. THE PLANNING PROCESS

3.1 People involved and methodology

The formulation of the management plan mobilized 67 people representing three main groups of stakeholders:

- Public sector personnel responsible for the development of the municipality and/or conservation of the Ksar (Municipality staff, Ministries’ representatives, various state Departments, Technical Services – in total, 23 institutions were represented);
- People with an interest in the site, represented by residents’ associations, business owners, guides etc, amongst others;

- Heritage experts and external consultants.

Three workshops were needed to develop the structure of the management plan. They lasted a full day each and required several days of preparation. For the first workshop, for example, a comprehensive review of all the available literature on Ait Ben Haddou (over 30 reports and books) was conducted. It lasted three days and resulted in the drafting of a very detailed SWOT analysis, which was then reworked by the stakeholders.

The supervision of the process and the preparation of the final document were handled by the two authors of this article, who also facilitated the stakeholders meetings. The process unfolded throughout 2006 and the document was released at the end of the year in French. It was translated into Arabic and disseminated in 2007.

3.2 Editing and dissemination of group-work results

The documents produced during each workshop were edited and distributed to all stakeholders within a week in order to maintain their enthusiasm and develop a sense of responsibility. The realization that their words were recorded, and were gradually fed into a meaningful document motivated the participants who followed the exercise with passion up to the end.

A special effort was made to produce a short and clear document for easy use. The management plan was synthesized into 60 pages plus ten pages for appendices. These 60 pages contain 81 graphic illustrations including 50 photographs, 11 maps/plans and 12 tables and diagrams.

To clarify the roles of the key actors, six pages of the document are devoted to the responsibilities of each institution and each of the stakeholders’ subgroups. This part was not achieved at the beginning of the year because the responsibilities were often confusing, even for the groups themselves.

3.3 Planning actions

The action plan contained in the document presents a set of precise activities, listed under four objectives:

1. Revitalization of the site
2. Preservation of the architectural values
3. Better distribution of the profits generated by the site
4. Improvement of the visitor experience

The stakeholders suggested these activities themselves, especially during the second and third workshops. Many more activities were actually suggested but only a few were kept. The activities rejected were those for which no party was willing to take responsibility, either because they were too complex or because they were totally unrealistic.

3.4 First results on the ground

The transparent process of preparing the management plan has generated confidence in the regional institutions, especially by the Ministries in Rabat. The widespread dissemination of the management plan in two versions, French and Arabic, has accelerated fundraising for the implementation of many actions between 2007 and 2009. These first projects were achieved thanks to the regular meeting of local Management Committee, who play an active role in implementing and monitoring daily activities:

- Installation of water points (financed by ONEP: National Potable Water Agency);
- Construction of a ticket office (funded by the Ministry of Culture);
- Maintenance and extension of the paved streets (funded by the Ministry of the Interior);
- Restoration of the fortifications and historic walls of the Ksar (funded by the Ministry of Culture). The preliminary studies and design of this project were conducted by CRAterre in collaboration with CERKAS and funded by the World Heritage Fund;
- Completion of the reception office, installation of dustbins and closing up some access routes (funded by the World Heritage Centre);
- Completion of the technical studies for the construction of the bridge and the installation of the sewage system;

| | | Workshops Program | | Results |
|----------------|---|---|---|--|
| 2006 | 1 | <i>Morning</i> - Presentation of the process - Work on the vision | <i>Afternoon</i> - Work on the SWOT - Work on the objectives | - SWOT updated - Common vision drafted - Objectives defined |
| | 2 | <i>Morning</i> - Vision updated - Work on the action plan | <i>Afternoon</i> - Work on the action plan - Presentation of the group work results | - Action plan drafted |
| | 3 | <i>Morning</i> - Action plan finalized - Work on the responsibilities | <i>Afternoon</i> - Work on the financial arrangements | - Action plan finalized - Mechanism for the use of the financial benefits proposed |
| | 4 | On Friday, April 28, 2006, the action plan discussed at the local level was presented in Rabat to the members of the National Management Committee at the Ministry of Culture in the presence of the Director of the UNESCO Office in Rabat | | - Approval of the action plan at the national level |
| 2007 and after | | Regular Management Committee meetings - Convened by the Governor of the Province of Ouarzazate | | - Responsibilities and tasks clearly defined - Regular progress observed on the field |

Table 1. The main steps of the management-planning process (credits: authors)



Fig.3 and Fig.4 One of the groups during workshop 1 and discussions during workshop 3 (credits: Sebastien Moriset, 2006)

• Installation of gabions (2) (funded by the High Commission for Water and Forests).

Beyond the visible positive impact on the site and on the atmosphere of the village, the ongoing work has triggered a determination to safeguard the outstanding universal values of the Ksar, to make them better understood and recognized by all. The success of the first actions also strengthened the role of the management plan, accepted as an efficient tool and essential reference document.

3.5 An ongoing process

The Management Committee, under the chairmanship of the Governor of the Province of Ouarzazate, continues to meet regularly to adjust and decide on activities to be undertaken within the framework of the management plan. At each meeting, CERKAS officials present a report on the state of conservation, project progress and problems observed. In the field, a monitoring committee, which includes the police, tours the site twice a month, to ensure that building regulations are not violated, thus controlling the evolution of the site. Among the projects recently completed or in progress, it may be noted that:

- Funding for the sanitation project managed by the National Water Agency comes from the Belgian government;
- The Provincial Delegation of Health conducted the training of two young residents to ensure the provision of first aid at the site. The first-aid room has already been prepared inside the Ksar, with support from both the Ministry of Culture and the World Heritage Centre;
- The restoration of walls, floors and roofs within the Ksar was funded by the Ministry of Culture;
- The construction of the bridge, the symbolic connection of the Ksar and the new village, has marked a decisive step in the integration of the heritage site into the overall Municipal development policy.

3.6 Residents’ role in the implementation of actions

In addition to the previously described actions, managed to a large extent by CERKAS, substantial results have been achieved by private owners who have regained confidence in



Fig.5 Tourists climbing (credits: Sebastien Moriset, 2004)

the site. The most remarkable one is the complete restoration of a private house inside the Ksar. This home, which was ruined, now includes guest rooms and a weaving workshop for women. Today, about 20 people are working there. In parallel, an association named Anarouz was created by the weavers of the Ksar. This private action initiated by women has proven the relevance to reinvest in the old village, and showed that it was even possible to create sustainable jobs.

To support the restoration and revitalization efforts by the population, CERKAS will establish a branch office in Ait Ben Haddou to provide technical advice. The technical expertise offered by CERKAS will be accompanied by material aid in the form of equipment loans. CERKAS has a large stock of equipment (scaffolds, rammed-earth formworks, adobe molds, scales, wheelbarrows, hoses, buckets, shovels, picks, sledge hammers, levels) purchased with funding from UNESCO to be lent to the population to facilitate repairs.

3.7 Establishment of a mechanism for collecting and redistributing income

Following the recommendations of the management plan and numerous management meetings, the idea of opening a special account for the conservation of the Ksar Ait Ben Haddou was established. This account should help improve the collection and redistribution of income from the site. This Municipal Council adopted this idea at a special meeting on October 29, 2008. The main income into the account will come from entry fees, and taxes paid by film producers and other tourism and commercial activities taking place in Ait Ben Haddou. This special account is entirely devoted to the conservation, rehabilitation of the Ksar, as well as to the creation of other income-generating activities proposed by the residents themselves in consultation with the local Management Committee.



Fig.6 New pathways bringing visitors to the top of the hill (credits: Sebastien Moriset, 2004)

3.8 Local, national and international dissemination of the management plan

The management plan, which exists in French and Arabic (Moriset, and Boussalh, 2007) was distributed to all local and national institutions involved in the preservation of the Ksar and members of the local Management Committee. It was also sent to the National Management Committee in Rabat and to the World Heritage Centre. At its meeting in 2009, the UNESCO World Heritage Committee noted the progress made regarding implementation of the management plan.

4. LESSONS LEARNT

Working in groups took a lot of organization and preparation, but has brought real benefits in terms of management:

- Stakeholders are now more aware of their roles and work together;

Notes

- (1) A wadi is a dry ephemeral riverbed that only contains water during heavy rainfalls.
(2) Gabions are cages filled with rocks laid along the wadi banks for erosion control.

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