

Stakeholders Analysis for the coastal zone of the Province of Nador



Projet SMAP III Plan d'Action pour la Côte de Nador



La présente publication a été élaborée avec l'aide de l'Union européenne. Le contenu de la publication relève de la seule responsabilité de l'équipe du projet CAP NADOR et ne peut en aucun cas être considéré comme reflétant l'opinion de l'Union européenne.

Stakeholders Analysis for the coastal zone of the Province of Nador

May 2007

For bibliographical reference, use:

NAJI, H. LISSAR, A. FERNÁNDEZ, P. KHATTABI, A. NAJI, O. LUCIUS, I. *Stakeholders Analysis for the coastal zone of the Province of Nador*. CAP Nador Project. Nador. May 2007.

LIST OF CONTENTS

| | |
|---|-----------|
| 1. Introduction: Stakeholder analysis importance for an ICZM plan..... | 1 |
| 2. Methodological approach in CAP NADOR | 1 |
| 2.1. Identification of management units | 1 |
| 2.2. Identification and description of stakeholders..... | 2 |
| 2.3. Importance and influence of stakeholders | 3 |
| 2.4. Preliminary Participation Strategy..... | 3 |
| 3. CAP NADOR stakeholders: description and assessment..... | 3 |
| 4. Results of the stakeholder analysis CAP NADOR | 49 |
| 4.1. Preliminary participation and information strategy | 52 |
| 5. Research assumptions | 57 |
| 6. Conclusions | 57 |

LIST OF TABLES

| | |
|---|----|
| Table 1: Acronyms and names of the four management units | 2 |
| Table 2. Categories to analyse stakeholders' interests | 3 |
| Table 3. Stakeholders for the CZPN | 4 |
| Table 4. Matrix importance/influence for the stakeholders of the CZPN | 25 |
| Table 5. Specific stakeholders for the LN | 26 |
| Table 6. Matrix influence/importance for the stakeholders around the LN | 35 |
| Table 7. Specific stakeholders in BOU..... | 36 |
| Table 8. Matrix influence/importance for the stakeholders in BOU..... | 40 |
| Table 9. Specific stakeholders in CTF | 41 |
| Table 10. Matrix influence/importance for the stakeholders in CTF..... | 47 |

1. Introduction: Stakeholder analysis importance for an ICZM plan

This stakeholder analysis identifies major needs, interests and concerns of all the actors/agents who have an interest in the coastal zone of the province of Nador, either as individuals or representatives of a group. This includes people who influence a decision, or *can* influence it, as well as those affected by it. The analysis is needed in order to involve them into the project (important to keep in mind that one of the cornerstones of ICZM is the participatory approach) and to facilitate the gathering/clarification of information on different topics and from different sources. Other objectives are:

- identifying potential or actual conflicting interests in order to better focus information and mitigation activities,
- finding out about capacity building needs,
- tailoring particular campaigns to particular stakeholders, and
- lobbying needs in order to implement the Action Plan.

Therefore, this analysis can lead to a participation strategy that would guide the whole process of the project.

2. Methodological approach in CAP NADOR

The project team decided to use the methodology of Reitbergen-McCracken and Narayan¹, which is not too complex but provides sufficient information, and it is presented in easily-to-read tables.

2.1. Identification of management units

The process started with the identification of management units. Management units can be defined on an ecosystem basis (the area of direct influence on or directly influenced by the ecosystem which has to be managed as a whole) or on a political basis (administrative units). The first is more desirable from an ICZM approach point of view but more complex to work on and to drive us to practical results. Taking into account that the project contains three localized pilot sites, it was agreed to define the management units according to them, plus a generic management unit, which refers to the whole coastal zone of the province of Nador. This is resulting in four management units:

¹ Some modifications were included, specifically, the stakeholder profile and other assessment categories.

Table 1: Acronyms and names of the four management units

| Acronym of the management unit | Name of the management unit |
|--------------------------------|--|
| CZPN | Coastal Zone of the Province of Nador |
| LN | Section Kariat Arekmane-Farckana, mentioned here as Lagoon of Nador |
| BOU | Rural Commune of Boudinar |
| CTF | Cape of Trois Fourches (the extension of the Rural Commune of Beni Chiker is considered) |

2.2. Identification and description of stakeholders

Once the management units were identified, the stakeholder identification begins for each management unit².

First, main stakeholders groups were identified for all the management units as it follows:

- Central government
- Representatives of the government at provincial level
- Municipalities
- Urban communes
- Rural communes
- IGOs (Intergovernmental organisations) – donors
- International NGOs
- Environmental, developmental and social NGOs
- Professional associations and services
- Private or individual coastal resources users
- Media
- Universities and research centres
- Others

For each of these groups, the stakeholders were identified including their profile and activities. Once this was done, the interests of the stakeholders in the ICZM Plan of Action were analysed, and vice versa, how the ICZM Plan would affect the different stakeholders. This part is more dynamic and will probably change according to new insights gained during the project period, as well as to the revised assessment of those interests. Four categories are considered to analyse the effect of the interest on CAP NADOR:

² Note that stakeholders that cover the management unit CZN will not appear at the other management units unless there are specifications for them

Table 2. Categories to analyse stakeholders' interests

| | | |
|-----|-----------------|--|
| + | Positive effect | the interest has a positive effect on CAP NADOR but is not specifically related to our goals |
| - | Negative effect | the interest has a negative impact and against goals of CAP NADOR |
| Syn | Synergy | the interests of the stakeholder and CAP Nador are mutually supportive |
| Opp | Opportunity | there is a potential for developing synergies |

Aspects, which are not possible to include in the table at that moment but are relevant, for example relations between different stakeholders, were noted below the tables as “Further considerations about stakeholders”.

2.3. Importance and influence of stakeholders

The following step was to score from 1 to 5 the importance (degree to which stakeholders are affected) and influence (power of the stakeholder to influence success/failure) of the stakeholders for CAP NADOR. This “ranking” is presented in matrix form, which aims at showing who are the critical players to take into consideration for different aspects and stages of the project. In these matrixes, stakeholders placed in red and orange cells have been identified as crucial stakeholders for the project.

2.4. Preliminary Participation Strategy

The final product is the Preliminary Participation Strategy. It is as concrete as possible at this stage and defines which stakeholders, why, how and when are going to be involved (and to what extend).

3. CAP NADOR stakeholders: description and assessment

The results of the stakeholder analysis are presented in the following pages in the form of tables according to the four management units. Please note that there are some annotations marked by superscript numbers which explanations are at the end of this chapter.

Table 3. Stakeholders for the CZPN

| Main groups | Stakeholders Groups | Profile | Interests | Effect | Importance | Influence |
|--------------------|--|--|---|--------|------------|-----------|
| Central government | Département de l'Environnement, Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement Secrétariat d'Etat à l'Eau (MATEE) Direction de l'Aménagement du Territoire (MATEE) | <ul style="list-style-type: none"> Supervising the engagements at international conventions Preparation of legislation Establishing regulations for sustainable development and monitoring them Design and implementation of the governmental policies in the environmental domain Coordination of juridical tools for environmental protection Management of marine resources situated between continental and marine waters Preparation of schemes for development and spatial planning | To pass a new law on ICZM | Syn | 5 | 5 |
| | | | To improve environmental parameters for the coastal zone | Occ | | |
| | | | To pass effective tools for coastal protection | Syn | | |
| | | | To increase its influence (e.g. chairing the Steering Committee) at the national and provincial level | Syn | | |
| | | | To adopt/support the implementation of the ICZM Plan of Action | Occ | | |
| | Cellule du Littoral (MATEE) | <ul style="list-style-type: none"> Aims to coordinate coastal conservation and management activities, in particular the development of a national ICZM strategy Unit within the Département de l'Environnement in 2003 Other ministerial departments concerned with the coast take part Organisation of a "Coastal day" in March 2005 It has regular meetings and publishes a magazine Cooperation with the French Conservatoire du Littoral | To contribute to the development of the new draft law on ICZM | Syn | 5 | 5 |
| | | | To become an institutional body | Syn | | |
| | | | To promote the adoption of the Action Plan CAP Nador by the concerned institutions | Occ | | |
| | | | Capacity building | Syn | | |

| | | | | | |
|--|--|--|-----|---|---|
| Département des Pêches Maritimes (Ministère de l'Agriculture, du Développement durable et des Pêches Maritimes – MADREP) | To take care of the rational exploitation and protection of the marine resources | To favour traditional and sustainable fisheries | Syn | 5 | 4 |
| | | Construction of a centre for maritime professional capacity ¹ | Occ | | |
| Ministère de l'Équipement et du Transport | <ul style="list-style-type: none"> • Aims to guarantee safe navigation of trade ships • Management of the public domain and ports • Prevention of marine-source pollution | Delimitation of the maritime public domain along the littoral | + | 5 | 5 |
| | | Construction of the coastal road | - | | |
| | | To control maritime and terrestrial transport at the pilot area | Syn | | |
| Ministère Délégué auprès du Premier Ministre chargé de l'Habitat et de l'Urbanisme | <ul style="list-style-type: none"> • Preparation of urban planning documents (SDAU, spatial plans) • Preparation of SDAULT | To prepare the SDAULMO (Schéma Directeur d'Aménagement Urbain du Littoral Méditerranéen Oriental) and other documents for urban planning | + | 5 | 4 |
| Ministère des Affaires Étrangères et de la Coopération | <ul style="list-style-type: none"> • Participation in preparation and monitoring of international conventions related to the sea • International cooperation regarding the marine resources exploitation | To guarantee the implementation of the agreements and protocols of the Barcelona Convention | Syn | 3 | 3 |
| | | To increase the efficiency of the donors activities by improving coordination | Opp | | |
| Direction des Études et des Prévisions Financières (DEPF) du Ministère des Finances et de la Privatisation | Report on considerable aquaculture oportunities in Morocco | | | 1 | 1 |

| | | | | | |
|---|--|--|----------------------|---|---|
| Ministère du Tourisme, de l'Artisanat et de l'Economie Sociale | <ul style="list-style-type: none"> • Participation in the preparation of management tools • Follow-up the development of the areas with tourist interest • Planning and infrastructure development of tourist sites • Identification of places where tourist projects could be developed | To develop the coastal zone of Nador which has tourist interest, especially the areas that have been identified for this purpose | Occ / - ² | 5 | 4 |
| | | Long-term conservation and improvement of coastal landscape values for tourism purposes | Syn | | |
| | | Exclusion of some tourist projects which could have negative impacts on the SIBEs | Syn | | |
| Ministère du Commerce, de l'Industrie et de Mise à niveau de l'Economie | <ul style="list-style-type: none"> • Guarantees the establishment of industries and commerce • Inciting the industries to respect the regulations on emissions and waste | To promote economic and legislative tools to reduce or limit pollution as a result of industrial activity | Occ | 4 | 3 |
| | | Programming activity zones such as the free zone of Nador and the industrial park of Selouane | Opp / - | | |
| Ministère de l'Intérieur | <ul style="list-style-type: none"> • Production of the Director Schemes for Sanitation • Control of solid waste and sewage management through local administrations and production of plans and guidelines for this management • Guarantees the competences of the local administrations | Participation in the production and implementation of spatial plans through the local administrations | Syn | 5 | 4 |
| | | To guarantee the safety on beaches through the territorial administration and the firemen | Syn | | |
| Ministère de la Culture | Identification and classification of sites of historical interest | | | 2 | 2 |
| Haut Comisariat aux Eaux et Forêts | <ul style="list-style-type: none"> • Associated partner to the project • Delimitation of maritime zones and SIBEs • Fighting against desertification • Designates the national parks • Preparation of strategies for fauna and flora protection | | Syn | 5 | 5 |

| | | | | | | |
|---|--|---|--|--|---|---|
| | Agence pour la Promotion et le Développement Economique et Social des préfectures et Provinces du Nord du Royaume (APDN) | <ul style="list-style-type: none"> Public institution under the guardianship of the Prime Minister, playing a role as interministerial coordinator and interinstitutional moderator Promotion of the opening up and aid for a better economic integration of the provinces of the Oriental Region into the Mediterranean economic network Participation in the funding of several studies e.g. the study of the industrial pole of the Oriental region which includes the two free zones of Beni Ensar and the industrial park of Selouane | Construction of the access to the port of Beni Ensar with the by-path of the city of Nador (2005-2008) | - ³ | 4 | 3 |
| | | | Rehabilitation program of 14 unhealthy neighbourhoods (works on roads and accesses) | + | | |
| | | | | It will fund the study of the Regional Master Plan for solid waste in the province of Nador and the study for the one for the provincial waste disposal facility | | |
| | | | Study of the tourist valorisation of the coast of Nador | Syn / - ² | | |
| | | | It will contribute to the project of construction of a maritime training centre ¹ in Nador (400 beneficiaries per year) | Syn | | |
| | Agence de Développement Social (ADS) | <ul style="list-style-type: none"> Organization and funding of social development projects in partnership with local associations Sensitization and training of associations | | | 3 | 2 |
| | Wilaya de la région de l'oriental | Planning and funding of development projects. It chairs the regional commission which approves the funding of projects for the coastal zone | Approval of temporary occupation permissions for the public maritime and forestry domains | Occ | 4 | 4 |
| Representatives of the government at provincial level | Assemblée Provinciale de Nador | <ul style="list-style-type: none"> It represents the local administrations at the provincial level It coordinates the activities and interventions of the local administrations at the provincial level | To support the empowerment of the ICZM Plan of Action by leading its implementation | Occ | 5 | 4 |
| | | | Economical support to the local associations | Occ | | |
| | | | Participation at the preparation of the document about urban planning and solid waste and sewage management | Occ | | |
| | | | Execution of the provincial budget | | | |

| | | | | | |
|---|---|---|----------------------|---|---|
| Province of Nador (Governator) | <ul style="list-style-type: none"> • It represents the central government at the provincial level • Administrative coordination of the activities related to the province | To support the empowerment of the ICZM Plan of Action by leading its implementation | Occ | 5 | 5 |
| | | To plan development projects in certain rural communes | Occ / - | | |
| | | Economic support to associations | Occ | | |
| | | Approval of development plan and budgets for the rural communes | Occ | | |
| Délégation Provinciale du Tourisme de Nador (Département de Tourisme) | <ul style="list-style-type: none"> • To follow the arrangement of zones with tourist potential • To plan and equip tourist sites: <ol style="list-style-type: none"> a. Study of delimitation of tourist management units, launched in 2000 to constitute an informatics and cartographic data base. This study delimits 6 zones (El Kalat, Sidi lahcen, Mar Chica Boucana, Mar Chica Arekmane, Ras el Ma) in a first phase. b. Valorisation of the non-exploited beaches. | To promote tourist investments in the province by offering information and "credit facilities" to potential investors | Occ ² | 4 | 3 |
| | | Hassan II funds will contribute to land acquisition and the construction of infrastructures | - / Syn ₄ | | |
| | | Tourist information : stresses the ecological values of the coastal zone of Nador | Occ | | |
| Délégation Provinciale du Commerce et de l'Industrie de Nador | <ul style="list-style-type: none"> • Management of the commercial and industrial sector • Quality control of industrial products subject to mandatory application rules • Metrology or measurement tools control • Recording negative certificates • Representative of the Moroccan Office of the Industrial and Commercial Property (OMPIC) • Research and studies on industry | Management of commercial and service activities as part of the implementation of CAP Nador | Occ | 3 | 2 |
| | | To give opinion on industrial investment projects | Opp | | |

| | | | | | |
|--|---|---|-----|---|---|
| Service de Transport et de la Marine Marchande | <ul style="list-style-type: none"> To guarantee the safety of trade ships navigation Prevention of marine-based pollution | Raising marine pollution awareness of maritime transport companies | Occ | 2 | 2 |
| Délégation Provinciale de l'Habitat de Nador | <ul style="list-style-type: none"> Management of housing sector Fighting against unsanitary housing Planification of housing projects infrastructure provision of neighbourhoods | To rehabilitate and improve the most disadvantaged neighbourhoods | + | 3 | 3 |
| Inspection Régionale de l'Aménagement du Territoire (antenne de Nador) Oujda | <ul style="list-style-type: none"> Follow-up of issues related to environment It takes care of implementing the Regional Scheme of Regional Planning (SDAR) It gives opinion on investment projects and their environmental impact | Follow-up of the hot spots project: Sanitation study of the urban agglomerations around the Lagoon of Nador | Syn | 4 | 4 |
| Agence Urbaine de Nador | <ul style="list-style-type: none"> Production of urbanism plans (SDAU, land settlement plans) Production of SDAULMO (Director Scheme for Urban Planning of the Oriental Mediterranean Littoral) To guarantee the respect the urban regulations regarding requests of dividing into plots | To provide the communes included in the scope of CAP Nador with urban plans | Occ | 4 | 4 |
| | | To forbid constructions in the most sensitive areas of the coastal zone | Syn | | |

| | | | | | |
|--|---|--|-----|---|---|
| Service Provincial des Eaux et Forêts de Nador | <ul style="list-style-type: none"> To guarantee the political implementation of the Haut Commissariat aux Eaux et Forêts et à la Lutte Contre la Désertification regarding forestry resources conservation and production in the province Management of the forestry domain in the province Management of wetlands in the province Ramsar focal point at the central level Reforestation and fixation of coastal dunes | To implement the strategies to protect Ramsar sites and SIBEs in the province and to guarantee the wise management of local forestry resources through the control of exploitations and the application of current regulations | Syn | 5 | 4 |
| | | To succeed on avoiding the important disposal at the Gourougou mountain (SIBE) in collaboration with the municipality of Beni Ensar and the province of Nador | Syn | | |
| | | To address the requests for quarries exploitation, situated at the forestry domain | | | |
| | | To address the projects regarding quarries of sand extraction on forestry domain | Occ | | |
| Direction Provinciale de l'Équipement de Nador | <ul style="list-style-type: none"> Planning and construction of roads To implement the policies of the Ministère de l'Équipement at the provincial level (roads, ports, public maritime domain...) Management of the road, port and maritime public domain Technical assistance to the local administrations Management of the issues related to the port of Ras El Ma and Sidi Hssaine (located at Tazaghine) | Construction of the Mediterranean bypass which crosses the research area of CAP Nador | - | 4 | 4 |
| | | To consider and authorise the quarries for sand exploitation in the coastal zone | - | | |

| | | | | | |
|--|--|--|----------------------|---|---|
| <p>Délégation de la Pêche Maritime + L'Office National de Pêche</p> | <ul style="list-style-type: none"> • To guarantee the rational exploitation and protection of fishing resources • To take the regulatory measures to deliver authorisations for fishing, boats construction and exploitation of red algae • To control the compliance concerning fishing gear, used materials, quantity and species of fishing according to the regulations | | Opp | 5 | 4 |
| <p>Centre Régional d'Investissement de Nador (Oujda) = Annexe du centre régional d'investissement (Nador)</p> | <ul style="list-style-type: none"> • Establishment of enterprises • Support to investments • To facilitate the administrative procedure for the establishment of enterprises through a unique desk • Statistics of the industrial units • To deliver authorisations for investment and exploitation of the public and forestry domains • Chairing the regional commission which approves the investment projects in the coastal zone | <p>The priority of this centre is to promote projects with added value. However, each project must have an environmental impact study which is assessed by the regional inspection for spatial planning, environment and water</p> | - / Opp ⁵ | 3 | 3 |
| <p>Délégation Provinciale de la Santé</p> | <ul style="list-style-type: none"> • To implement the national health policies at the provincial level • Diseases prevention and awareness on hygiene | <p>Awareness on health problems</p> | Occ | 2 | 2 |
| <p>Délégation Provinciale de la Culture</p> | <p>To integrate environment into the cultural activities or policies</p> | <p>Identification of archaeological sites in the coastal zone</p> | + | 2 | 2 |
| <p>Service Provincial des Mines de Nador</p> | <ul style="list-style-type: none"> • Management and control of the mining resources of the province of Nador • To issue mining permissions to guarantee the technical and administrative control • To control the use of explosives at mining level • To control the gas deposits, steam engines, etc. | <p>This industry may develop further because there are important reserves of iron and bentonites. For this reason there is a rigorous control for this activity</p> | - | 1 | 1 |

| | | | | | |
|--|---|---|--------------------|---|---|
| Direction Provinciale de l'Agriculture (DPA) | <ul style="list-style-type: none"> • It stores data and statistics on agricultural activities in the province • Agricultural planning and policies • Management of agricultural enhancement projects of the perimeters bours | Protection and conservation of natural resources, and mitigation of erosion effects by reforestation with fruit trees | + | 3 | 3 |
| | | Improvement of farmers' income by : <ul style="list-style-type: none"> - hydro-agricultural planning - intensification of animal and vegetable production (fighting diseases and plagues) - promotion of new techniques for farming, fertilizers use and water economy | + / - ⁶ | | |
| | | Mobilization of water resources | + / - | | |
| Subdivision de Mise en Valeur Agricole de Selouane, de Bouarg, Aroui : fait partie de l'ORMVAM qui est l'office régional de mise en valeur de la Moulouya (à Berkan) | <ul style="list-style-type: none"> • Statistics of the crops and agricultural productivity at the irrigated zones • Agricultural planning and policies • To administrate the irrigated land of Bouarg, which contributes to pollution in the lagoon due to fertilizers infiltration • Management of the water meant for agriculture for each farmer | To undertake effective measures to fight chemical pollution due to fertilizers and, at the same time, to increase agricultural productivity and farmers' income | Occ | 4 | 3 |

| | | | | | | |
|--|--|---|--|------------|----------|----------|
| | <p>Direction Provinciale de l'Office National de l'Eau Potable de Nador (ONEP)</p> | <ul style="list-style-type: none"> • Production and distribution of drinking water, and decontamination in all rural and urban communes with the exception of the municipality of Nador, where these services are dealt by RADEEN (the fusion of RADEEN and ONEP is ongoing) • Regarding decontamination, ONEP has launched research in 14 centres in its field of action • Regarding investments promotion, keeping in mind the importance of "water" in all investments projects, ONEP has chosen an incitation policy by: <ul style="list-style-type: none"> - The realization of any preliminary study of outside drinkable water adduction for all new projects. - The reduction of its expenses of intervention relating to work of extension to 10 % of the value of the works • Generalization of the access to drinkable water. An investment programme is ongoing in 15 communes of the province with budget of around 330,7 million dirhams. Moreover, another investment programme was foreseen for 2006 with a budget of 151,6 millions dirhams and it affects 10 communes. | <p>Management of the wastewater treatment plants in Selouane and Arouit located at the Oued Selouane which discharges rain and wastewater to the Lagoon of Nador</p> | <p>Syn</p> | <p>4</p> | <p>3</p> |
|--|--|---|--|------------|----------|----------|

| Professional associations and services | <p><u>Fishermen associations :</u></p> <ul style="list-style-type: none"> - Syndicat des marins de la pêche côtière (U.M.T) Ras-Kabdana. - Association des Armateurs à la pêche sardinière (Ras- Kabdana). - Association El Borj des armateurs des canots de pêche de Ras-Kabdana. - Syndicat des marins pêcheurs port de Ras-Kabdana (UGTM). - Association des pêcheurs au port de Sidi Hssaine (Tazaghine) - Association EL HASSANIA des commerçants de poissons (Beni Ensar) - Association des armateurs à la pêche artisanale (Port de Beni Ensar) - Association des armateurs à la pêche sardinière (Beni Ensar) ⁸ - Association des armateurs à la pêche en chalut (Beni Ansar) | <p>The fishing fleet registered consists of:</p> <ul style="list-style-type: none"> - draggers: 57 - sardine draggers: 49 - sardiners: 17 - sardinie trawlers: 28 - dragger trawlers: 02 - tuna draggers: 01 - trawlers: 101 - rowing boats: 1.057 - lifeguard launch: 01 <p>Active fishing fleet:</p> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th><u>Beni Ensar</u></th> <th><u>Ras Kabdana</u></th> </tr> </thead> <tbody> <tr> <td>- draggers</td> <td>72</td> <td>01</td> </tr> <tr> <td>- Senneurs</td> <td>31</td> <td>17</td> </tr> <tr> <td>- Trawlers</td> <td>34</td> <td>05</td> </tr> <tr> <td>- rowing boats</td> <td>740</td> <td>223</td> </tr> </tbody> </table> | | <u>Beni Ensar</u> | <u>Ras Kabdana</u> | - draggers | 72 | 01 | - Senneurs | 31 | 17 | - Trawlers | 34 | 05 | - rowing boats | 740 | 223 | To raise fishermen's awareness to decrease pollution in the lagoon and to defend their interests | Opp | 4 | 3 |
|---|---|--|------------|-------------------|--------------------|------------|----|----|------------|----|----|------------|----|----|----------------|-----|-----|--|-----|---|---|
| | | | | <u>Beni Ensar</u> | <u>Ras Kabdana</u> | | | | | | | | | | | | | | | | |
| | | | - draggers | 72 | 01 | | | | | | | | | | | | | | | | |
| | | | - Senneurs | 31 | 17 | | | | | | | | | | | | | | | | |
| - Trawlers | 34 | 05 | | | | | | | | | | | | | | | | | | | |
| - rowing boats | 740 | 223 | | | | | | | | | | | | | | | | | | | |
| More fish, more catcher, more income | - / Opp ⁷ | | | | | | | | | | | | | | | | | | | | |
| To promote the interest of having better water quality in order to increase the amount of fish and the income | Opp | | | | | | | | | | | | | | | | | | | | |
| More public subsidies | Opp / - ⁹ | | | | | | | | | | | | | | | | | | | | |

| | | | | | | |
|--|--|---|--|---|---|---|
| | <p>Chambre de Commerce d'Industrie et de Service de Nador</p> | <ul style="list-style-type: none"> • To encourage industries to respect the environment • To lead the industries to respect the regulations on waste. If development project is approved, they must do an environmental impact assessment of each industrial unit, and think about best practices regarding waste before starting the activity • To represent traders, businessmen and service providers to the different public or private bodies • To formulate propositions to the government related to its field of action • To issue origin certificates for export products and to register enterprises • Owner of the land for the future industrial park of Selouane (71 ha) | | + | 3 | 3 |
| | <p>Office de Développement et d'Exploitation des Ports, ODEP</p> | <ul style="list-style-type: none"> • Management of the activities of the port of Beni Ansar (importation, exportation, issue of permission to set-up unities inside the port...) • Coordination with civil protection for oil discharges • Contract with a private company for the cleaning service • ODEP implements the project "industrial harbour zone of Beni Ansar", which is the core of the industrial development of the eastern area which consists of an intra-port logistic frank zone of 37 ha and an extra-port industrial free trade zone of 56 ha. | | + | 3 | 3 |

| | | | | | | |
|---|---|---|---|---------|---|---|
| | RADEEN (Régie Autonome de Distribution de l'Eau et de l'Electricité de Nador) | <ul style="list-style-type: none"> • Development of the director plans for sanitation and drinking water • Management and construction of the wastewater treatment stations of the city of Nador • Management and distribution of water and sanitation infrastructure in the city of Nador | <p>Extension of the sewage network in the districts of the municipality of Nador project in progress: realisation of Nador's second wastewater treatment station of the lagoon</p> | Syn | 4 | 3 |
| | | | <p>The RADEEN envisages during the period of 2006-2010 an investment plan of about 44,34 million Dhs in the sector of drinking water to ensure the alimentation of the town of Nador, and 179,945 million Dhs as regards to liquid sanitation for the rehabilitation of the wastewater plant and of the existing network and the realization of the first part of the priority section of water sanitation of the City, as defined by the studies of the updated master plan.</p> | Syn | | |
| | Agence du Bassin Moulouya | <ul style="list-style-type: none"> • Hydrological resource management • Delivery of the extraction licences of sands of the streams | | - / Opp | 3 | 3 |
| APDO: Agence pour la Promotion et le Développement économique et social des provinces et préfectures de la région de l'Oriental cofinanced by the Italian cooperation NGO GVC (groupe de volontariat civil) | | Integrated rural development project for the commune of Beni Sidel Jbel (15 km to Nador) | Improvement of the system to exploit surface and underground water in order to promote agriculture | + | 3 | 2 |

| | | | | | | |
|--|--|---|--|-----|---|---|
| Associations for the environment and development | EUCC – The Coastal Union | <ul style="list-style-type: none"> Promotion of ICZM, policies, plans and implementation | Lead partner of the projet CAP Nador | Syn | 5 | 4 |
| | Association Rif pour le développement (ASSORIF) | <ul style="list-style-type: none"> Associated partner to the project Studies, reports/... To emphasize tourist potentials Environmental protection Promotion of environmental education Education centres | Public awareness campaign on environmental protection (day of Tazouda) | Syn | 3 | 2 |
| | | | Environmental days with Segangan, Boudinar and Bni Ensar (2005) | Syn | | |
| | Forum d'Urbanisme, Environnement et Développement (FUED) | <ul style="list-style-type: none"> Organization of days of study Organization of environmental workshops Publication of the magazine FORUM Development of architectural plans Realization of local monography and leaflet Partner with the municipality of Nador for the development of the strategic plan of urban planning of Nador | Project partner (same objectives) | Syn | 4 | 3 |
| | | | To offer a framework to discuss concrete problems of urban planning, development and environment t. Each association wishing to join a project will find a framework which will make it possible to bring together possible partners | Syn | | |
| | | | To promote development projects | + | | |
| | | | To assist the local population to improve their way of living, by sensitizing them and by making them take part in the activities related with environmental protection | Syn | | |
| | | | To carry out studies related to urban planning, environment and development | + | | |

| | | | | | | |
|--|--|---|--|------------|----------|----------|
| | <p>ENDA Maghreb</p> | <p>Priority axes:</p> <ul style="list-style-type: none"> • Fight against poverty in urban environment • Integrated rural development and sustainable management of the natural resources • Education/awareness to preserve the environment • Communication and advocacy • Capacity building for local associations • Alternative management and valorization of waste • Popular economy and social integration • Implementation of a part of the MedWedCoast project • Administration of the MedWedCoast project in the Eastern part of Moulouya river mouth | | <p>Opp</p> | <p>3</p> | <p>2</p> |
| | <p>Cooperazione Internazionale (COOPI)</p> | <ul style="list-style-type: none"> • Integrated action for environmental protection (paving, rehabilitation of the streets, sorting and recycling of waste, installation of parks in certain districts of Nador) • Improvement of the urban habitat • Support to the artisans of Nador (micro-credits) | | <p>Opp</p> | <p>2</p> | <p>2</p> |

| | | | | | |
|--|--|---|-----|---|---|
| Africa 70 (Africa Maghreb) | <ul style="list-style-type: none"> To reinforce small scale fishing by improving the working conditions and the market Support infrastructures of refrigeration and repair of fishing gear in 6 locations in the province To support the development of responsible tourism and the institutional support for the development of the sector Improvement of marketing conditions Capacity building of local associations | | Opp | 3 | 2 |
| Tour de Valat | Lead partner of the SMAP project in Moulouya | To cooperate with other organizations which carry out SMAP projects in Morocco, to share information, and to have more repercussion in the media, society and among politicians | Syn | 2 | 2 |
| CECODEL (Centre d'Études Coopératives pour le Développement Local du Rif) | <ul style="list-style-type: none"> Projects: population and environment, women, sustainable development Creation and promotion of a network of co-operatives for commercialization of fresh fish Construction and setting up of a fish shop Identification, development, realization and followed-up of projects on rural development Promotion of co-operative work and support to the creation of production co-operatives Realization of social projects which can generate new incomes for poor peasants Centres for women education and to eradicate illiteracy Capacity building of communes by training elected officials and employees (FEMUR project) | Construction of an ecological observatory in the lagoon, they have property for this purpose there. | Syn | 4 | 3 |
| | | Construction of new centres for women | + | | |

| | | | | | | |
|--|---|--|---|-------------------|---|---|
| | ADSOC (Association pour le Développement de la Société Civile de Nador) | <ul style="list-style-type: none"> • Training programme for the employees of associations • To provide the associations with a space of dialogue and meeting, equipped with working tools • ADSOC organized a round table: "which role have the associations for the local development in Nador?" | <p>To develop a platform for associations in the future to voicing interests of all associations of the province of Nador; reinforcement of the capacities of associations through the organization of seminars and training days</p> <p>To carry out projects in partnership with neighbourhood associations Nador</p> | Syn ¹⁰ | 3 | 3 |
| | AESVT section Nador (Association des Enseignants des Sciences de la Vie et de la Terre) | <ul style="list-style-type: none"> • Promotion of environmental education in schools • Organization of the environmental days in 2006 and cleaning-up campaigns | | + | 3 | 2 |

| | | | | | | |
|--|---|--|---|---------|---|---|
| IGOs (Intergovernmental Organizations) – donors | European Union | Responsible for the SMAP III programme | To improve the environmental standards of MEDA countries | + | 5 | 5 |
| | | | Mediterranean free trade area | - / Opp | | |
| | PAP/RAC UNEP/MAP | ICZM demonstration projects (CAMP Al-Hoceima) | To improve the environmental standards of the Mediterranean countries by means of international commitments | + | 3 | 2 |
| | UNDP | MedWetCoast project (with other partners) | Study of the five sites of ecologic and biological interest of the Eastern Mediterranean littoral | + | 3 | 2 |
| | Global Environment Facility (GEF) | <ul style="list-style-type: none"> • Future project to improve water quality of the lagoon of Nador • Source of future financing for projects on the effects of climatic change at the Moroccan coast • It cofinances the MedWetCoast project | Funding opportunities for future actions | Occ | 4 | 3 |
| | World Bank | Programme METAP made a study on the cost of environmental degradation of the coastal zones in Morocco | | + | 4 | 3 |
| PMF/FEM (Microfunding programme for environment) | Funding for the construction of a centre for environmental education and a hostel for tourists in Cap de Trois Fourches | | + | 3 | 2 | |

| | | | | | | |
|-----------------------------------|--|--|--|-----|---|---|
| Universities and research centres | INRH = Centre Régional de Recherche Halieutique à Nador | <ul style="list-style-type: none"> Quantitative and qualitative information on the fishing reserves Data on pollution in the lagoon Statistics on fishing activity The INRH drew up a list of sites which represent a promising potential for aquaculture <ul style="list-style-type: none"> Studies on the biology of the main exploited living resources Evaluation of the main fishing resources of the region in order to work out management plans of fisheries in the Mediterranean Socio-economic studies on the activities of traditional and coastal fishing Monitoring of the healthiness and the quality of the marine environment Study of operation of marine ecosystems Organization of seminars and awareness days on the state of the lagoon and its importance for the traditional fishing | | Opp | 4 | 3 |
| | Université de Oujda (Faculté des Sciences et Faculté des Lettres) | To make more research and studies especially on the lagoon (realization of study on the state of pollution of the lagoon) and on the rivermouth of Moulouya | | + | 3 | 2 |
| | Université Mohamed V Agdal (l'Institut scientifique) | Marine biology and ornithological studies and follow-up in the wetlands | | + | 2 | 2 |
| | Faculté des sciences de Meknès | Research on marine biology | | + | 2 | 2 |

| | | | | | | | | |
|--------|--|--|---|-----|---|---|---|---|
| | L'École Nationale Forestière d'Ingénieurs de Sale (ENFI) | <ul style="list-style-type: none"> • Management and use of the forestry natural ecosystems and wetlands • Socio-economic aspects and impacts of the human activities on the natural environment • Inventory and planning of forestry • Study on the coastal dunes stability to the anthropogenic impacts • Fishing and aquaculture in the lagoon and the wetlands | Project partner and local coordination (same interests) | + | 5 | 5 | | |
| | Institut Agronomique et Vétérinaire Hassan II | Aquaculture in the lagoon, agriculture | | + | 3 | 2 | | |
| Media | «ARRIFI» | <ul style="list-style-type: none"> • Local magazine (Nador), very popular, read by the majority of the population, about local development, environment, etc. • Partner of project PSN (Strategic Plan for Nador) in charge of the communication. | To disseminate information about the project and the ecological importance of the lagoon to relevant stakeholders | Occ | 3 | 3 | | |
| | Maghreb Arab Press (MAP) | Local office of MAP in Nador | | | | | 3 | 3 |
| | Bureau regional 2M | Local office of national television 2M in Nador | | | | | 3 | 3 |
| | Journal ASSABAH | National newspaper | | | | | 3 | 3 |
| | Nadorcity.com | Newspaper online | | | | | 2 | 1 |
| Others | FADESA Maroc | Big construction enterprise which is building a seaside resort (713ha) with Saïdia, next to the sea (within the Azur Plan) | To sell villas and to promote hotels to international tourists and to build other sites in the coast of Nador | - | 2 | 2 | | |

| | | | | | | |
|--|--|--|---|-------------------------|----------|----------|
| | <p>Agence Espagnole de Coopération Internationale (AECI)</p> | <ul style="list-style-type: none"> • Financing of small development projects in urban and rural environment presented by local associations (rebuilding of schools, centres for women, water treatment, paving roads...) • Financing of the Semmar project: "Support to the national Action plan of fight against desertification (PAN-LCD) by means of the improvement of the living conditions of vulnerable populations of Semmar (Nador, Morocco)". Rural communes: Iazanen and Beni Sidel Jbel, Guelaia circle (to 40 km of the city). This project is managed by the Provincial Direction of the Agriculture of Nador) | <p>To improve agricultural production, the protection of natural resources, improvement of farmers' income by the intensification of vegetable and animal productions</p> | <p>+/- ⁶</p> | <p>3</p> | <p>2</p> |
| | <p>Rural communes which are not included in the research area or in the pilot areas: Trougout Oulad Amghar Bni Marghinine Talilit M'hajer Ourdana Tazaghine Ait Mait Dar Kebdani Amejjaou Iazzanene Bni Sidel Jbel Farkhana Al Barkanyene Ras El Ma</p> | <p>Ras El Ma: The Master Plan of Urban Development of the Eastern Mediterranean Littoral (SDAULMO) lays down the development of pleasure sailing, whereas the new plan (PA) which is in course of approval envisages there 2 tourist zones of a surface of 20 and 600 ha Iazzanene: A tourist complex is under development in the littoral of this commune. Two other sites were identified to shelter two tourist complexes</p> | | <p>-</p> | <p>4</p> | <p>4</p> |

Table 4. Matrix importante/influence for the stakeholders of the CZPN

| | | Importance | | | | |
|-----------|---|--|---|---|--|--|
| | | 1 | 2 | 3 | 4 | 5 |
| Influence | 1 | <ul style="list-style-type: none"> Direction des Études et des Prévisions Financières (DEPF) Service Provincial des Mines de Nador | | | | |
| | 2 | | <ul style="list-style-type: none"> Ministère de la Culture Service de Transport et de la Marine Marchande Délégation Provinciale de la Santé Tour de Valat COOPI Université Mohamed V Agdal Faculté des sciences de Meknès FADESA Maroc | <ul style="list-style-type: none"> Ministère des Transports et de la Marine Marchande Agence de Développement Social (ADS) Délégation Provinciale du Commerce et de l'Industrie de Nador APDO ASSORIF ENDA Maghreb Africa 70 AESVT section Nador PAP/RAC UNEP/MAP UNDP PMF/FEM Université de Oujda Institut Agronomique et Vétérinaire Hassan II AECI | | |
| | 3 | | | <ul style="list-style-type: none"> Ministère des Affaires Etrangères et de la Coopération Délégation Provinciale de l'Habitat de Nador Délégation de la Culture Centre Régional d'Investissement de la région de l'Oriental Direction Provinciale de l'Agriculture (DPA) Chambre de Commerce d'Industrie et de Service de Nador ODEP ADSOC Media | <ul style="list-style-type: none"> Ministère de l'Industrie, du Commerce et de mise à niveau de l'Economie Délégation Provinciale du Tourisme de Nador (Département de Tourisme) APDN ORMVAM ONEP Fishermen associations RADEEN Agence du Bassin Moulouya FUED CECODEL Global Environmental Facility (GEF) World Bank CRHN (INRH) | |
| | 4 | | | | <ul style="list-style-type: none"> Wilaya de la région de l'Oriental Inspection Régionale de l'Aménagement du Territoire (Oujda) Agence Urbaine de Nador Direction Provinciale de l'Equipement de Nador Rural communes which are not affected or not within the pilot areas | <ul style="list-style-type: none"> Ministère de l'Agriculture, du Développement durable et des Pêches Maritimes (MADREP) : Département des Pêches Maritimes Ministère Délégué auprès du Premier Ministre chargé de l'Habitat et de l'Urbanisme Ministère du Tourisme, de l'Artisanat et de l'Economie Sociale Ministère de l'Intérieur Assemblée Provinciale de Nador Service Provincial des Eaux et Forêts de Nador Délégation de la Pêche Maritime + L'Office National de Pêche EUCC – The Coastal Union |
| | 5 | | | | | <ul style="list-style-type: none"> Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement : Secrétariat d'Etat à l'Eau et Direction de l'Aménagement du Territoire Cellule du Littoral (MATEE) Ministère de l'Equipement et du Transport Haut Commissariat aux Eaux et Forêts École Nationale Forestière d'Ingénieurs de Sale Province de Nador (Governator) European Union |

Table 5. Specific stakeholders for the LN

| Main group | Stakeholders groups | Profile | Interests | Effect | Importance | Influence |
|----------------|-----------------------|--|--|----------------------|------------|-----------|
| Municipalities | Municipality of Nador | <ul style="list-style-type: none"> • Strategic plan for the city of Nador (project with the municipality of Málaga and FUED) • Anarchic urbanization in districts deprived of basic infrastructures (roads, street cleaning, etc), which favours the pollution of the lagoon and the ground water • The water treatment plant has a capacity of 100.000Eq/hab but the number of inhabitants was 126.206 in 2004 • Uncontrolled public discharge in the vicinity of the lagoon • Project of the construction of a sea wall to fill in a part of the lagoon (the second phase of installation of the sea wall is programmed) • Collection, transport and disposal of solid waste. This service has been conceded to a private company "NAKAWA", but without the obligation to treat the waste. Moreover there is a co-operative of collectors of materials which can be recycled • Collects some hospital and industrial waste • Control and monitoring of the quality of drinking water • The health office controls the quality of water for the prevention of water born diseases. It also controls mosquitoes | Adoption/support and implementation of the Action Plan on ICZM | Opp | 5 | 5 |
| | | | To improve the quality of the lagoon | Syn | | |
| | | | To increase the industrial development (to authorize more commercial and industrial activities) | - ¹¹ | | |
| | | | investments attraction for tourist development | Opp / - ² | | |
| | | | There is a project for a second water treatment plant in the lagoon. | Syn | | |
| | | | To increase the public environmental awareness, especially with regard to the ecological quality of the lagoon | Opp | | |
| | | | Construction of the urban roadway system which decreases the discharge of solid materials to the lagoon. | + | | |

| | | | | | | |
|----------------|----------------------------|---|---|-----|---|---|
| | | | Settlement of parks which improves the urban environment | Syn | | |
| | Municipality of Beni Ansar | <ul style="list-style-type: none"> To authorize constructions at the interior and the exterior of the port Management of solid waste and liquids Water treatment To decide on the requests for temporary occupation of forestry and municipal land, for example, management of leisure areas (camp-sites located on the dunes) and protected zones (a part of the lagoon concerns the municipality) | To increase the harbour activities | - | 5 | 5 |
| | | | Adoption/support and implementation of the Action Plan on ICZM | Opp | | |
| | | | Project of the harbour logistic free zone | - | | |
| | | | To improve environmental quality and the recreational aspect of the dunes | Opp | | |
| Urban communes | Municipality of Zghanghane | The existing sewer system was established in 1930 so it does not work properly, the insufficiently treated water is discharged in several bridges in the Thalwegs and in the streams near-by, whose final discharge arrives at the Asserdoun stream, which flows directly into the lagoon | To increase the range of the sewer system | Opp | 4 | 3 |
| | | | Organization of a research day with FUED for the management of the Asserdoun stream | Syn | | |
| | Municipality of Al Aroui | There is a water treatment plant: 45.000Eq/hab. The number of inhabitants in 2004 was 36.021. The network of existing sewers is very old and it's in process of partial replacement | To develop a functioning network of sewers | Opp | 4 | 3 |

| | | | | | | |
|------------------------------|-------------------------|--|--|-----|---|---|
| | Municipality of Selouan | <ul style="list-style-type: none"> The capacity of the water treatment plant is 17.000 Eq/ hab while the number of inhabitants was 24877 in 2004. Wastewater coming from the centre of Selouan, from the new urban area, from the industrial zone and of the programmed new industrial zone flows into the lagoon through the stream Selouan Industrial waste resulting from the industrial zone has around 140 production facilities, and from the closeby industrial park projected to cover 71 ha Discharges resulting from a big zone of new urbanization (4500 inhabitants) located near the Selouan stream which flows into the lagoon. | To improve wastewater management | + | 4 | 3 |
| Rural communes ¹² | Bouareg | <ul style="list-style-type: none"> Urban centre of Taouima: important urban density Incomplete sewer system, wastewater flows directly into de lagoon Anarchic urban sprawl reaches the irrigated basin of Bouarg Irrigated basin: massive use of fertilizers and pesticides which reach the lagoon by run-off water (chemical pollution) Delivery of driving permission on the dunes "Mohandis" which is part of the lagoon. | To improve the wastewater management | Opp | 4 | 3 |
| | | | To promote pesticide-free agriculture or to avoid agricultural run-off water to flow into the lagoon | Opp | | |

| | | | | | |
|----------------|--|---|-----|---|---|
| Arekmane | <ul style="list-style-type: none"> • Urbanization on the dunes • Discharge of the butchery into the lagoon • Discharge of the wastewater directly into the lagoon, no sewer system • Cleaning of the beaches • Collection, transport and disposal of solid waste • Development of bathing beaches of the commune according to orientations of the SDAULMO and in accordance with the prescriptions of the PA which envisages a tourist zone there • Delivery of building permissions on the dunes in "Jazira" • Not collection of the waste accumulated in the banks of the lagoon | To stop urbanization on the dunes | Opp | 4 | 4 |
| | | Solving the problem of waste by proposing alternative solutions | Opp | | |
| | | To improve management of wastewater | Opp | | |
| Ihaddadene | No sewer system: wastewater to cesspools or drained to the Azoughar stream and then to the lagoon | To establish a sewer system | Opp | 3 | 3 |
| Beni Bouiffour | <ul style="list-style-type: none"> • No sewer system • Collection of household waste • Authorization of the tourist complex in Gourougou | | | 3 | 3 |

| | | | | | | |
|---|---|--|--|---------|---|---|
| Associations pour l'environnement et le développement | CECODEL | 3 centres for women around the city of Nador | They are building a centre for women in Nador and another in Beni Enzar | + | 3 | 2 |
| | | | Future project to build an ecological observatory at the lagoon | + / Syn | | |
| | COOPI | <ul style="list-style-type: none"> Promotion of the craftsmanship in the city of Nador and in the region Cleaning of beaches (at the level of Bokana) | Training collectors of recyclable products for the constitution of a co-operative. | Opp | 2 | 1 |
| | Tamounit (Bni Ansar) | <ul style="list-style-type: none"> Awareness campaign for environmental culture Contributes to the efforts carried out by the civil society to improve the living conditions Organization of environmental awareness campaigns for students | | | 3 | 2 |
| | FUED | <ul style="list-style-type: none"> Public awareness on the ecological value of the lagoon Interested in the problems of the pollution of the lagoon by organizing days of research, especially the effect of the urbanization | | | 4 | 3 |
| | Association Arekmane | It was interested in the problems of the environment in the lagoon. Its activities were weak in the last years and it has just closed | | | 2 | 1 |
| ASSORIF | <ul style="list-style-type: none"> Supports to population by various trainings Cultural events Fieldtrips, reports | | | 4 | 2 | |

| | | | | | | |
|---|---|---|---|--------------------|---|---|
| Associations Professionnelles et Services | Association des Armateurs des canots de pêche de la Mar Chica | Information on their concerns and their problems | To increase the awareness on ecological quality like a necessary element for sustainable fishing | Opp | 5 | 3 |
| | Fishing boat owners in the Lagoon of Nador | <ul style="list-style-type: none"> The Ministry of Fisheries has recently registered 390 small traditional fishing boats in the lagoon and 44 in the port of Beni Ensar The fishermen have more than 10 points of unloading, but they do not have any professional organization in the SIBE to bring them together, such as co-operatives or associations | More subsidies or more fish | - (+) ⁷ | 4 | 3 |
| | | | To raise awareness on the ecological quality of the lagoon as a necessary element for sustainable fishing | Opp | | |
| Cleaning companies | <ul style="list-style-type: none"> Done by the company NAKAWA in the municipality of Nador Collection service fails at times, which adds to the uncontrolled rubbish heaps on the bank of the lagoon. The lack of a municipal by-law for penalizing disrespect of waste regulations unmotivates citizens to comply The cooperative fo recyclabe waste collects paperboard, glass, plastic and metals. The co-operative has an ambitious project of construction of a centre for recyclable waste from Nador and Beni Ensar and to transport it towards the f recycling facilities in Kenitra Distribution of bins to the neighbourhoods for waste separation | | | | 4 | 3 |

| | | | | | | |
|----------------|-------------------------------------|---|---|-----------------------------|---|---|
| Privates users | Tourist operators | <ul style="list-style-type: none"> • There are tourist agencies • The lagoon is capable of development of a variety of tourist activities such as water sports, beach boulevards, fishing rod... | Managing the lagoon in a way to increase the number tourists | Syn or Opp / - ⁴ | 3 | 2 |
| | | | To raise awareness on the ecological quality of the lagoon as an attraction for green tourism | Opp | | |
| | Fish traders | 22 wholesale fish merchants in the lagoon (trading bulk-buy) - there are specialized collectors of the caramotes - Octopus collectors - fish collectors | More fish to trade | - (+) ⁷ | 3 | 1 |
| | Illegal fishermen | <ul style="list-style-type: none"> • Overexploitation of fishing resources • Do not respect no-fishing periods for recovery of fish stocks | No rules, no fishing control | - | 2 | 2 |
| | Private sector (restaurants/hotels) | <ul style="list-style-type: none"> • classified hotels: 14 (954 beds) • non-classified hotels: 47 (2.092 beds) • hotels equipped with restaurants: 8 (900 place settings) • classified restaurants: 3 (450 place settings) • non-classified restaurants: 80 (4.000 place settings) | Arrangement of the lagoon for tourist interests | Opp / - ⁴ | 2 | 2 |
| | | | To decrease solid waste charges | - | | |
| | | | To raise awareness on the importance of keeping the landscape litter-free as a prerequisite for attracting tourists | Opp | | |
| | | | Restaurants: require quality and large quantities of fish at acceptable prices. | - | | |
| | | | Requires and seeks favourable environmental conditions to attract more visitors, more income | Opp | | |

| | | | | | |
|--|--|---|---------------------|---|---|
| Illegal housing owners | <ul style="list-style-type: none"> • Illegal construction of residences to be rented out to tourists especially in Boukana and Arekmane • Illegal construction of residences on the dunes especially in the part belonging administratively to the communes of Arekmane and Bouareg. | Around 100 buildings are intended for the tourists in Boukana | - | 2 | 2 |
| | | Extend their activities | - | | |
| Tourists/visitors | <ul style="list-style-type: none"> • Over-frequentation during the summer season, with the arrival of the Moroccan living abroad. Anarchic mass tourism cause degradation of the landscapes, the dunes, the beaches and all coastal ecology • Occupation of the maritime public domain | Arrangement of the lagoon with tourist purposes | + to - ⁴ | 3 | 2 |
| | | To raise awareness for an environmentally friendly behaviour | Opp | | |
| Offices of urban planning and architecture | There are 24 architecture offices in Nador | More land for urban development | - | 1 | 1 |
| | | To restore the deteriorated urban neighbourhoods and to maintain a pleasant urban | + | | |
| Building companies | Constructions too close to the coast line reduce land-sea interactions and has a negative impact on coastal ecology | Want to build more and to open new zones for urbanization | - | 2 | 2 |
| Illegal building companies | The majority of construction works around the lagoon are carried out by these companies. | Promoting allotments and constructions, which mean important sand exploitation. Construction waste is deposited on the banks of the lagoon. Principal actors of illegal urbanization around the lagoon. | - | 3 | 3 |

| | | | | | | |
|-------|---|---|--|--------------------|---|---|
| | Farmers | The irrigated plain of Bou Areg is being worked by 3000 farmers; irrigation comes mainly from the dam of Mohammed V. The use of insecticides, herbicides and fungicides on the plain of Bou Areg increases agricultural productivity, but collects in run-off water and causes water pollution of the lagoon. | To improve cultivation/pastures | + (-) ⁶ | 3 | 2 |
| | | | To promote pesticide-free agriculture or to prevent that the agricultural effluents flow into the lagoon | Opp | | |
| | The industries | The majority of industries are located at Selouane and the port of Beni Ensar | Proliferation of the industrial activity without water treatments stations | - | 3 | 2 |
| | | | Industries such as SANASID (production of concrete) and HOLCIM (production of cements) encourage the construction sector, which increases the pressure on the lagoon | - | | |
| Media | <ul style="list-style-type: none"> - Summer festivals in the lagoon. - Banners - Posters | | To disseminate information on the project and the ecological importance of the lagoon | Opp | 4 | 3 |
| | | | To publish information in the suitable media identified | Opp | | |

Table 6. Matrix influence/importance for the stakeholders around the LN

| | | Importance | | | | |
|-----------|---|--|--|--|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Influence | 1 | <ul style="list-style-type: none"> Offices of urban planning and architecture | <ul style="list-style-type: none"> COOPI Association Arekmane | <ul style="list-style-type: none"> Fish traders | | |
| | 2 | | <ul style="list-style-type: none"> Private sector (restaurants/hotels) Building companies Illegal fishermen Illegal housing owners | <ul style="list-style-type: none"> CECODEL Tamounit Tourist operators Tourists/visitors Farmers Industries | <ul style="list-style-type: none"> ASSORIF | |
| | 3 | | | <ul style="list-style-type: none"> Ihaddadene Beni Bouifrou Illegal building companies | <ul style="list-style-type: none"> Municipality of Zghanhane Municipality of Al Aroui Municipality of Selouan Bouareg FUED Fishing boat owners in the Lagoon of Nador Cleaning companies Médias | <ul style="list-style-type: none"> Association des armateurs des canots de pêche de la Mar Chica |
| | 4 | | | | <ul style="list-style-type: none"> Arekmane | |
| | 5 | | | | | <ul style="list-style-type: none"> Municipality of Nador Municipality of Beni Ansar |

Table 7. Specific stakeholders in BOU

| Main group | Stakeholders groups | Profile | Interests | Effect | Importance | Influence |
|---------------|---------------------|---|--|--------|------------|-----------|
| Rural commune | Boudinar | <ul style="list-style-type: none"> • Management of the issues of the commune • It participates in the National Initiative of Human Development (INDH) • great interest for environmental problems • Ihas already organized a workshop on ecotourism | Project partner (same interests) | Syn | 5 | 4 |
| | | | Development of ecotourism (income + conservation) | Syn | | |
| | | | To decrease impacts which will be generated by the Mediterranean by-pass road | Syn | | |
| | | | To solve problems of coastal erosion and accretion | Syn | | |
| | | | Sustainable rural development | Syn | | |
| | | | To think about adequate systems for dealing with liquid and solid waste. Waste collection at the beach is not carried out every year | Syn | | |
| | | | To prepare a business plan and present it various funding organisations involved in the Mediterranean by-pass road to ensure the commune is connected to this road | + | | |
| | | | To plan the location for tourist sites and accommodation | Syn | | |

| | | | | | | |
|--|---|--|--|-----|---|---|
| | | | To coordinate with the commune of Oulad Amrhar a common assembly regarding the project of construction of a road to facilitate the access to the 2 communes. | + | | |
| | | | To take same measures as Oulad Amrhar concerning the beach of Sidi Abderrazak | Syn | | |
| Associations for environment and development | Tafadna – Tizza = Ait Taabane Litadamoun | <ul style="list-style-type: none"> • Associated partner to the project • Associations for local development in Boudinar • Field of action on the by-pass road • School transport • Realization of a female centre • Management of the distribution of drinking water in the settlement of Tizza and the town of Ait Tagbane • Projects which generate income for the women (bee-keeping, goat breeding) | Protection of the beaches against the extraction of sand | Syn | 3 | 3 |
| | CECODEL | See Table A | Intention to build a center for women in Boudinar and Trougrout | + | 3 | 2 |
| | Fous- g-Fous | <ul style="list-style-type: none"> • Association for local development in Boudinar • Construction of a polyvalent centre • Collects household waste in Boudinar • Opening of a track connecting the by-pass road and the settlement Ljetti in partnership with the commune | To promote positive and effective participation in social activities, and the protection of the environment | Syn | 3 | 3 |

| | | | | | | | |
|--|---|--|--|--|--------------------|---|---|
| | Association Akhaheb Amghar et Association Maamuan | <ul style="list-style-type: none"> • Project PMH in Boudinar financed by a loan of the German funding organisation KFW • Rehabilitation of the irrigation channel at the settlements Akhabe Amghar and Maamran • Construction of a tannery workshop with a significant number of beneficiaries | Rational use of water in agriculture | + | 2 | 2 | |
| Professional associations and services | Association des armateurs des canots de pêche AJATI-SIDI DRISS (association de pêcheurs à Boudinar) | <ul style="list-style-type: none"> • disseminate information about their concerns and their problems • To prevent large fishing boats from far away to fish in the area • To prevent the use of dynamite or other means which disturb marine ecosystems • To promote a structured and organized welfare system | To raise awareness on the importance of ecological quality as a prerequisite of sustainable fishing | Syn | 2 | 3 | |
| | | | To increase fish catch | - | | | |
| | | | Fishermen are also responsible for a part of the waste accumulated in the beaches thus the importance of raising their awareness | Syn | | | |
| | Les associations de pêcheurs Assahel Arrabda (22 barques), Ahdid (32 barques), Oulad Amghar (60 barques), Gilassi (35 barques), Tafadna (46 barques) et Igati, et Association des pêcheurs des petites barques (90 barques) | Owners of small fishing boats in the rural communes of Trougrout and Oulad Amghar | | More subsidies or fish | - (+) ⁷ | 4 | 3 |
| | | | | To raise awareness on the ecological quality of the sea as necessary element for sustainable fishing | Syn | | |
| | | | | To forbid the use of explosives | Syn | | |

| | | | | | | |
|-----------------------------|---|---|---|--------------------|---|---|
| | | | Ecological problems caused by trawlers | - | | |
| | | | To raise the awareness of fishermen of the importance of fishing waste collection | Opp | | |
| | Association des utilisateurs d'eau pour l'agriculture | Management of irrigation channels and water distribution | To promote a rational use of water | + | 2 | 2 |
| Individual or private users | Farmers | The majority of the farmers do not use pesticides (according to the President of the Commune) | To improve cultivation/pastures | + (-) ⁶ | 3 | 3 |
| | | | To adopt cultivation methods which limit soil loss | Opp | | |
| | | | To promote organic agriculture without the use of pesticides | Opp | | |
| Others | Écoles Lycée de Boudinar | Meetings for environmental education | To raise pupils and teachers' awareness on the coastal environment. | Opp | 3 | 3 |

Table 8. Matrix influence/importance for the stakeholders in BOU

| | | Importance | | | | |
|-----------|---|------------|--|--|--|--|
| | | 1 | 2 | 3 | 4 | 5 |
| Influence | 1 | | | | | |
| | 2 | | <ul style="list-style-type: none"> Association Akhaheb Amghar et Association Maamuan Association des utilisateurs d'eau pour l'agriculture | <ul style="list-style-type: none"> CECODEL | | |
| | 3 | | <ul style="list-style-type: none"> Association des armateurs des canots de pêche AJATI-SIDI DRISS | <ul style="list-style-type: none"> Tafadna – Tizza =Ait Taabane Litadamoun Fous- g-Fous Farmes Schools and high school in Boudinar | <ul style="list-style-type: none"> Associations de pêcheurs à Trougrout et Oulad Amghar | |
| | 4 | | | | | <ul style="list-style-type: none"> Boudinar |
| | 5 | | | | | |

Table 9. Specific stakeholders in CTF

| Main groups | Stakeholders groups | Profile | Interests | Effect | Importance | Influence |
|------------------|---------------------|--|--|------------|------------|-----------|
| Communes rurales | Beni Chiker | <ul style="list-style-type: none"> controls the territory¹² To issue permits for construction and to control coastal urbanization Management of the daily affairs of the commune | To solve the problem of accumulation of solid waste to avoid disturbing the marine ecosystem | Syn | 5 | 4 |
| | | | Sustainable tourism development | Syn ou Opp | | |
| | | | Planning of tourist accommodation along the coast: the coastal zone of the commune is object of several requests for investment to build tourist facilities which, lacking a sewer system, can have negative effects on the marine environment | Syn / - | | |
| | | | Construction and opening of roads | + | | |
| | | | Valorisation and restoration of the centre of Beni Chiker (all the important infrastructures, regional master plan) | + | | |

| | | | | | | |
|--|---|---|--|---------|---|---|
| Provincial representatives of the government | Service des Eaux et Forêts (Sous CDF de Seghenghen) | <ul style="list-style-type: none"> • Management of hunting and forestry • Protection of the Ramsar site | To reforest and stabilize the dunes to fight against erosion | + | 5 | 4 |
| | Direction Provinciale de l'Équipement (Nador) | <ul style="list-style-type: none"> • Management and authorization of the temporary occupations of the maritime public domain • Delimitation of the maritime public domain | To construct accession routes | + | 4 | 3 |
| | | | Construction of the routes to facilitate the access to different the settlements | + | | |
| | Délégation Provinciale de la Pêche Maritime (Nador) | Development and management of traditional fishing | To promote traditional fishing and the sustainable exploitation of fish stock | Syn/Opp | 4 | 3 |
| Délégation Provinciale du Tourisme (Nador) | <ul style="list-style-type: none"> • To promote tourist investments • Arrangement and equipment of the site | To encourage sustainable tourism | Opp | 4 | 3 | |

| | | | | | | |
|--|--|---|---|---|---|---|
| Associations for environment and development | Association Tcharrana | <ul style="list-style-type: none"> • It offers courses to eradicate illiteracy among fishermen • Various cultural activities | | | 3 | 2 |
| | Association Merssa Afkhar des propriétaires de canots de pêche artisanale | <ul style="list-style-type: none"> • They draw attention to their problems: <ul style="list-style-type: none"> - the lack of the basic infrastructure (roads, electricity, water, schools, hospital) - the deterioration of fishing materials • To promote the integration of traditional fishing in the formal sector | Improvement of their current states and of their income | + | 3 | 2 |
| | Association Kahf Dounia des propriétaires de Canots de pêche. | | To think about the adequate solutions to their problems | + | | |
| | Troisième Millénaire pour le développement économique, social, culturel, et écologique (Beni Chiker) | <ul style="list-style-type: none"> • To improve the quality of life • To deal especially with women and children • Electrification of the settlement Jahlioua • Reconstruction of the route of Ijaaouad and the route of the mosque Tizza | To repair and rehabilitate the roads of the commune | + | 4 | 2 |
| | | | To provide drinking water and electricity to the settlements of the commune | + | | |
| | | | To work on the schools, education, training and eradication of illiteracy | + | | |
| | To work for the profit of women and children | + | | | | |

| | | | | | |
|--|---|---|-----|---|---|
| AEDTM (Tibouda) association de l'environnement, développement et de tourisme montagnard | <ul style="list-style-type: none"> • Organization of the tourist day coinciding with the world day of tourism in collaboration with the Spanish and Moroccan Kayak federation • Partner in the project: realization of a centre for environmental education with a lodging for tourists in Cap de Trois Fourches, in collaboration with the PMF-FEM | To promote local products (craft industry, traditional seam) among tourists | + | 3 | 2 |
| | | To encourage ecological tourism and to protect the cultural heritage | Syn | | |
| | | To ensure training on biodiversity | Syn | | |
| Association féminine pour le développement (the first one in the region) | <ul style="list-style-type: none"> • Women involvement in the socio-economic life • Medical awareness with the assistance of female doctors • To defend the rights of rural women | | | 2 | 2 |
| Club de l'environnement Benamri- le phoque | <ul style="list-style-type: none"> • Organizes environmental awareness raising activities and promotes respect for biodiversity at schools • Lobbying with the stakeholders working for the environment • Realization of a meeting for the pupils on the protection of the marine biodiversity organized by the Spanish NGO PROMAR | To promote environmental education in the schools of the coastal zone | Syn | 3 | 2 |

| | | | | | | |
|------------------------------------|--|--|---|---|---|---|
| Utilisateurs privés ou individuels | Group of women trying to establish bed and breakfast places | <ul style="list-style-type: none"> To develop and encourage sustainable tourism To promote activities which generate income | To integrate women in the socio-economic life | + | 3 | 2 |
| | Spanish tourist community permanently inhabiting holiday homes | <ul style="list-style-type: none"> Bungalows are constructed on the beaches without any permission Lacking a system of garbage collection, the multiplication of these bungalows cause the accumulation of solid waste in the beaches They have an interest in sustainable development (ecotourism, water quality...) | | | 3 | 2 |
| | Tourists | Non controlled fishing activities practised by the Spanish visitors could generate important disturbances | | | 4 | 2 |

| | | | | | | |
|---|--|---|---|-----|---|---|
| Associations pour l'environnement, développement et société | COOPI | It has taken part in the cleaning-up of the beaches of Tibouda | | | 2 | 1 |
| | Africa 70 (this association has disappeared) | <ul style="list-style-type: none"> It has installed heavy infrastructures and equipment, for example, construction of small factories to produce ice to the profit of fishermen It encouraged fishermen to organize themselves in trade associations and productive co-operatives To improve the quality of life of traditional fishermen and their families | To raise awareness and motivate the traditional fishermen on the professional organization and formal work like a pillar for development of the sector | Syn | 3 | 1 |
| | | | Agreement with the Institute of Technologies of Maritime Fishing to implement a program of efficient eradication of illiteracy for the benefit of the fishermen | + | | |
| | | | To improve the conditions of women and to facilitate their integration into the socio-economic life, by promoting activities which generate income | Syn | | |
| Área Marina de Ecologistas en Acción | They established the Centre of observation and study of the environment in the Cap de Trois Fourches to make scientific research. Other associations can use it. | To cooperate with other environmental organizations | Syn | 4 | 2 | |

Table 10. Matrix influence/importance for the stakeholders in CTF

| | | Importance | | | | |
|-----------|---|------------|--|--|--|--|
| | | 1 | 2 | 3 | 4 | 5 |
| Influence | 1 | | <ul style="list-style-type: none"> Part of visitors/tourists COOPI | <ul style="list-style-type: none"> Africa 70 | | |
| | 2 | | | <ul style="list-style-type: none"> Association féminine pour le développement Spanish tourists community | <ul style="list-style-type: none"> AEDTM Women group to host tourists Área Marina de Ecologistas en Acción | |
| | 3 | | <ul style="list-style-type: none"> Association Tcharrana | | <ul style="list-style-type: none"> Service des Eaux et Forêts Délégation Provinciale du Tourisme (Nador) Association Merssa Afkhar des propriétaires de canots de pêche artisanale, Association Khaf Dounia des propriétaires de Canots de pêche Troisième Millénaire pour le développement économique, social, culturel, et écologique Club de l'environnement Bennamri- le phoque | |
| | 4 | | | | | <ul style="list-style-type: none"> Bni chiker Service d'équipement et des pêches maritimes (Nador) |
| | 5 | | | | | |

Further considerations about stakeholders:

(1) The construction of a centre for maritime professional capacitation next to the Port of Beni Ensar, which will be funded within the framework of a partnership between the MADREP, l'Agence pour la Promotion et le Développement Economique es Social des Préfectures et Provinces du Nord du Royaume and the Conseil Régional. The budget for this purpose is around 6 million dirhams. This centre will be very important for the training of specialised fishermen.

(2) The effect of this interest depends on the way it is approached, on a sustainable fashion which would provide supplementary income for the population whilst the environment is protected, or on in unsustainable fashion, for instance, by building big seaside resorts near shore. The kind of approach could be determinant by the strategic plan.

(3) The works for constructing the road of 10km with double lane 7x7 has a negative impact on the environment, especially on the landscape.

(4) The effect on CAP Nador depends on the way it is performed. If it considers sustainability criteria it will be positive because new income possibilities might be achieved.

(5) The centre aims entirely at investments, which has as consequence that most of the projects have negative impacts on the environment, thus, on CAP Nador. However, the need of impact assessment is a good component to improve these investments.

(6) It will be negative if it is done by excessive or inappropriate use of pesticides and fertilisers, which could lead to water pollution and increase soil erosion.

(7) In principle, more catches may worsen the ecosystem due to overexploitation. However, for being able to fish more, fishermen will need better water quality, which would have a positive effect on CAP Nador. Therefore, more fishing would have a positive effect in the case it is related to a significant increase of stocks due to ecosystem restoration.

(8) Association of sardine fishing boats owners:

- deals with administrative problems (TVA, infrastructure),
- asserts pollution caused by big ships for passengers and freight
- seeks for technicians specialised in the sector with continuous training (there is a vocation training schools for construction workers)
- seeks for a sector well organised and controlled
- searches the causes that have driven to a progressive decrease of sardines and anchovies during the last past years.

(9) This interest could have a positive effect, if public administration was interested in improving fishermen's livelihood by providing alternative income generating opportunities or improving the coastal/marine environment to increase productivity. However, it could have a negative impact if public administration allows more fishing in order to not pay subsidies to impoverished fishermen.

(10) It could be the host for the Stakeholders Forum.

(11) In principle, considering the current situation regarding environmental rules for waste and sewage, the industrial growth would have a negative impact on the coastal environment.

(12) Rural communes have several competences in urban planning:

- issue building permits and allocate lots

- prepare land use plans
- prepare development plans.

4. Results of the stakeholder analysis CAP NADOR

The Stakeholder analysis shows a complex variety of actors divided into 13 main stakeholder groups: central government, provincial governmental representatives, municipalities, urban communes, rural communes, IGOs (Intergovernmental organisations) – donors, international NGOs, environmental, developmental and social NGOs, professional associations and services, private or individual coastal resources users, media, universities and research centres, and others.

109 stakeholders were identified: 64 for the coastal zone of the Province of Nador in general and for the pilot sites of Nador Lagoon, Boudinar and Cap de Trois Fourches 29, 11 and 18 specific stakeholders, respectively³. Of all stakeholders, 27 were classified as crucial stakeholders: 20 for the coastal zone of the province, for the pilot sites 4, 1 and 2, respectively (see figure 1). It is important to note that there are key stakeholders in all management units and in a similar proportion with regard to the total amount of stakeholders.

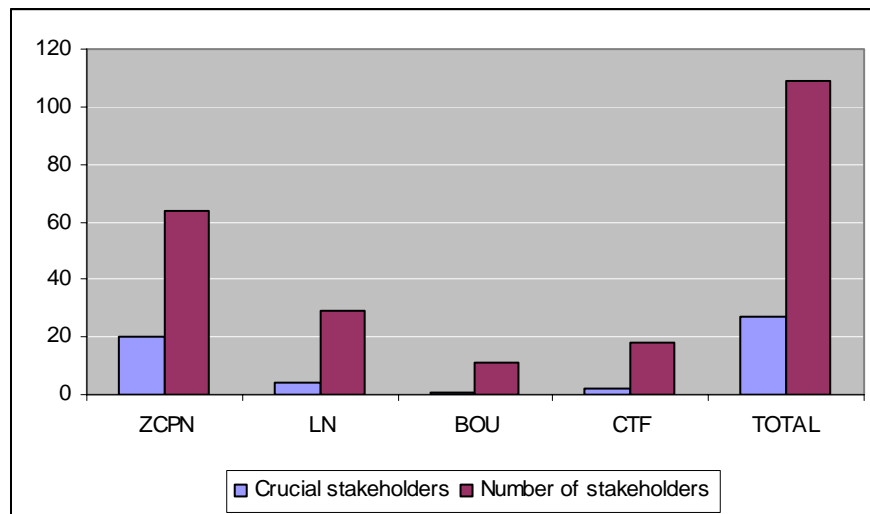


Figure 1. Number of stakeholders and crucial stakeholders by management unit

³ Note that there are stakeholders included in more than one management unit, those which are very important for a specific management unit

Figure 2 shows the distribution of stakeholders and crucial stakeholders among the 13 categories. The majority of crucial stakeholders correspond to institutions at the central and provincial level. It is important to note the great amount of stakeholders within three groups: Private and individual users, Professional associations and services, and Associations for environment and development) but only a few are crucial.

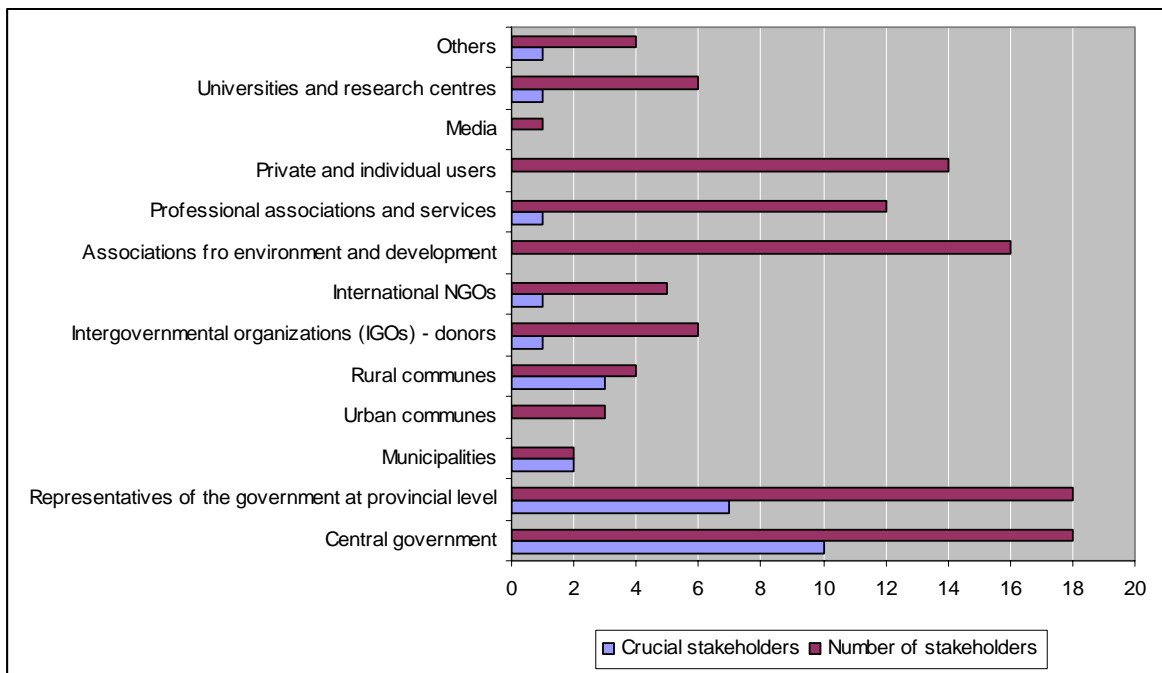


Figure 2. Distribution of crucial stakeholders according to category of stakeholder

The inventory and description of stakeholders has provided other non-quantitative but nevertheless very important results. Further knowledge about the research area has been acquired by analysing the activities of the stakeholders. The description of stakeholder profiles and interests point at the main problems in the area, which provides a good basis for our future work.

One of the main problems in the entire coastal zone including the pilot sites, is *assainissement* (solid waste and sewage), which has important effects on public health, landscape, biodiversity, fisheries, etc. Biological pollution levels of the lagoon is very high because the water treatment plant is not sufficient for the city of Nador and because, the lagoon receives water from several streams polluted by solid waste and untreated sewage from the catchment area. Regarding solid waste, which poses the main threat to the tourist industry, the situation could be named anarchic: although there is a big rubbish tip in the commune Ouled Settout (South-East of the Province), important amounts of waste are disposed at the illegal rubbish tip at Gourougou without previous treatment and the collection is not sufficient or not existing at all; there have been also episodes of illegal marine dumping. Littering is a constant on the beaches of the Province, even where the access is difficult and the frequentation is low.

Three levels of the government deal with these issues (specifically for sewage): the Ministère de l'Intérieur, the Direction Provinciale de l'Office National de l'Eau Potable de Nador (ONEP) and the

municipalities and rural communes. Besides, there are services related such as the Régie Autonome de Distribution de l'Eau et de l'Electricité de Nador (RADEEN) and research institutes like the Institute National de Recherche Halieutique (INRH). However, according to the data gathered to describe the stakeholders, the distribution of competences and coordination among them is still not clear enough. For instance, both Ministère de l'Intérieur and RADEEN prepare the "Schémas directeurs de l'assainissement" ; INRH researches and monitors the water quality but it is not clear whether it reports and what to the authorities when pollution levels are high. In fact, these knowledge gaps apply for other domains, such as tourism, agriculture or environmental protection, and they will be specially addressed during the interviews and focus group meetings (see 4.1. Preliminary participation and information strategy).

Back to the topic of solid waste and sewage, there are already positive initiatives taking place in the Province of Nador. For example, RADEEN intends to extend the sewage system to insalubrious neighbourhoods in the city of Nador and there is an ongoing project to construct a second water treatment plant at the lagoon; ONEP has launched studies in several communes to improve/create the sewage system. The Agence pour la Promotion et le Développement Economique et Social des Préfectures et Provinces de l'Oriental will fund the study of the "Schéma directeur régional d'assainissement solide" in the Province of Nador and the study for the establishment of a provincial rubbish tip. In the city of Nador there is a cooperative for recyclable waste collection and it has an ambitious project to build a centre for waste collection in Nador and Beni Ensar and to transport it to a recycling facility in Kenitra. In some rural communes there are associations which collect domestic waste; this is the case for Fous-g-Fous in Boudinar.

Further conclusions for the current environmental and socioeconomic situation can be found in the report "Analyse de la situation actuelle dans la zone côtière de la Province de Nador" within the framework of CAP Nador.

As for specific stakeholders that have attracted attention through the analysis, there are the Agence pour la Promotion et le Développement Économique et Social des Préfectures et Provinces de l'Oriental and the Wilaya de la Région de l'Oriental. They are relevant for CAP Nador because they play an important role as a bridge between the national and local level and they participate in project funding. Moreover, in the case of the Agence, it has the role of an interministerial coordinator and it finances important initiatives, e.g. the construction of a by-pass road around the city of Nador to access the port of Beni Ensar, the tourist valorisation of the littoral of Nador, and establishment of a maritime professional training centre next to the Port of Beni Ensar. Another two important initiatives lead by the municipalities of Nador and Beni Ensar (crucial stakeholders) respectively, are the elaboration of a Strategic Plan for the City of Nador (where the local NGO FUED is an active partner) and the project of a logistic port free zone.

Meanwhile, the Stakeholder Analysis is the basis to develop public participation activities, such as public hearings, focus group meetings and interviews, as well as for analyzing capacity building needs. This is shaped in the following preliminary participation and information strategy:

4.1. Preliminary participation and information strategy

| STAGE IN PROJECT PROCESS | | TYPE OF PARTICIPATION | | | |
|---|----------|--|---|---|--|
| | | Information sharing One-way flow | Consultation Two-way flow | Collaboration Cooperation with stakeholders and within the team | Capacity building/Empowerment Training and transfer of capacities for wise coastal management |
| Analysis of Status-quo (Jan – Sept 06) | Kick-off | <ul style="list-style-type: none"> - Production of 1000 leaflets describing CAP-NADOR project to be distributed during the launching event. - Production of a press release to be mailed out to identified media. - Regional public awareness campaign (distribution of leaflets to regional and local stakeholders with occasion of related events in the province of Nador) | <ul style="list-style-type: none"> - Participants (relevant stakeholders to be invited) who participated in the launching event in Nador will have the opportunity to express their thoughts, queries and petitions. | <ul style="list-style-type: none"> - 1st Project Team meeting to exchange information and points of view. Agreement on objectives and geographical scope. - Round of door-to-door visits to governmental (national, regional and local) stakeholders whose influence is high in order to engage them in the project. | |

| | | | | | |
|--|----------------------|---|---|--|--|
| | Stocktaking | <ul style="list-style-type: none"> - Gather relevant information from existing/ongoing studies from all the stakeholder groups. - Make the final version of the stocktaking available via e-mail to those stakeholders whose importance for the project is high (>4) | <ul style="list-style-type: none"> - Meeting representatives of the UNDP-GEF funded project MedWetCoast for debriefing and to receive all relevant documents. - Meeting the focal point and the involved persons in the World Bank funded project METAP (cost of environmental degradation in the coastal zone) for documenting the project. - Contacting World Bank/GEF Team, receiving project proposal and providing input to it, continuous liaison. - Contacting other initiatives | | |
| | Stakeholder Analysis | | <ul style="list-style-type: none"> - The results will be the basis to select key representatives (8) of the most critical stakeholders (see matrixes, cells in red and orange), in order to hold interviews to gather further information involve them in the project. | <ul style="list-style-type: none"> - The results will be the basis to agree on focus group types and participants (those who are more important/influent) to hold the group meetings, where priorities for coastal sustainable development will be discussed and in order to enrol them within the project. - Finding strategies and negotiating with stakeholders whose importance is high but their degree of influence is low | <ul style="list-style-type: none"> - Analyse capacity building needs according to the competences, interests and commitment of stakeholders. - Constitution of the Stakeholders Forum as a result of the focus group meetings. |

| | | | | | |
|--|---|---|---|---|---|
| | Stocktaking on legislative and administrative framework | - Gather relevant information from governmental staff/representatives. | - Consultation with members of Cellule du littoral (MATEE) | | - Analyse capacity building needs according to the competences, interests and commitment of stakeholders. |
| | BARE | - Dissemination of the results to key tourism-concerned stakeholders | - Interviews/surveys to beach users. | | |
| | Scenic Evaluation | - Dissemination of the results to key tourism-concerned stakeholders | - Interviews/surveys to beach users. | | |
| ICZM Plan development (Dec 06 – Feb 08) | Goals and objectives definition | | - Representatives at the focus group meetings will be invited to participate in the Stakeholder Forum for consultation in order to define and prioritize goals and objectives for the ICZM Plan of Action. | - Joint assessment of priorities at the 1 st Stakeholder Forum meeting where the Project Team will be present. | |
| | Draft Action Plan | - Production of a press release and mailing it out to all identified media. | - Distribution of the draft to stakeholders who will be invited to submit written comments. - A Public Hearing will be organized and all regional and local stakeholders will be invited to attend and express their feelings about the Draft - 2 nd Stakeholder Forum meeting to discuss de Draft | | |

| | | | | | |
|--|--|--|--|--|--|
| | Revision | | <ul style="list-style-type: none"> - All agreed changes by stakeholders and the project team will be adopted and communicated to the stakeholders concerned | | |
| | Production and distribution of Final Action Plan | <ul style="list-style-type: none"> - Press conference where all the identified media will be invited to attend. - The final Plan of Action will be mailed to all representatives at the focus group meetings and to interviewed people. - National, regional and local public awareness campaign: Executive version (2000 copies) of the Plan of Action to be sent to all stakeholders, production of leaflets highlighting main results, TV and radio announcements, and articles on newspapers. | | <p>Cooperation with teachers: short presentation at conference of lycee rectors of Province of Nador, distribution of fact sheets to support lectures, organize meeting for interested school teachers</p> | |



| | | | | | |
|--|--|---|--|--|---|
| <p>Promoting implementation (July 07 – Dec 08)</p> | | <ul style="list-style-type: none"> - Press conference on the state of the implementation of the Plan of Action. - Articles in print media on the state of the implementation of the Plan of Action. - Final press conference | | <ul style="list-style-type: none"> - Individual meetings with key governmental stakeholders to explain the Plan of Action and promote endorsement. - Possible donors and fund raising mechanisms will be researched, discussed with key stakeholders and proposals will be prepared. | <ul style="list-style-type: none"> - Workshops (3). Possible topics: ICZM (governance, law enforcement mechanisms), sustainable tourism, fund raising mechanisms. The beneficiaries will result from the capacity building needs (see above). - Project team will help relevant institutions to draft agreements, protocols and guidelines for the implementation process of the Plan of Action. It will also help by mitigating conflicts if they occur. |
|--|--|---|--|--|---|

5. Research assumptions

This analysis has been built on the recognition that some of the statements are based on incomplete knowledge and assumptions. Therefore it could/should be updated all along the project cycle. It is assumed that respondents are truthful and knowledgeable.

6. Conclusions

The stakeholder analysis states that the number of stakeholders and stakeholder groups is high. Central and provincial government representatives, working for various ministries and agencies, seem to be the most critical stakeholders, especially due to their influence and the need of institutional support for the implementation of the ICZM Action Plan. The local level (municipalities, urban and rural communities) is also crucial for building local ownership of the plan and to obtain a first institutional level of endorsement. The support and coordination with stakeholders who are numerous but whose importance/influence is low, is extremely important for the success of the project; this is the case of the groups Private and individual users, Professional associations and services, and Associations for environment and development.

The analysis has also shown that there are important information gaps, for instance, the coordination mechanisms and competences. At this stage, it seems that several stakeholders overlap in their duties. A realistic Plan of Action for the coastal zone has to acknowledge these present overlaps and try to minimise them by assigning specific roles to certain stakeholders (especially to crucial stakeholders).

In fact, one of the main challenges that the team faces is to integrate issues in the coastal zone through institutional coordination and cooperation. Another challenge is to raise public awareness on sustainable coastal development through targeted dissemination of information and facilitating suitable tools and forums to let people express their views.

In conclusion, the stakeholder analysis shows the importance of involving all groups of stakeholders, at different stages and for different reasons, though with various intensity.