

IIPT 3rd Global Summit

Rural Sustainable Tourism in the
Private Sector and its Impact on
Capacity Building

Making a Difference, Action not
Words, Heart and Head

Chris McHugo – Discover Ltd

www.kasbahdutoubkal.com

chris@discover.ltd.uk

4th October 2005, Pattaya, Thailand

A case study on the restoration of
La Kasbah du Toubkal, Imlil
Nr Marrakech
1989-2005
and its impact on the area

Imlil,
Near Marrakech
60 km or a thousand years

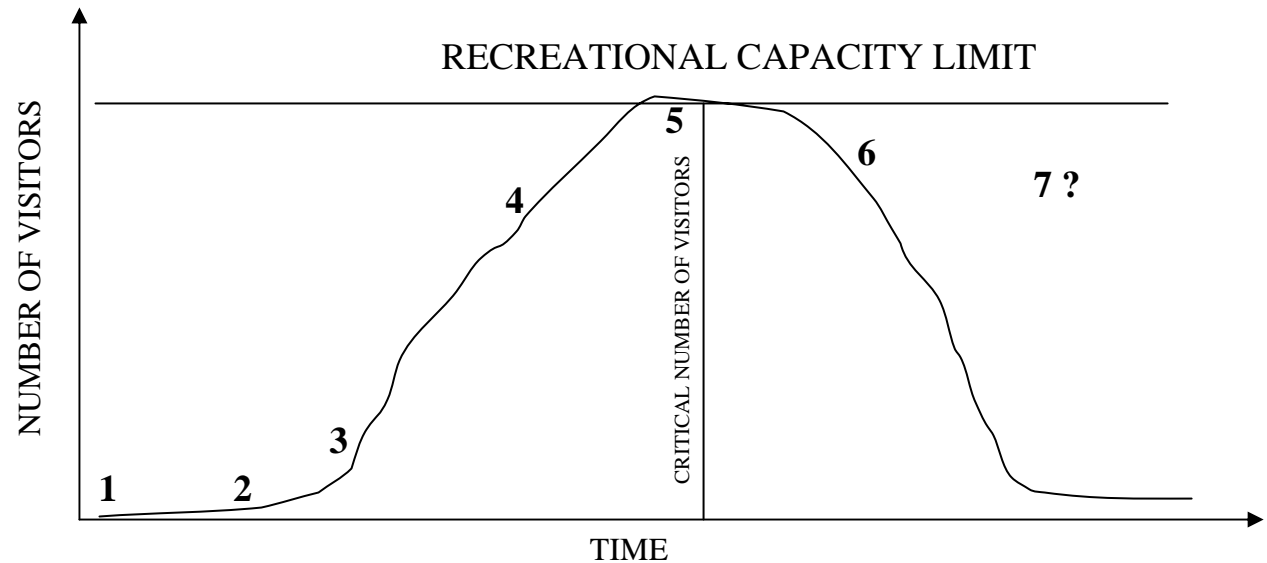
MAROC UTILE

MAROC INUTILE

Stages of Destination Development

STAGES OF DEVELOPMENT

- 1 – Exploration
- 2 – Involvement
- 3 – Development
- 4 – Consolidation
- 5 – Stagnation
- 6 – Decline
- 7 – Rejuvenation



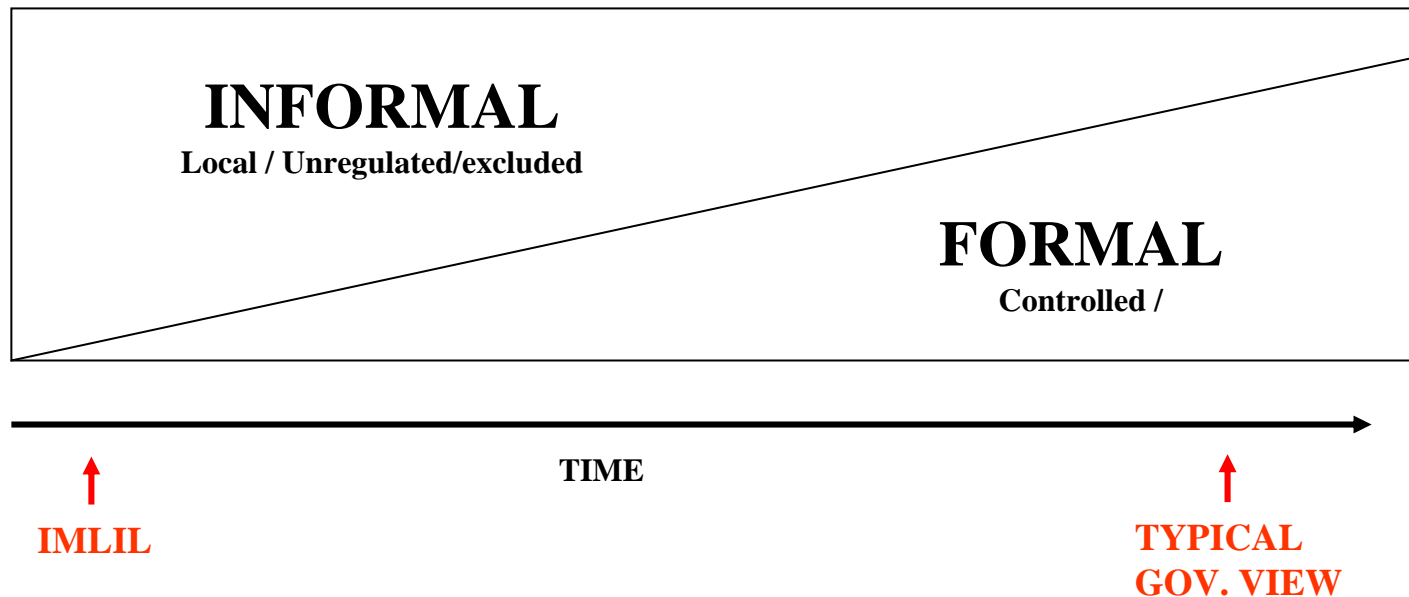
MEETING OR EXCEEDING VISITOR EXPECTATIONS IS CRITICAL
AS VOLUME INCREASES THE EXPERIENCE GETS DILUTED

How do you know its unsustainable ?

- Poor visitor experience
- Overcrowded infrastructure ie car parks , traffic jams
- Lack of facilities
- Lack of local involvement / benefits

Rural Tourism cannot be
mass market tourism

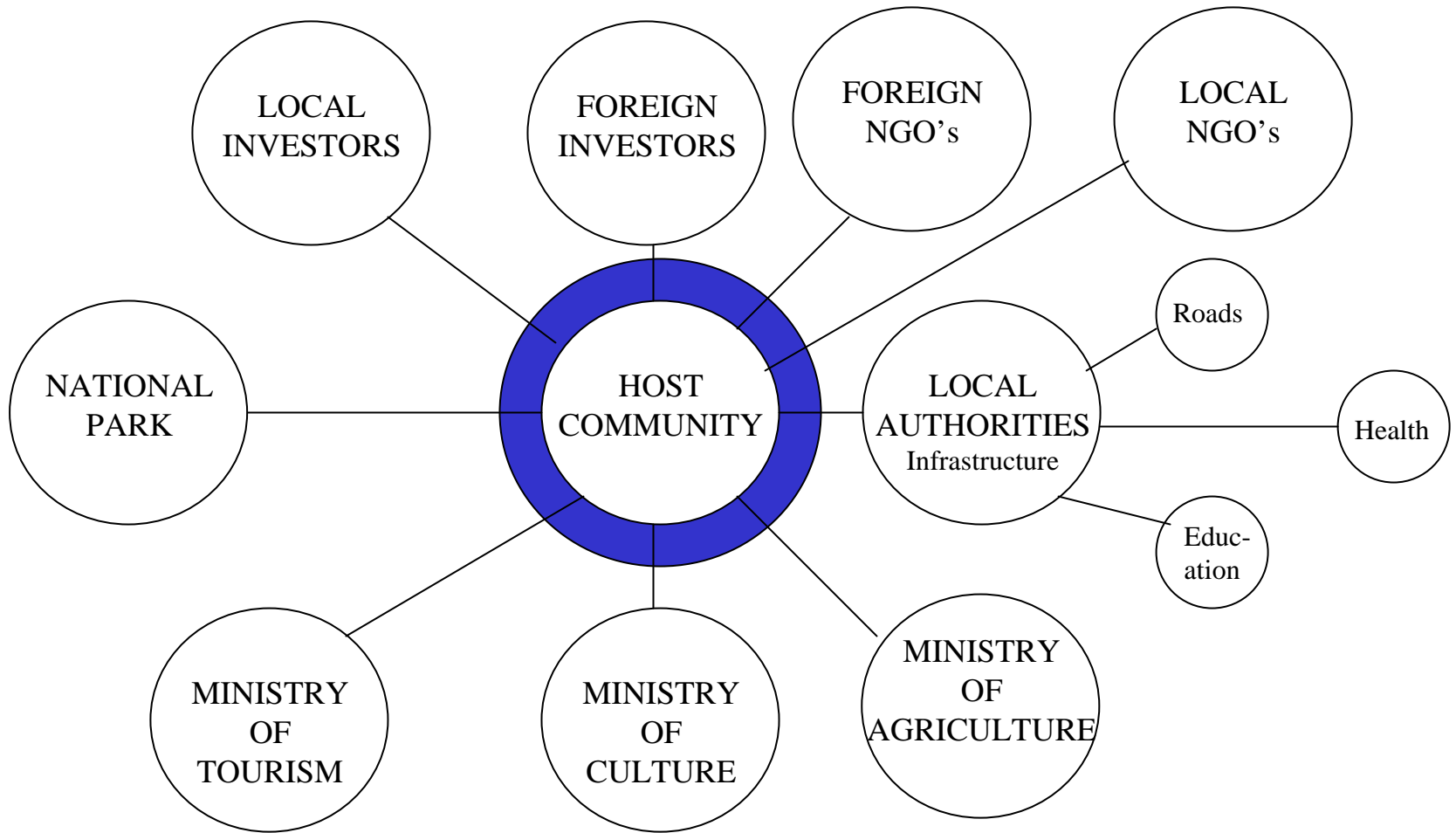
The Tourism Sectors and Sustainability



The informal section is very important to sustainability and local access to tourism gain. **Kasbah cannot officially Hire mules directly. As Berber is not written we cannot obtain receipts, and cannot book them. We are forced into the complexity of the local Black economy.**

The Players in Morocco

400 NGO's in the Toubkal NP



COMMUNITY VALUES

High Atlas Tourism Code – Adopted 1999

- We are guests of the host community
- They give us something we must return something
- Respect local values and knowledge
- Leave only foot prints take only memories

Traditional Berber Village



Le Village d'Imlil 1500 - 2003



Le Village d'Imlil 1500 - 2003



L' Ancienne Kasbah

1930 - 1956

Ancienne
Kasbah
1930-56



Initial Vision

‘Discover Ltd. has plans to develop a small hotel designed and built on sustainable principles, which will compliment the site and be of benefit to visitors and the local inhabitants’

Ancienne Kasbah du Toubkal 1978



Ancienne Kasbah du Toubkal 1989

Jbel Toubkal
Adrar n dra



Ancienne Kasbah du Toubkal 1989



Ancienne Kasbah du Toubkal 1989



Ancienne Kasbah du Toubkal 1989



Discover's Response

- Demand pull not supply push
- Organic - word of mouth growth
- Low financial gearing
- Long term project - direction not time
- Consultative with local veto

Key Aspects

- Local involvement
- Local techniques
- Local transport
- Local skills and crafts
- Vernacular and scale

What are the planning time frames?

- 3 - 5 years
- 10 years
- 100 years

MULTIPLE 5 YEAR PLANS OR NO PLANS AND LET IT GROW

La Kasbah du Toubkal 1995



La Kasbah du Toubkal 1995



La Kasbah du Toubkal 1995 Phase 1



La Kasbah du Toubkal 1995



La Kasbah du Toubkal 1995



La Kasbah du Toubkal 1995



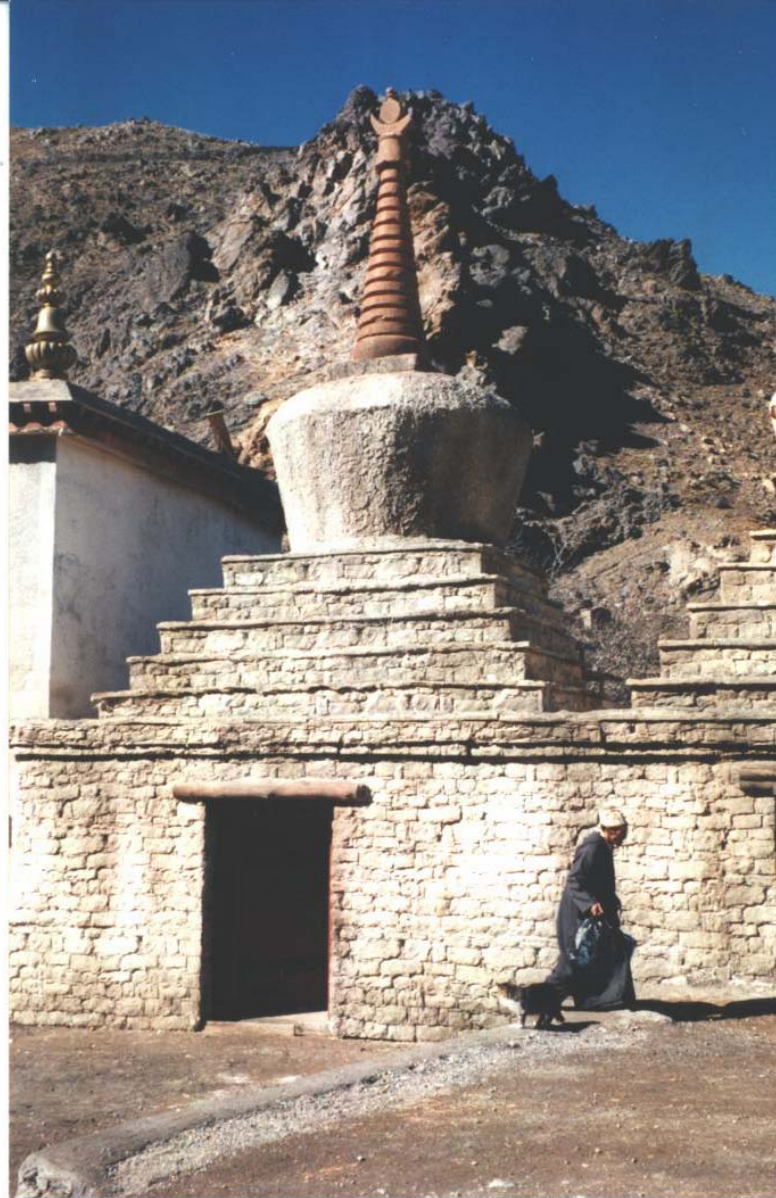
La Kasbah du Toubkal 1995



La Kasbah du Toubkal 1995



Tibet a La Kasbah du Toubkal 1997



La Kasbah du Toubkal 2000



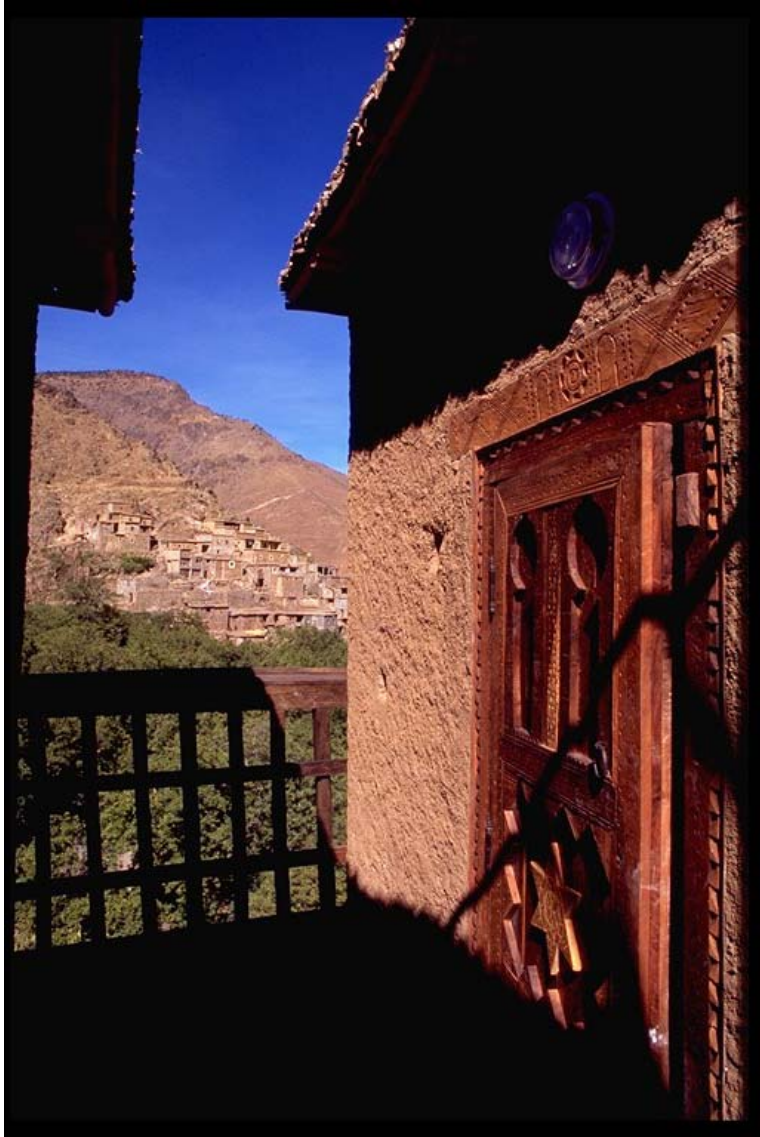
La Kasbah du Toubkal 2000



La Kasbah du Toubkal 2000



La Kasbah du Toubkal 2000



La Kasbah du Toubkal 2000



“with the finest roof top views in North Africa ... this is the country’s first and foremost mountain retreat”
Conde Nast Traveller April 2002

La Kasbah du Toubkal 2001



La Kasbah du Toubkal 2000



La Kasbah du Toubkal 2002



La Kasbah du Toubkal 2002



La Kasbah du Toubkal 2002



La Kasbah du Toubkal 2002















La Kasbah du Toubkal 2004



Imlil la nuit 2003



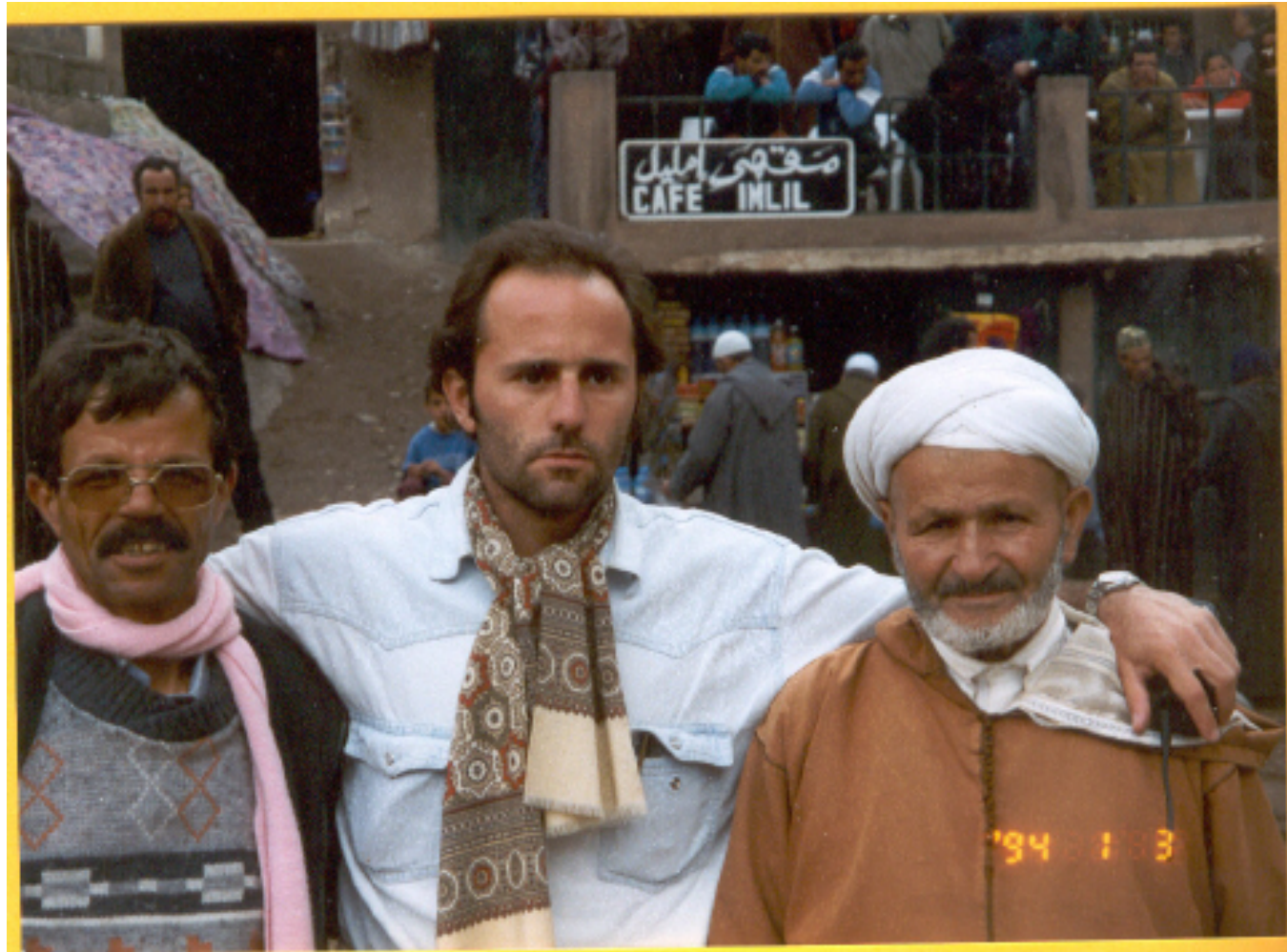
Issue : fait attention aux pollution de la lumiere

British Airways Tourism for Tomorrow Award 2002



The Community













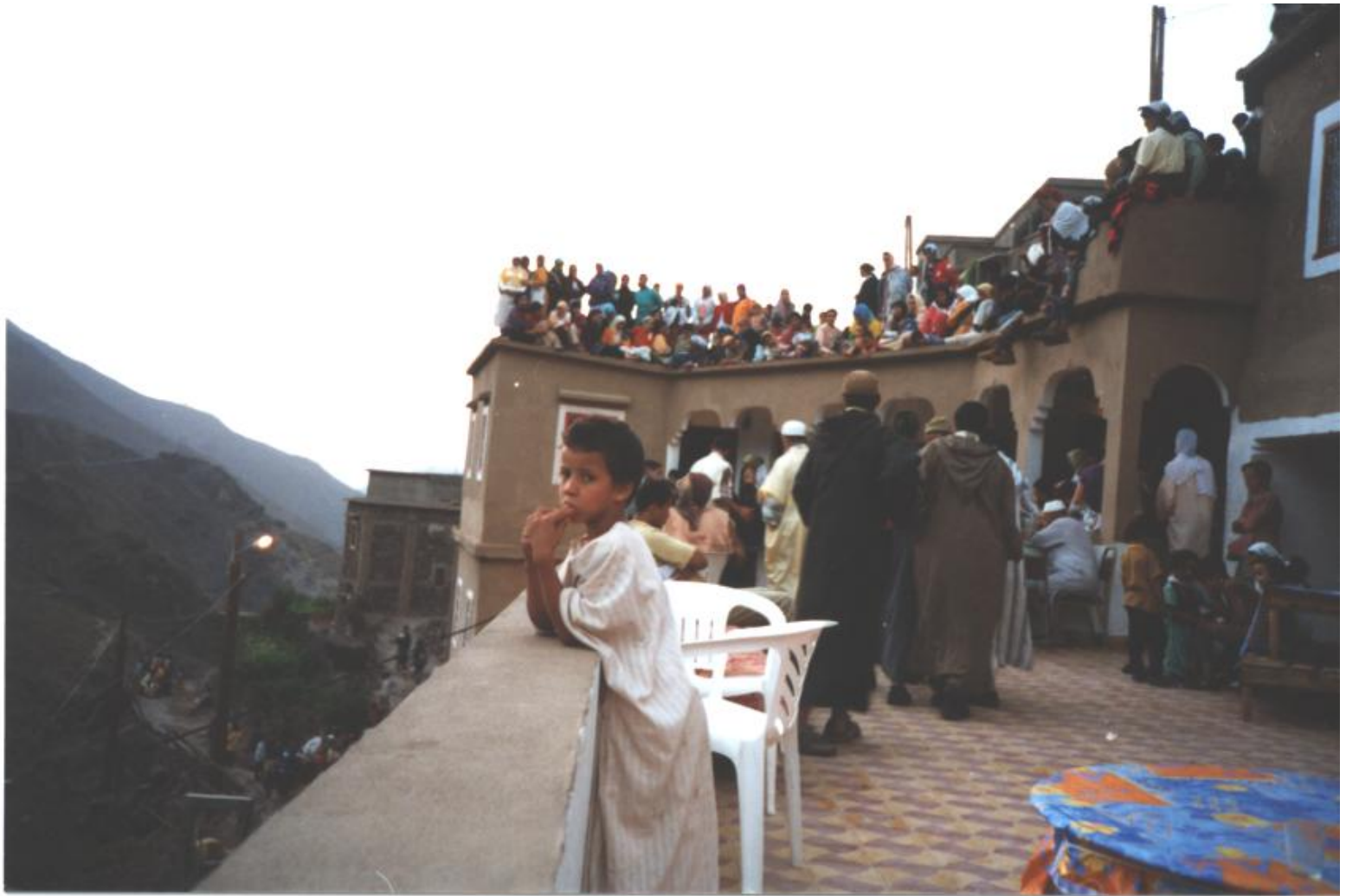


















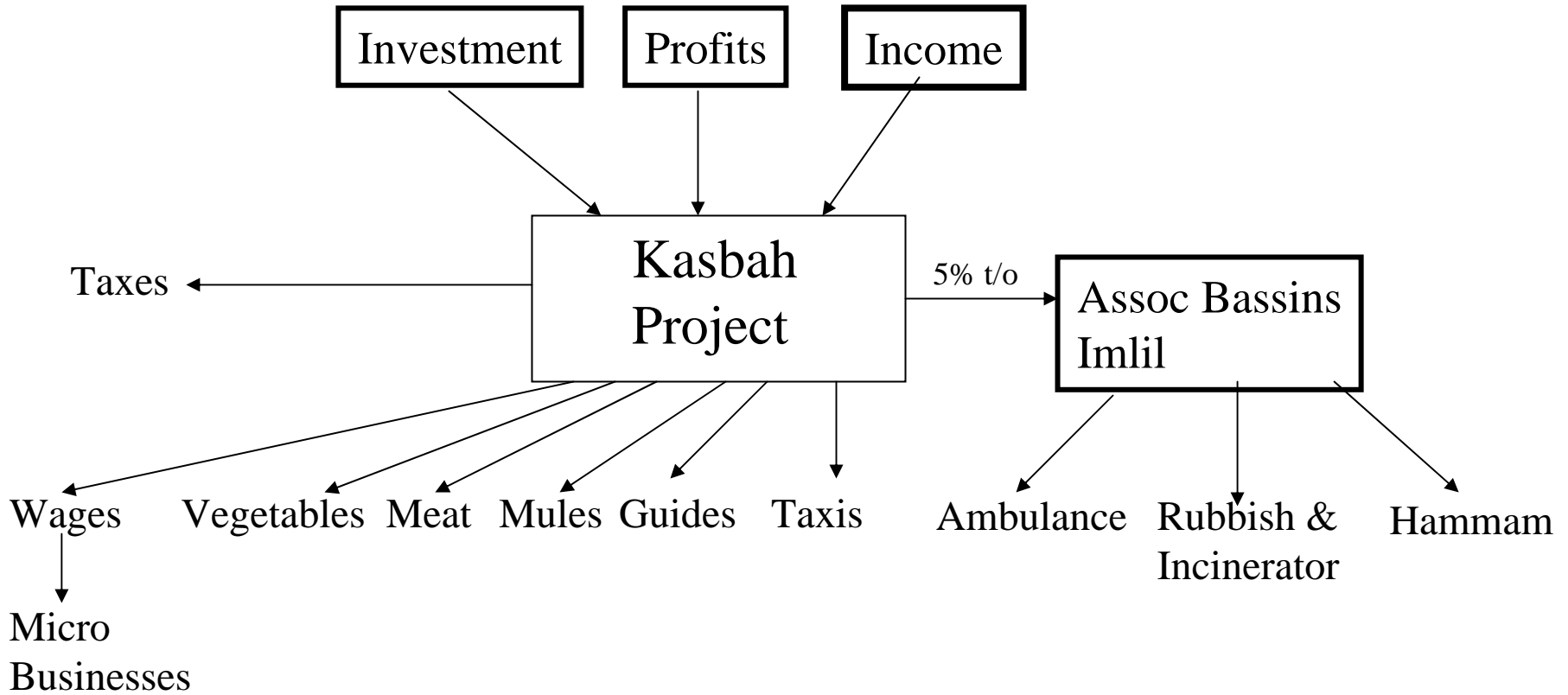








CAPACITY BUILDING



CRITICAL SUCCESS FACTORS

- A long time frame with small steps
- Trusted skilled local partner
- Wide involvement of local community
- Management commitment
- A viable plan
- A learning organisation
- The luck of the Irish

Bottom Line

- PLANNING
- PRAGMATISM
- PERSERVERENCE
- PATIENCE
- LOVE

Initial Vision

‘Discover Ltd. has plans to develop a small hotel designed and built on sustainable principles, which will compliment the site and be of benefit to visitors and the local inhabitants’

Big thanks to

- God, our parents and friends
- Haj Maurice and the residents of Imlil
- Office National Tourisme Maroc in London
- British Embassy in Rabat
- All the Press coverage
- All our clients and visitors
- John Bothamley our English architect

La Kasbah du Toubkal 2004



IF TIME ALLOWS

PROJECT IMPLEMENTATION

- 1989-1992 Vendor negotiations
- 1991 - 1996 Change of land use
- 1995 - Phase 1 build - restored kasbah -salons
- 1995- 2002 Best practices
- 1996 - Tibet in Morocco - Scorsese's KUNDUN
- 1999 - Twin Towers built (2 en suite rooms)
- 2000 - Conference room created (audio-visual)
- 2001 - 6 more ensuite rooms built
- 2001 - Improvements to Hammam
- 2002 – Maison du Jardin 3 rooms

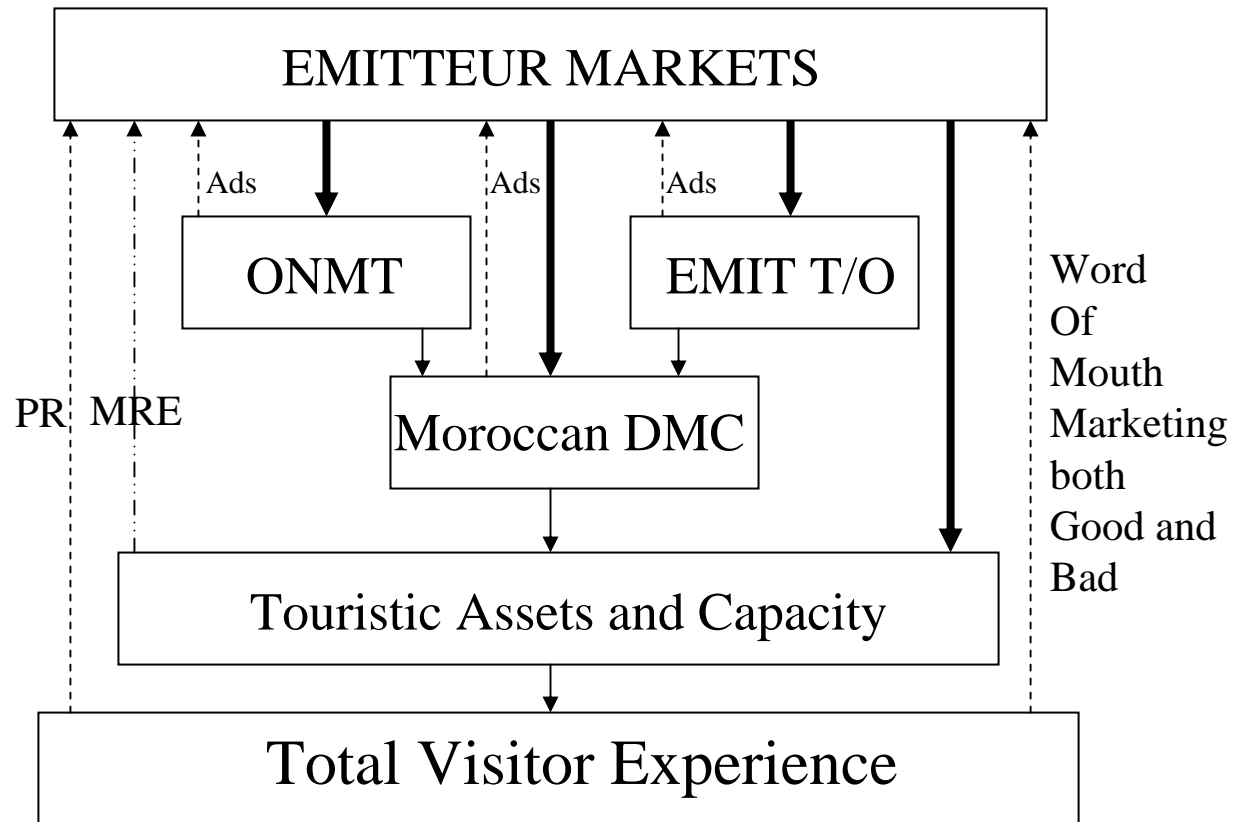
BENEFITS FOR THE TOURISTS

- Improved access to a stunning unspoilt area
- Opportunities to meet the locals and experience traditional hospitality and values
- Opportunity for rest and relaxation
- Reason for non trekkers to visit area
- Meaningful day visits from Marrakech into the mountains
- A genuine change in behavior and outlook from visitors

Benefits for the Community

- Build employment, local labour,
- Much food bought or grown locally
- Funding and creation of rubbish service
- Increase visitor numbers
- School out reach projects
- Creation of 4x4 Ambulance service
- Visibility with the local administration
- Varying number of jobs created
- A development that the community is proud off
- A level of external interest but delivered with respect
- Encourage preservation of local traditions – hand washing, greeting, music, dress, no bar

Market Structure and Overview



Emitteur includes both nationals and MRE's

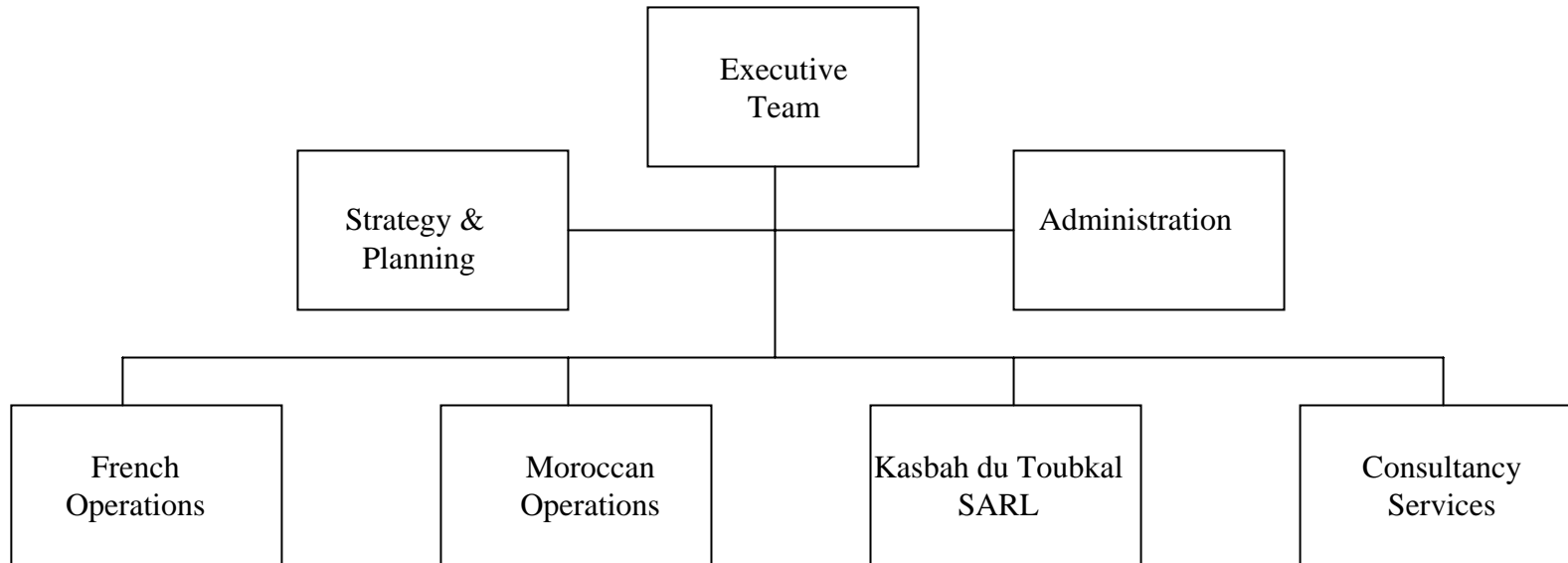
Kasbah du Toubkal Offerings

- Across the board accommodation offerings dormitory, family rooms, en-suite bedrooms, suites, 3 bed roomed apartment
- Exclusive rentals
- Genuine Berber cuisine and hospitality
- Inclusive day excursions from Marrakech (limited capacity)
- Country Picnics (50 – 300 pax)
- Ascents of Toubkal and trekking services

Services available from Kasbah du Toubkal SA

- Educational Services
- Adventure Services
- Project Strategies
- Project Logistics
- Consultancy and review of Moroccan projects
- Management Facilitation
- Film support
- Special events organisation
- Community services and planning
- Educational tours at all levels throughout country
- Corporate off-sites / house arrest

Discover Ltd



END

Discover Morocco Objectives

- To be a showcase / flagship development for sustainable tourism in a fragile mountain environment
- To be a viable business involved in the development of Moroccan economy and its growth
- To contribute to the enhancement, viability and vitality of the life of the local community (biosphere concept linked with Gross National Happiness)
- To be the Centre of Excellence for academic work on the High Atlas Berbers and in Morocco
- To be capable of being an exclusive mountain sanctuary providing exceptional privacy
- To continue to generate a change of attitude / thinking in our guests through exposure to something different
- To be able to modify our corporate behaviour by receiving feedback from the local community
- To reward stakeholders and create a product that they are proud of

Brief History of Haut Atlas and Kasbah du Toubkal

(Approx)

- 6000bc –Petroglyphs
- ???-Ait Mizane valley inhabited
- 1500? – Sidi Chamarouch
- 1890 – Premier catastrophe
- 1932 – Imlil refuge built
- 1935 – Caid Souktani house
- 1954 - Maurice born in Imlil
- 1954 - Mike born in London
- 1956 - House abandoned
- 1978 – Mike meets Maurice
- 1989 – Idea of restoring Kasbah
- 1990-1 Negotiations with vendor
- 1989-96 Negotiations with authorities
- 1991- Gulf War
- 1995 – Initial restoration
- 1995 – John Bothamley first visit
- 1995 – Deuxieme catastrophe
- 1995 – Official opening
- 1996 – paperwork complete
- 1996 – Tibet in Imlil
- 1996 – Imlil Village Assoc.
- 1996 – Rubbish clearance
- 1998 – Green Globe award
- 1998 – Electricity arrives
- 1998 - Tourist code published
- 1999 – Twin towers organic growth
- 1999 – Telephones in Imlil
- 2000 – Conference Room
- 2001 - 6 more bedrooms
- 2002 - PNT conference
- 2002 – 3 bedroomed villa added

The Key Issues

- The Preservation of the berber heritage
- The Development for the future
- The importance of the people as much as the environment
- Objective is not to deny the future but use our best efforts to avoid the pitfalls : loss of own pride development of tourist mono culture depopulation and a lack of sustainability
- How does Imlil and region develop? Imlil is a place not a product

How have the berbers survived ?

The hamlets usually are grouped in sets of four or six, divided by shared pastures or farm gardens. Together the hamlets form a village. Three or four such villages, sharing a valley or mountain side, generally contain all the members who identify themselves as belonging to a particular tribe.

This larger entity - the tribe - is easily activated in time of war. But the smaller units protected Berber autonomy in times of defeat. Having fought as a unit, the Berbers can quickly melt back into their hamlets, leaving no evident central authority to cede power. The would-be conqueror must scramble to exert control over each tiny hamlet, one by one.

It was this structure that exhausted the French, both in Algeria and Morocco.