

# LOCAL DEVELOPMENT PLAN

## LE MORNE, MAURITIUS

2011





LE MORNE  
HERITAGE TRUST FUND

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*VERSION 1*

LOCAL ECONOMIC DEVELOPMENT PLAN

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LE MORNE CULTURAL LANDSCAPE



**REPUBLIC OF MAURITIUS**

## Caveat

The current document is a work in progress. Many people contributed to its production by way of field trips, and through providing diverse information or other input. Most importantly, the local communities and stakeholders gave extensive input through open community meetings as well as more specific planning sessions. The document provides a solid foundation on which to base further planning and implementation, as it captures the needs and aspirations of the local community. The document is not perfect and can be expected to evolve as circumstances change and more parties become involved, and make further changes to it. That is why it is labelled “Version 1”.

## Vision for Le Morne village

The Vision for Le Morne village was developed during a series of public meetings with community-based associations. It presents the collective view of the inhabitants of the village, as to where they see their village and themselves one day. The Vision therefore functions as a guiding light on the road into the future, with the Local Economic Development Plan serving as the road map:

*“We envision Le Morne to be a safe place to live, where there are adequate facilities and infrastructure. Our natural resources, both on land and in the sea, and our cultural environment should be respected, kept clean and developed in a wise manner so the local population can benefit, and tourists will be attracted to our village. Our human resource should be developed through capacity building opportunities and access to equal education, leading to flourishing business opportunities. Development in Le Morne should always be mindful of our heritage values and way of life that makes our village so special”.*



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### List of Acronyms

<b>ASCLME</b>	Agulhas and Somali Currents Large Marine Ecosystems
<b>BRGNP</b>	Black River Gorges National Park
<b>CBAs</b>	Community- Based Associations
<b>CEB</b>	Central Electricity Board
<b>CF</b>	Consultative Forum
<b>CHA</b>	Central Housing Authority
<b>CLM</b>	Cultural Landscape Mapping
<b>CSR</b>	Corporate Social Responsibility
<b>FIT</b>	Fisherman Investment Trust
<b>ICZM</b>	Integrated Coastal Zone Management
<b>LED</b>	Local Economic Development Plan
<b>LMCL</b>	Le Morne Cultural Landscape
<b>LMHTF</b>	Le Morne Heritage Trust Fund
<b>MDGs</b>	Millennium Development Goals
<b>MEPU</b>	Ministry of Energy and Public Utilities
<b>MID</b>	Maurice Ile Durable
<b>MoESD</b>	Ministry of Environment and Sustainable Development
<b>MPRC</b>	Multi-Purpose Resource Centre
<b>NGOs</b>	Non-Governmental Organisation
<b>PTA</b>	Parents Teachers Association

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<b>SA</b>	Situational Analysis
<b>SAR</b>	Situational Analyses Report
<b>SDF</b>	Spatial Development Framework
<b>SEED</b>	Le Service d' Ecoute et de Development
<b>SGP</b>	Small Grants Programme
<b>SIP</b>	Strategy and Implementation Plan
<b>SMME</b>	Small, Micro and Medium Enterprises
<b>TJC</b>	Truth and Justice Commission
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>WHS</b>	World Heritage Site

## **Executive summary**

In February 2010, the Le Morne Heritage Trust Fund commissioned a Local Economic Development (LED) Plan for Le Morne Cultural Landscape. The Le Morne community is well aware of the pivotal place that they occupy in the Le Morne Cultural Landscape (LMCL) and the important role that they have play in the maintenance and development of the World Heritage Site. They hold their heritage dear, they care deeply about their village and the way of life in it, and there is a strong sense of community. They are also eager to collaborate with Government and other partners in developing the LMCL and making their village a better place to live. They are intensely aware of environment problems, both on land and in the lagoon. They participated actively in the development of the LED Plan, and the Village Council (well represented on the Planning Committee) and other tiers of Government have been most cooperative in the collective planning exercise.

### **Aim of the LED Plan:**

*The purpose of local economic development (LED) is to build up the economic capacity of a local area in such a way that its economic future can be improved, with a positive impact on the quality of life for all inhabitants. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.*

### **In a nutshell:**

- a. The Local Economic Development Plan is considered a major instrument that will help to guide development that will lead to an improved quality of life in the village of Le Morne, and the surrounding area through improved infrastructure and services, and the creation of sustainable business opportunities and employment.
- b. The LED Plan was commissioned by the Le Morne Heritage Trust Fund Board. It was developed as a result of extensive engagement with the local inhabitants as well as consultation with relevant authorities and other players.
- c. Community involvement came by way of public meetings and visioning exercises held with Community-Based Associations (CBAs).
- d. To further ensure that local interests were safeguarded, and to instil a sense of ownership by the community, an LED Planning Committee was selected at the village level, to spearhead the process, and be closely involved in the elaboration of the plan.
- e. Most importantly, the LED Plan pursues a collectively constructed Vision, and can be considered a road map to this end:

*“We envision Le Morne to be a safe place to live, where there are adequate facilities and infrastructure. Our natural resources, both on land and in the sea, and our cultural environment should be respected, kept clean and developed in a wise manner so the local*

*population can benefit, and tourists will be attracted to our village. Our human resource should be developed through capacity building opportunities and access to equal education, leading to flourishing business opportunities. Development in Le Morne should always be mindful of our heritage values and way of life that makes our village so special”.*

- f. There are four sections to the LED Plan. The first section provides an *Introduction* with essential background, the purpose of the plan and a basic description of the area covered by the plan.
- g. The second section explains the *Methodology* in a fair amount of detail. Consultations were exhaustive and the process fully transparent. Additional research was done to provide a solid basis for the LED Plan.
- h. The third section presents the *Outcomes* of the consultative process, socio-economic and other research and desktop work on other initiatives that may impact on local economic development.
- i. The fourth section provides a combined *Strategy and Implementation Plan* that is short, direct and suitable for local consumption, as agreed with the community and Le Morne Heritage Trust Fund (LMHTF).

**Twenty four major issues identified through stakeholder consultations are:**

- a. Sewerage system, public health, child care facilities, training and capacity building, education, the need for a multi-purpose centre, sports facilities, ecotourism development, creating and enabling environment for businesses, food security, safety, environmental custodianship, arts and culture, land accessibility and ownership, marine resources and lagoon management, and quality of life.
- b. These points are targeted by ten areas of intervention, following points that are listed by issue and area of intervention in the Strategy and Implementation Plan. Some areas of intervention cover more than one issue, and some issues cut across several areas of intervention.

**Main areas of intervention outlined in the Strategy and Implementation Plan are:**

- a. The main areas of intervention first and foremost include *access to the Mountain*.
- b. *Access to land* is a major cross-cutting issue, and this is coupled with *better use of land* that is currently available for development.
- c. A *Multi-Purpose Resource Centre (MPRC)* has been identified as an effective way to address many issues concerning social health, human development and capacity building.
- d. The *creation of an enabling environment* of business will give small business development a great boost.

- e. *Assistance to the fishing community* is very important, considering that Le Morne is primarily a fishing community where almost everyone has some connection to the sea.
- f. *Education, sport and social services* require diverse improvements.
- g. *Tourism development* can contribute greatly to the overall development of the LMCL, and has to proceed along Sustainable Tourism and Responsible Tourism guidelines.
- h. Unlocking assistance from the private sector is also a priority, as is the provision of essential *infrastructures*.
- i. Considering the World Heritage Site status of the LMCL, *heritage development* is deemed essential and urgent.

### **Local Economic Development Guidelines:**

Guidelines for local economic development in the LMCL that address the following aspects are presented:

- a. Training, human resource development and community engagement
- b. Promoting local businesses
- c. Equity in business enterprises
- d. Social responsibility

The LED Plan is a vehicle to guide both local and national government when designing projects around LMCL. It can also inform donor funding and private sector involvement and most importantly, the LED Plan can help to coordinate the multi-sector efforts at making the LMCL a better place to live while safeguarding the essential characteristics, namely the **Outstanding Universal Value**, the **Authenticity** and the **Integrity** of the site, that led to the site being inscribed on the World Heritage List. Above all, the LED Plan also reminds the inhabitants and different interest groups in Le Morne of what they strive towards collectively, as a local community who has a key role to play in the unfolding of the plan which, after all, is theirs. The LED Plan crystallizes the ground level agenda and, at a country level has the potential to become a remarkable example of a ‘top down, bottom up’ approach to local economic development. It is imperative that the LED Plan be widely disseminated and that appropriate placement for it be found in existing legal frameworks, for instance the Planning and Development Act of 2004.



## Section 1: Introduction

### 1.1 Background

The Le Morne Cultural Landscape (LMCL), inscribed as a World Heritage Site in 2008, is located on the southwest tip of Mauritius. It is one of the least developed coastal areas in Mauritius, and its foothills represent some of the last remaining pristine coastal landscape on the island. This landscape also contains heritage that is universally important, and is of particular significance to the people of Mauritius. This valuable national asset is currently vastly under-utilised from a local economical development perspective, partly because the Le Morne Heritage Trust Fund (LMHTF) has not had access to the mountain, which lies at the physical centre of the LMCL. As a result the rolling out of the Management Plan for the Le Morne Cultural Landscape (2008) has been on hold. The Le Morne Brabant Peninsula also links to the Petit Morne mountain range through an isthmus (a narrow land bridge), providing further opportunities for ecotourism development in the LMCL, and beyond.

The economy of the area ranges from subsistence and small-scale fisheries, to an increasing number of local guesthouses and five higher end hotels. The small villages in the area are economically depressed with the inhabitants mostly depending on jobs elsewhere and then usually only getting low-income types of employment because of a poor standard of formal education. Nonetheless, considering its exceptional heritage status and ecotourism potential the area could offer additional economic opportunities to the local population, as well as to the country at large. In order to enhance the preservation of the cultural and historical values as well as optimise economic opportunities for LMCL, the current Local Economic Development (LED) Plan was developed. The LED Plan has been a long-overdue requirement for the Management Plan for the Le Morne Cultural Landscape (2008).

The Local Economic Development (LED) Plan aims to foster and maintain a higher quality of life in Le Morne village, and the surrounding area by unlocking local economic development opportunities; a good LED Plan typically may call for improved infrastructure and services, the creation of sustainable business opportunities based on the strengths and potential of the areas, and employment that is linked to opportunities in the area. A well-defined LED Plan that addresses short, as well as long-term development opportunities will help to secure and steer sustainable development at the local level – in a way that will also benefit the country at large

*According to the World Bank “the purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation”.*

(such as promoting diversification of the tourism industry and the democratisation of the economy). Priorities identified in the LED Plan can also provide guidance in terms of Corporate Social Responsibility (CSR) contributions, and government infrastructure and social spending. The LED Plan may also inform certain private sector initiatives. A good LED Plan can also assist in unlocking donor-funded interventions. Without a LED Plan, development at the local level runs the risk of ending up consisting mostly of *ad hoc* interventions.

Making an LED Plan requires a collective Vision formulated by the local communities. The Vision defines a point somewhere in the future to which the community aspires to. The Vision is the guiding light for the development of strategies that are rooted in a situational analysis of the local economic potential. Ground level realities and the specificities of the area have to be taken into account to ensure that plans and expectations are realistic. The LED Plan harnesses the input from the local community, government, regional authorities, and other role players into a set of strategies and guidelines aimed at creating a suitable climate for economic growth.

*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is generally accepted that a balance between Economic, Environmental and Social dimensions have to be achieved in the pursuit of sustainability. UNESCO adds a fourth pillar, namely Culture.*

The LED Plan also identifies ‘quick wins’ to start the process of poverty alleviation. The current LED Plan embraces local values, and strikes a clear balance between socio-cultural, environmental and economic issues of the Le Morne Cultural Landscape.

## **1.2 Purpose**

The overall purpose of this project was to design a strategy that would unlock economic growth potential in the Le Morne Cultural Landscape, and more specifically:

- i. To undertake a Situational Analysis (SA) of existing and potential opportunities, economic drivers, potential obstacles, existing capacity, and capacity building needs. The SA will provide the rational basis for the LED Plan.
- ii. To develop a LED Plan in a participatory manner involving all stakeholders, that is, local and other beneficiaries as well as entities that can contribute to the implementation of the LED Plan.

- iii. To provide suggestions for a budget that may help to guide Government expenditure in relation to LED, as well as funding from other parties such as donors.

The LED planning process resulted in the production of:

- i. A Situational Analysis of Le Morne Cultural Landscape, which is based on socio-economic interviews and other research and is incorporated into the LED Plan.
- ii. A comprehensive draft LED Plan that incorporates a five-year timeframe as well as a ten-year timeframe, with a strategy and implementation plan, budget notes and responsibilities assigned to the respective drivers<sup>1</sup> of the Plan.

The information in this plots a clear way forward, in a language that is easy to understand. The intended audience is the LMHTF, relevant ministries, the villagers themselves, and parties that can participate and contribute to the unfolding of the LED Plan. Such parties include National Government, the private sector and donor agencies. From the outset it was agreed that copies would be made available to the local community and other stakeholders for continuous input. Planning after all is a continuous process; hence this is ‘Version 1’ of the LED Plan which can be updated every year or as necessary<sup>2</sup>.

### **1.3 The Le Morne Cultural Landscape**

The Le Morne Cultural Landscape (LMCL) includes the Le Morne Brabant Peninsula and a small section of the foothills of the Petit Morne mountain range (see Figure 1). The LMCL was inscribed on the World Heritage List for its exceptional richness in tangible and intangible heritage. The peninsula and the adjoining Petit Morne mountain range, are spectacularly beautiful and contain some of the last ‘wilderness’ areas in the country. In fact, at the World Heritage Committee meeting in 2008, where the LMCL was inscribed on the World Heritage List, it was mentioned that the outstanding natural properties of the mountain could possibly have been an additional criterion for inscription – it is encouraging to know that the unspoiled natural attributes of the mountain have been noted internationally. The LMCL and the adjacent areas on the mainland is therefore exceptionally rich in both cultural and natural heritage, and this combination makes the LMCL an ideal setting for cultural and ecotourism development.

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<sup>1</sup> Drivers are any party, entity, organization or individual that has the capacity and who can be engaged to advance any component or step in the LED, either directly or indirectly.

<sup>2</sup> Note that a condensed version will be incorporated into the Management Plan for the Le Morne Cultural Landscape (2008).



**Figure 1:** The Le Morne Cultural Landscape with dots indicating different points of interest (see: Cultural Landscape Mapping of the LMCL – Final Report, available from the Le Morne Heritage Trust Fund).

fortunately an ongoing Cultural Landscape Mapping Project is already underway and hopefully soon, the main interpretation centre and other points of access to information will be established.

The mountain's many cliffs and steep slopes make it difficult to climb to the top, but an extensive network of trails is presented in the Management Plan for the LMCL 2008. The network of trails is positioned to provide rewarding experiences to outdoor enthusiasts of all competency levels. Hiking, mountain biking and even mountaineering opportunities are bound to attract large numbers of visitors as soon as the mountain becomes accessible. Attractions are often a combination of history, heritage and nature, and the balance between these attributes can be the choice of the visitors themselves (unlike many sites that emphasis only one or the other). The trail network becomes progressively more challenging the higher

From a heritage tourism point of view, the potential of the area is indisputable. The LMCL is a sea- and landscape that was used by maroons (runaway slaves) in the 18<sup>th</sup> and 19<sup>th</sup> century as a means to resist slavery. The LMCL is a rich and complicated cultural landscape with many layers, parts of which are kept alive by the oral traditions that make the Le Morne Mountain a symbol of the slaves' fight for freedom and how they suffered, as well as what they sacrificed for freedom. A number of research groups, as well as local community members have found, or pointed out an array of localities associated with tangible and intangible heritage. These data are dispersed through publications and grey literature, consultation and other reports, and some exist as isolated records in the possession of individuals. This means that the composite data for the LMCL are not easily accessible, but

one goes up the slopes of the mountain. The critical crossing point where the slaves escaped to relative freedom on the mountain's plateau is a V-shaped gap that lies immediately below an outcrop that can be reached on one of the difficult trails marked out in the Management Plan for the LMCL 2008, which is also marked by a cross put up by one of 'living legends' of the LMCL, Mr Allan Cambier<sup>3</sup>. The views from this point are simply breathtaking.

While the mountain falls in the core zone of the LMCL, the heritage attributes in the wider LMCL are equally important in terms of the value and interpretation of the site. The LMCL contains natural heritage that starts in pre-colonial times, and continues through all stages of human occupation of Mauritius: from the slavery period, to the post-slavery colonial period, to modern Mauritian society. However, not only did maroons roam across the entire Peninsula, but crossed to the mainland over the land bridge through a network of trails that connect to the Black River Gorges National Park (BRGNP). The BRGNP is a major attraction to tourists, that has considerable maroon history. It is located in the Black River District is not very far from the LMCL, which makes it possible for cultural and ecotourism trails to connect the LMCL with the BRGNP. It is this linkage, and the remarkable characteristics of the two protected areas, one a National Park and the other a World Heritage Site, that afford the country of Mauritius an outstanding opportunity for diversification of its tourism industry into cultural and ecotourism.

Finally, the LMCL also is testimony to the creation of a new culture and language – the Mauritian Creole society and culture, which has strong affinities with Creole culture across the Western Indian Ocean and even beyond. Few villages can display this culture as effectively as the quaint village of Le Morne, and make it as accessible to tourists. It is here where the *sega typique* was born, under an old banyan tree in the shadow of the mountain, and it is in this village where visitors can freely mingle with *sega* dancers, story tellers, poets and hardy fishermen who can take them in a typical fishing boat to explore the many points of interest in the lagoon and on Ilot Fourneau. One should never forget that the inscription of the World Heritage Site is based on cultural heritage, and that the inhabitants of this village are the key bearers, although not the only ones, of the flame that keeps this heritage alive. In short, the village of Le Morne is a rough diamond that must be cut and polished, and the present LED Plan provides insights into how the village and the LMCL in general, may be developed.

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<sup>3</sup> See: Le Morne Cultural Landscape – History, Symbolism and Traditions. 2010. Lowe, Gopauloo, Le Chartier and Bablee (eds). Le Morne Heritage Trust Fund (LMHTF).





**Figure 2:** *Left: Segua practice on the beach; Centre: Street in Le Morne; Right: Storyteller and musicians on Le Morne Beach.*

## Section 2: Methodology

### 2.1 The process

The Le Morne Cultural Landscape Management Plan of 2008 advocates for sustainable management of the area, and calls for a formal LED Plan to be developed for Le Morne.

At a Le Morne Heritage Trust Fund (LMHTF) Board meeting on the 25th of February 2010, it was agreed that the development of an LED Plan has become imperative, and the board requested EcoAfrica Environmental Consultants (Gauteng) Pty Ltd to facilitate and coordinate the process of developing an Economic Development Plan for Le Morne Cultural Landscape.

This section outlines adaptive methods and approaches used during the project duration. The LED planning process for Le Morne required a multi-sectoral engagement as shown in Figure 3. Central to the development of any LED Plan is consultation with the local community. This was done in several ways. The spine of the LED planning process started with two public meetings (see blue boxes in Figure 3). In the first meeting the LED planning process was discussed and agreed upon by the community. Strengths and weaknesses were listed, and the basic components of a preliminary Vision were defined, specifying where the community wants to be heading. During the first meeting the community also requested that intensive consultation be held with groups in the villages and not only by way of public meetings. Stakeholder groups were subsequently identified by the community (see list on the left side of Figure 3) and consulted. During the second meeting more strengths and weaknesses, as well as opportunities and obstacles to local development were discussed in a participative manner, and a draft Vision was constructed. A Planning Committee was also selected that would work with the consultants in refining the plan. Then a collaborative process of drafting the plan ensued, in which the team interacted with a Planning Committee on a number of occasions. As the need for information became increasingly apparent, research was undertaken in collaboration with the LED Planning Committee and selected community members. This involvement of villagers ensured that capacity is transferred along the way, and that the process remained transparent.



The LED Plan was then presented to the community in broad strokes during a third public meeting (see third blue box in Figure 3) where the Vision was ratified.

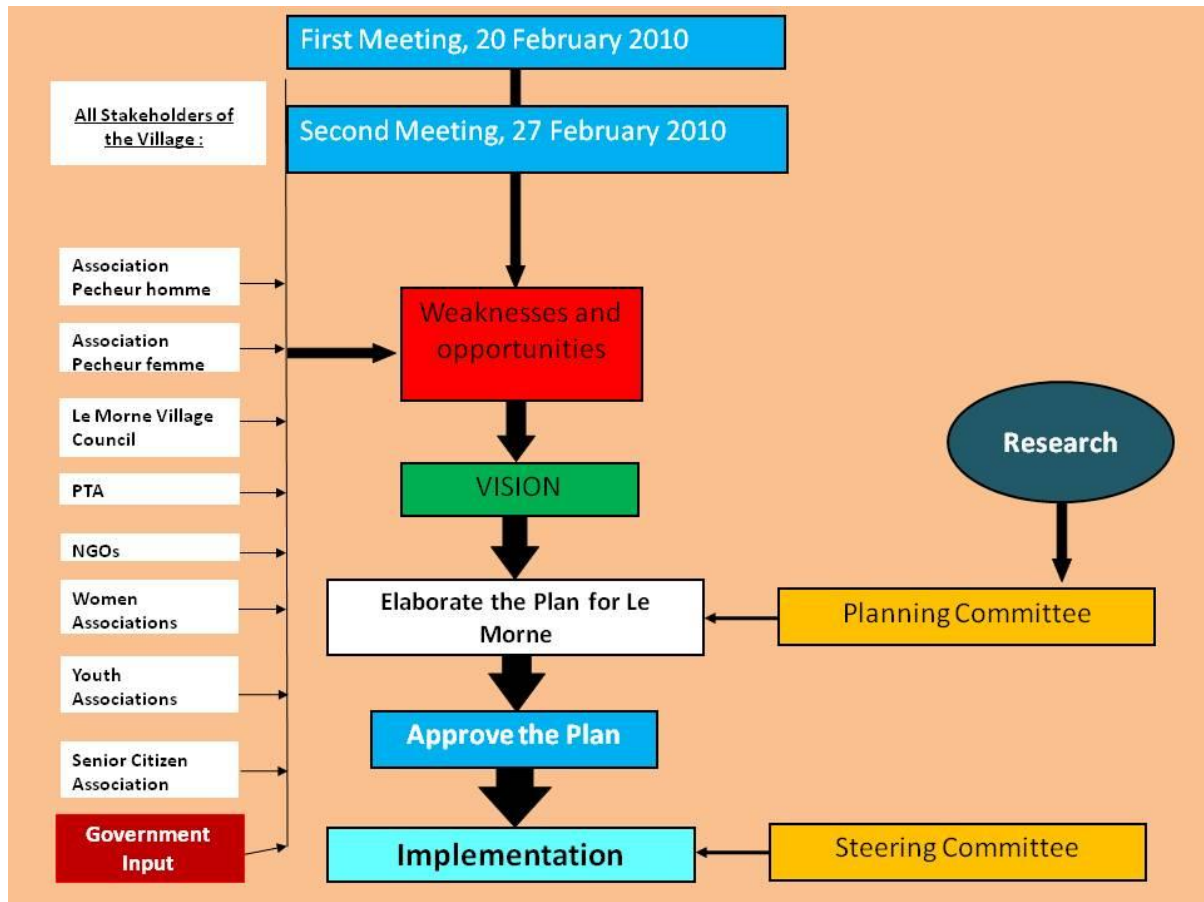


Figure 3: shows the methodology adapted for development of an LED Plan for LMCL in the form of a flowchart. During this meeting it was also decided that the Plan would be made available in Creole for further discussion, and input could be lodged at the LMHTF site office. Once finalized, the Plan would be ready for implementation, with regular reporting to a Steering Committee.

## 2.2 Planning

The consultants met with the Le Morne Heritage Trust Fund board, as well as the LMHTF site office team and a local NGO (SEED) in February 2010. A public meeting in Le Morne was held during the same month to gauge the willingness of the community and stakeholders to engage in a LED process, and to gain preliminary input on



Figure 4: Public meeting held on the 20<sup>th</sup> of February 2010,<sup>7</sup> in the Le Morne village hall.

weakness and opportunities.

Consultation and engagement with the mentioned parties was crucial prior to the commencement of the LED planning process. Furthermore, these engagements were imperative for all parties to acquire a mutual understanding of the process, as well as the proposed methodology and what the LED Plan will aim to do.

### **2.3 Local stakeholder consultation**

- i. Under the aegis of Le Morne Heritage Trust Fund, a meeting with the fishers of Le Morne and La Gaulette<sup>4</sup> was held in February 2010, with partial support from the Agulhas and Somali Currents Large Marine Ecosystem (ASCLME) Project<sup>5</sup> and the Department of Fisheries, with approval from the LMHTF. The aim of the meeting was to identify issues that affect the fishers and their livelihoods, and the community in general. The opportunity was also used to discuss the MID concept and acquire input into the National Policy for a Sustainable Mauritius. A lagoon management committee was elected to provide input into a lagoon management planning process. The fishers considered a lagoon management plan as critical to their livelihood.
- ii. With full support, and under the aegis of LMHTF, the team held a second meeting in Le Morne Village during February 2010. The meeting provided an opportunity for community members to provide input into the process itself, and to interactively discuss the weakness and opportunities, and also air their needs and aspirations. This exercise was not only critical to sensitise the community on the LED process, but also to cultivate a sense of ownership for the plan – ideally the LED Plan should be driven by community needs.
- iii. At the end of the public meeting mentioned in ii above, a Planning Committee was selected through nomination (some through self nomination and subsequent endorsement in the public meeting). The committee consists of representatives from the village, Village Council and NGOs. Three of the Planning Committee members are also in the Village Council: Mr. Anil Kumar Lollbeeharry, Mr. Fabien Auguste and Ms. Shayestee Bhungawoo (Ms Shayestee Bhungawoo was not present on the day the photograph was taken, Figure 5).
- iv. During these meetings, the community members raised their weaknesses, opportunities and needs in Le Morne Cultural Landscape. A third public meeting was held in June where the findings of the LED planning process were presented to the audience. A Draft Vision that had been developed from input of the first public

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<sup>4</sup> This meeting, and subsequent meetings with fishers were treated the same as consultations with community-based associations as the fishers are a special interest group in the community.

<sup>5</sup> See: <http://www.dlist-asclme.org/>

meeting, and subsequent consultations with the Community-Based Associations, was presented during the third meeting and modified accordingly. Thereafter the Draft Vision was approved as the final version.



**Figure 5:** The Planning Committee. *Back row from left to right:* Mr. Patrick Norton, Mr. Lallshing Shamah, Ms. Basilia Shivute (facilitator), Mrs. Marie Josee Edmond, Mr. Fabien Auguste and Mrs. Joanna Louis; *Front row from left to right:* Mrs Sooriabye Kardaree, Mr. Anil Kumar Lollbeeharry, Mrs. Sweety Labeaute, Ms. Clayvie Jean and Mrs. Veronique Prudence.

## 2.4 Visioning exercises with community-based associations

- i. During the visioning phase, group-based consultative workshops with identified Community-based Associations (CBAs) were undertaken<sup>6</sup>, and six CBAs were consulted namely; senior citizen association, women association, Le Morne Village Council, PTA, youth associations, and NGOs. The aim of the consultation exercise was to (i) gather input from the associations (weakness and opportunities that exist in LMCL), and to (ii) construct a vision that was approved by the group. The vision for

<sup>6</sup> These ground level consultations were conducted by team members from SEED after some training and with the collaboration of Le Morne site office staff. In addition EcoAfrica facilitated two meetings with the fishers of Le Morne and La Gaulette with ASCLME project funding.

each group of CBAs was then derived from the issues identified by them. The respective visions were eventually merged into the overall Draft Vision for the LMCL. At the third public meeting, the findings of the LED planning process were presented to the audience. A Draft Vision was presented to the community; thereafter the Draft Vision was modified and approved to the Vision presented in this LED Plan.

## 2.5 Consultation with the other relevant stakeholders

- i. Ad hoc meetings and consultations were done with relevant stakeholders to gain an overall understanding of economic situation in Le Morne. The team consulted with the Ministry of Environment and National Development Unit<sup>7</sup>, Ministry of Tourism, Leisure and External Communications, Ministry of Housing and Lands, and relevant institutions such as the Black River District Council. Consultations were held in order to identify policies and laws, and to source proper guidance on how the LED Plan can be integrated into other development plans earmarked for the region.
- ii. Dedicated meetings with District Council and local authorities were paramount to the development of the LED Plan. Engaging with local and district authorities will create a platform for identification of further development needs within the LMCL. Local economic development after all is a continuing process.
- iii. The team also carried out consultation with developers (e.g. Indian Resort, Paradis and Dina Robin), promoters, and donor agencies to leverage funding towards the needs and projects identified by the communities. Consultations were done through face to face interviews though in some case hotels preferred written interviews.

## 2.6 Research

- i. A socio-economic survey was conducted in the village of Le Morne. The survey sought to investigate (i) socio-demographic trends, (ii) the labour force, (iii) education and training, (iii) the business environment, (iii) infrastructure, (iv) existing livelihoods and the potential of creating of new ones as well as (v) quality of life, leisure and community facilities. The socio-economic survey was based on 252 questionnaires that were circulated randomly. The survey was done in collaboration with some members of the LED Planning Committee as well as local inhabitants. The results of the survey are presented in Section 3. The team also reviewed and consulted previous studies and surveys done in the area.
- ii. Other research conducted included interviews with the hotels operating in the Le Morne Cultural Landscape. The team also looked at the Integrated Coastal Zone Management Framework (ICZM) report based on the pressure zone for Le Morne area<sup>8</sup>. Additionally, the team also engaged with the consultants working on the Spatial

<sup>7</sup> Now the Ministry of Environment and Sustainable Development.

<sup>8</sup> See: Development of an Integrated Coastal Zone Management Framework (ICZM) for the Republic of Mauritius. Area Plan: Le Morne Pressure Zone. Landell Mills Development Consultants, 2010.



Development Framework and Cultural Landscape Mapping. The latter study helped identify historical routes and trails. The other research surveys included the lagoon field trips that investigated different aspects of the lagoon, including the underwater state of the environment.



*Figure 6: Left: Acropora coral with a damselfish and a lot of algae; Centre: Sargassum seaweed growing in the lagoon; Right: Acropora plate corals with a group of Moorish idols.*

## 2.7 LED Plan submission, approval and the next steps

- i. The Draft LED Plan was presented to the Le Morne Heritage Trust Fund for inputs. The preliminary results were presented to the communities in Le Morne in May, 2010 when the Draft Vision was approved as the final one.
- ii. Once all comments were received and processed, the LED Plan was finalised.
- iii. Following LED planning ‘best practice’ the LED Plan will be available in Creole and made available to the community through the LMHTF site office.
- iv. The next step in continuing Local Economic Development (LED) will be for the LED Plan to be presented at a small ‘investors’ conference’ where all parties that may have an interest in the implementation of the plan, are invited. This will be an ideal opportunity to discuss ‘quick wins’ as well as long-term support. This conference should be organized by the LMHTF, and invitees may include government departments, hotels, potential private sector players and the Consultative Forum for the LMCL.
- v. A Steering Committee (SC) will be appointed to spearhead the implementation of the LED Plan together with the local government and the relevant authorities. The community must have the opportunity to make suggestion before the SC will be appointed by the Ministry of Arts and Culture.
- vi. Effort should be made to place the LED Plan into existing planning frameworks such as the Planning and Development Act 2004.

## Section 3: Outcomes

### 3.1 Community workshops

There were three community workshops held in Le Morne village that were attended by over 100 community members. Each workshop began with the explanation of what the local economic development is. Then the LED planning process was discussed and agreed upon. The first meeting was an introductory meeting where the community expressed the desire to be involved in the LED planning. Some weaknesses and strengths were also listed. The second meeting adopted a highly interactive approach that encouraged the community to voice the weakness and opportunities, as well as socio-economic concerns in their community. The third meeting as mentioned above was aimed at presenting the findings of the stakeholder consultations and the socio-economic survey and analyses, and getting further input. During the same meeting, the Draft Vision was presented, modified and approved as the Vision for Le Morne. Table 1 below summarises and lists the main concerns as stated during the workshops.



Figure 7: Meeting held with Fishers from Le Morne and La Gaulette on the 20th of February 2010, at the LMHTF site office.

Table 1: Weaknesses, opportunities and suggestions from community workshops and further elaborated during meetings of the Planning Committee.

Issues	Weaknesses	Opportunities	Remarks/Suggestions
<b>Sewerage and grey water</b>	The sewerage and drainage system is out of date and needs to be resolved as a matter of great urgency	Community can be engaged as part of public works teams to put in a proper system; grey water to be treated and re-used	The issue of the sewage disposal poses a serious threat to the health and livelihood of the communities <sup>9</sup>
<b>Environmental</b>	There is a need for a clean-up campaign	Community can be involved in clean-up	This issue can be presented by the

<sup>9</sup> This issue can be presented to the Ministry of Energy and Public Utilities and the Ministry of Environment and Sustainable Development. It should be noted that the new high tension power cable will be buried in the village, and it may be possible that the sewerage system can be addressed at the same time.



<b>custodianship</b>	behind the village hall up to the round-about, and other areas	campaign; this is also an opportunity for environmental education	Ministry of Environment and Sustainable Development
<b>Land accessibility, lack of land for development, and land ownership</b>	Lack of land to grow crops for food security and create new livelihoods is an overriding and cross-cutting obstacle, affecting the local economy	Many people want access to agricultural land previously used by the village so they can grow their own crops and rear animals, both for household consumption and to sell	People must grow their own food to ensure long term self-sufficiency. It was stressed that access to land, even a small piece, can be a major boost to household income
	Village is squashed into a thin strip of land. Land needed for village to expand, and facilities to be created	A multi-purpose centre and other facilities can be constructed and the football field can be closer to town	The Ministry of Housing and Lands should be requested to facilitate access to the land behind the village
<b>Business environment</b>	Lack of access to finance hampers all types of business development	Many people in LMCL have the capacity and potential to develop businesses	National Empowerment Fund (NEF) to be approached, and micro-finance schemes created
	There is a need for a fruit & vegetable market, fish market for fishermen, as well as a market for craft makers from the village	Spatial Development Plan (SDF) can propose town planning to improve town grounds without damaging essential character and heritage, diversifying attractions	This will be a platform and opportunity for people to showcase and sell their products, clearly there is a need for markets as fish is sold elsewhere, and vegetables are imported
<b>Facilities and infrastructure</b>	Access to the public beach on the west side if hampered by a road that has been closed	Develop a public beach in the village with toilet facilities and lights	Open the road which goes around LMCL and passes by Trou Chenille through to the slave route monument
	The village needs childcare facilities to help the women while they search for work	With their children safe and taken care of, the labour market can be developed better	The potential of women is curtailed because there is no childcare facilities

	There is a need for a pass around the bay because at low tide there are problems <sup>10</sup>		
			A hotel should be developed in the village
			Develop bungalows on the land behind the village for kite surfers to create more work <sup>11</sup>
	Lack of public health facilities, e.g. medical centres	Money and even lives will be saved if people have medical facilities in, or closer to town	The mobile clinic that was inaugurated seldom if ever came back to the town
	There are problems with the kite and wind surfers <sup>12</sup>	The lagoon provides a platform for various activities	A Lagoon Management Plan should be done with proper zoning for the lagoon
	There is a need for more bus stops in the village	Better public transport will save time	Transport problems must be investigated
			Fourneau Island should be developed <sup>13</sup>
	There is a need for a police station	Possibility of putting community policing system in place	There are social problems, including drugs
<b>Leisure facilities</b>	The villages lack opportunities, facilities and activities for the young people	Proper facilities will greatly improve the interest of youth in developing themselves	The football ground has been damaged, and there is a need for infrastructure for leisure,

<sup>10</sup> It is proposed that issues of using the lagoon be addressed in a lagoon management plan (initiative of the fishers) as well as the “Le Morne Pressure Zone” initiative of the Ministry of Environment and Sustainable Development.

<sup>11</sup> This proposal came from the owner of the land behind the village.

<sup>12</sup> Many fishers, men and women cited problems with the kite surfers and the issue must be addressed in a lagoon management plan, or by the ICZM initiative of the Ministry of Environment and Sustainable Development.

<sup>13</sup> One person only proposed this idea; most people are very much in favour of the island remaining in its natural state.

			children and sport activities
	The Le Morne Heritage Trust Fund site office closes too early	The LMHTF site office can be a focal point for information sharing, training in heritage, etc.	It is the only place where people can get the internet
<b>Security and safety</b>	Lack of security measures near the school	Better safety measures will lead to an improved environment for residents as well as visitors	There is a need for a separation between the pedestrian roadside and the road near the school as well as a speed hump
<b>Education and capacity building</b>	There are poor school results in the government schools, many people are not literate	Human potential can be much better developed for short-, medium and long-term benefits	There is a need to hold educational meetings with parents, and do alphabetisation for all inhabitants
	There is lack of capacity building opportunities for youngsters and women	Capacity building will very quickly improve the human resources, which will have many positive spin-offs	A multi-purpose centre can be created where skills can be learned and all ages can get together to share information and ideas
<b>Other needs:</b>	People operate without licenses or permits which means they cannot market openly	Legal businesses can more easily and openly advertise, for instance guesthouses on the internet	LMHTF can assist people who want to begin businesses to get permits and operate legally
	Hindu people wanted a plot of land to construct a place where they can pray, but up to now there is no place	Cultural diversity will add to the attraction of the village	LMHTF can make a follow-up with the Ministry of Housing and Lands



**Figure 8:** *Left:* An open drainage channel running from the town straight into the lagoon; *Centre:* Shoreline with Ilot Fourneau in background; *Right:* Obvious eutrophication near the shore.

### 3.2 Visioning workshops with Community-Based Associations (CBAs)

Seven CBAs in Le Morne were consulted and with a participation of over 100 members. During the visioning exercises the participants listed the weakness and opportunities that they identified in the village. The following is the list of key issues stated by the members, while Annex 1 provides a detailed summary of issues raised.

- a. Sewerage
- b. Health
- c. Infrastructure
- d. Education
- e. Transport problems
- f. Beach facilities
- g. Security
- h. Lodgement/housing
- i. Environmental challenges
- j. Land accessibility
- k. Recreational facilities
- l. Employment and capacity building
- m. Day care centre
- n. Communication barriers

*“We envision Le Morne to be a safe place to live, where there are adequate facilities and infrastructure. Our natural resources, both on land and in the sea, and our cultural environment should be respected, kept clean and developed in a wise manner so the local population can benefit, and tourists will be attracted to our village. Our human resource should be developed through capacity building opportunities and access to equal education, leading to flourishing business opportunities. Development in Le Morne should always be mindful of our heritage values and way of life that makes our village so special”.*

- o. Trading/business licences
- p. Poverty
- q. Secondary services
- r. Social issues (alcohol abuse, incest, early pregnancy, drugs)

The first consultation with the youth association was not well represented, therefore another consultation for the youths above 15 years old was organised. The consultation was done in a form of an outing. The issues raised by the youth are presented in Annex 2. Furthermore, the issues raised during the consultative meeting with the fishers are presented in Annex 3.

### **3.3 Situational Analysis (socio-economic survey)**

#### **3.3.1 Socio-economic and demographic trends**

Interviews followed an open format style; while there were questions, they were designed to encourage participants to speak freely and add whatever information they felt may be relevant to the socio-economic profile of the village or the development of an LED Plan. The purpose was not to arrive at a detailed analysis of all aspects of the community but to obtain reliable broad trends and to find out what aspects could be address by the LED Plan. The results obtained may also serve as a baseline to measure shifts in trends resulting from different interventions.

##### *Age and gender*

Le Morne village has a population of about 1700 inhabitants. According to the population census, the population is mostly composed of youth and adolescents. However, for the purpose of the LED Plan the interviewed population were between the ages of 15 to 85 years old. Figure 9 shows that 40% of the participants in the interviews fall in the age group of between 36 to 55 years. Figure 10 shows that the interviews were well balanced in terms of gender.

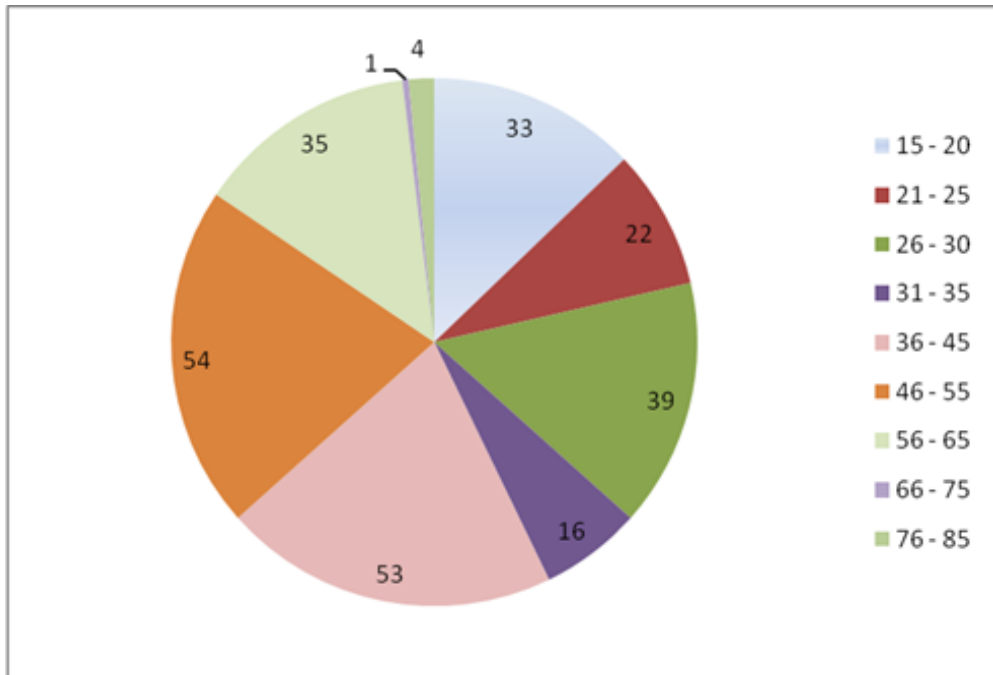


Figure 9: The age composition of the interviewed participants in Le Morne village (n<sup>14</sup> = 252).

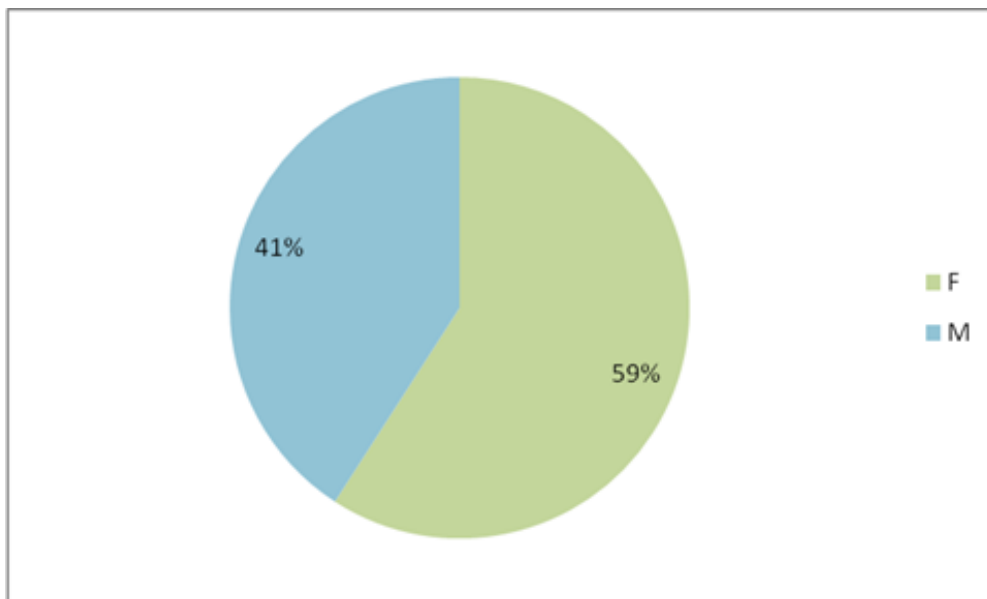


Figure 10: The gender composition of the interviewed participants in Le Morne village (n=252).

<sup>14</sup> n is the total number of interviews completed



### 3.3.2 Labour force

#### *Source of income and employment*

As per survey results, inhabitants from Le Morne village indicated that there were diverse sources of income in the community, about 20 types. However, a high number of people interviewed indicated that their source of income is linked to the sea/fishing. This signifies the importance of the lagoon and the sea in general, to the Le Morne community.

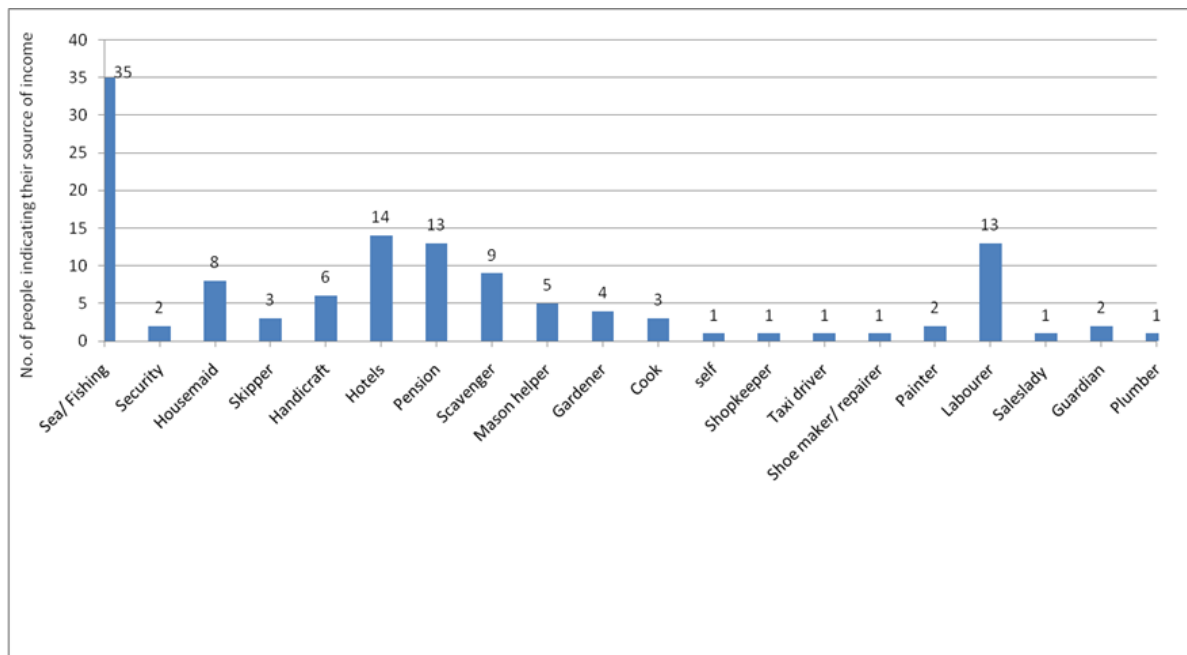


Figure 11: Different sources of income of participants, per category (n=125).

Marine resource use is of course far more prevalent than indicated in Figure 11. Probably everyone relies on the sea to some extent, whether fishing in the open sea on a fully commercial basis, or simply collecting shellfish for a meal, or occasionally harvesting sea cucumbers to supplement income. The sea and way of life in Le Morne is inextricably linked. Making a living of the sea does not relate to living marine resource harvesting only, but includes skippering boats or even, in a few instances consist of water sports, including being involved in dive centres or kite surfing.

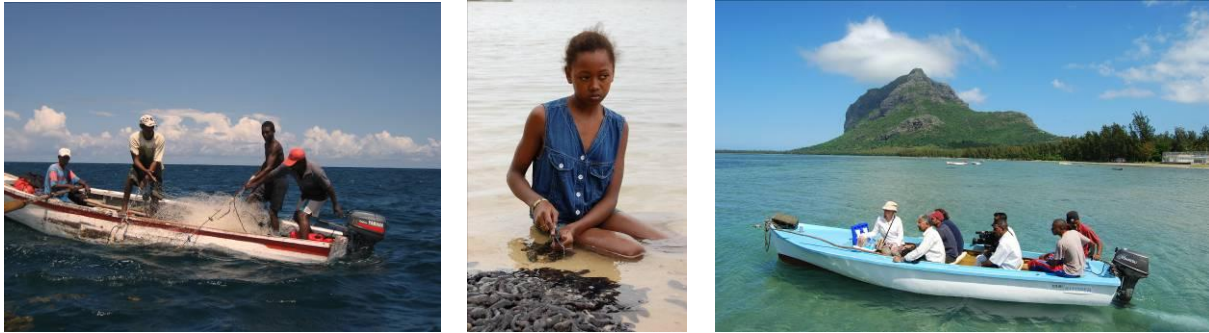


Figure 12: *Left: Fishing in open sea; Centre: Collecting sea cucumbers; Right: Visitors to Ilot Fourneau.*

### *Percentage of periods of employment*

Over 60% of the participants indicated that they were employed full-time, while about 20% cited that they were self-employed. The majority of the people indicated that they were happy with their jobs. Although many cited that they were happy with their current jobs, the participants listed a number of preferred jobs.

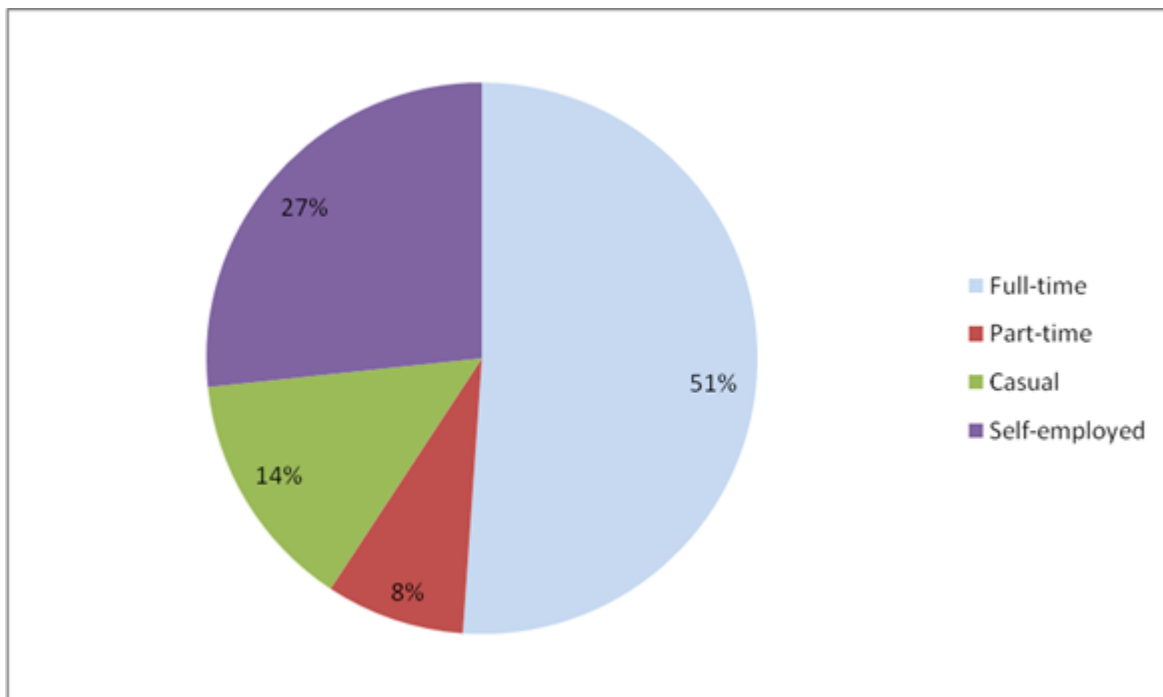


Figure 13: Level of employment in Le Morne village (n=135).

### 3.3.3 Education and training

#### *Level of schooling/educational background*

The level of formal education in Le Morne village is very low; over 50% of the interviewed inhabitants had only completed primary education. In spite of the low level of education in Le Morne village, inhabitants have a range of artistic, technical, sportive and professional skills to offer as summarised in Table 2. Additionally, 16 participants indicated that they required training in their field of interest. There was a strong sentiment that “prior knowledge learning”, that is skills without certification, should be acknowledged and that people may be assisted in acquiring certification.

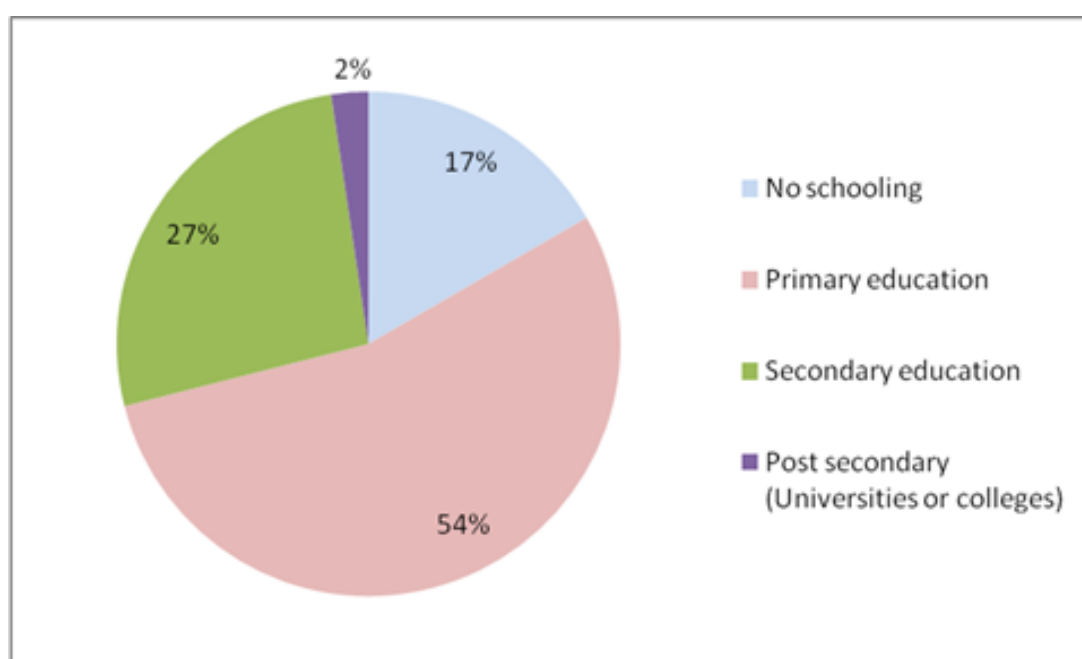


Figure 14: Level of formal education in Le Morne Village (n=252).

Table 2: A list of skills possessed by the interviewed inhabitants.

Skills		
Technical	Plumber	Electrician
	Dressmaker	Video recorder
	Mason	Painter
	Informatics	Tollerie/Panel beater
	Secretary	
Artistic	Musician	Graphic designer
	Drawer/artist	Artisanal
	Basketry	Pottery
	Singer	Embroidery

	Sculpture	Dress maker
	Printing	Hairstylist
	Poet	Glass painter
	Text song interpreter	Fabric painting
	Dancer	
Sportive	Bodybuilder	Athlete
	Karate	Swimmer
	Basketballer	Scout
	Footballer	Badminton
	Cyclist	Boxer
Professional	Driver	Fisher
	Cook	Painter
	Child minder	Housekeeper
	Skipper	Cleaner
	Sailor	Hotel/restaurant
	Tailor	Indian foods
	IC3- Computer programmer	Gardener
	Diver	Security officer
	Taxi driver	Secretary
	Beautician	
Others	Domino player	Communicator
	Vegetable seller	Tourist guide
	Electric & water installer	Local cake maker
	Salesman	Fish grower (aquaculture)

### 3.3.4 Business environment

The village has several small cubicles and mini-general dealers that sell diverse products. There are about five local guesthouses owned by the local inhabitants, and two that are owned by non-residents of the town. More are being constructed. This is a strong indication that many villagers are recognising the tourism potential of the village. Only 10% of participants of the interviewed group indicated that they owned businesses, and 24 (96%) of them said their businesses were registered. All the business owners indicated that they would like to expand their businesses, but they are always met with obstacles. The obstacles ranged from lack of finances, lack of land to expand, not having a station to operate from, as well as lack of trading permits.

### 3.3.5 Infrastructure

#### *Access to utilities*

Le Morne village is located in the Pas Géométrique. Most of the infrastructure dates between 2 to 4 decades old. The sewerage system consist of the traditional calcamite septic tanks with an absorption field. The grey water is channelled to a drainage canal that runs through the village and goes directly into the lagoon. The survey revealed that a high number of people have access to flushing toilets, water, electricity and telecommunications (Figure 15).

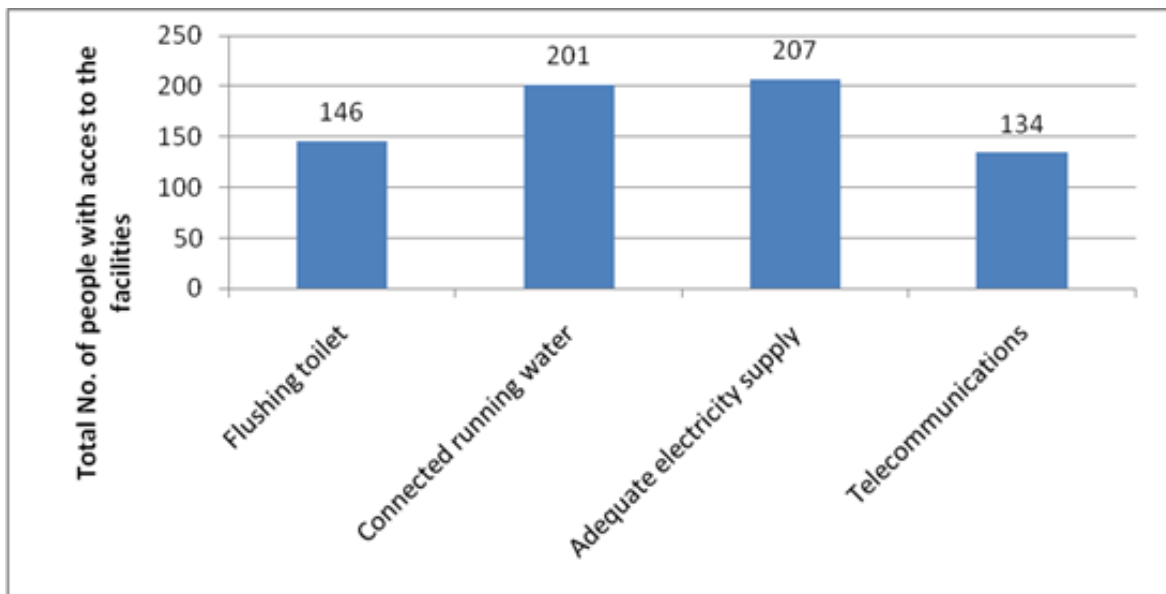


Figure 15: Total number of people with access to public utilities.

However, a high number of respondents indicated that they did not have access to sewerage facilities, and those who had access to the facilities indicated that the system does not function well.

The respondents were not satisfied with the transport system. The cited reasons are for example; the bus takes too long to travel from Baie du Cap to Quatre Bornes, the bus is either too slow or too fast, the buses do not adhere to the scheduled time, buses are not in a good condition, and thus cause pollution amongst other problems.



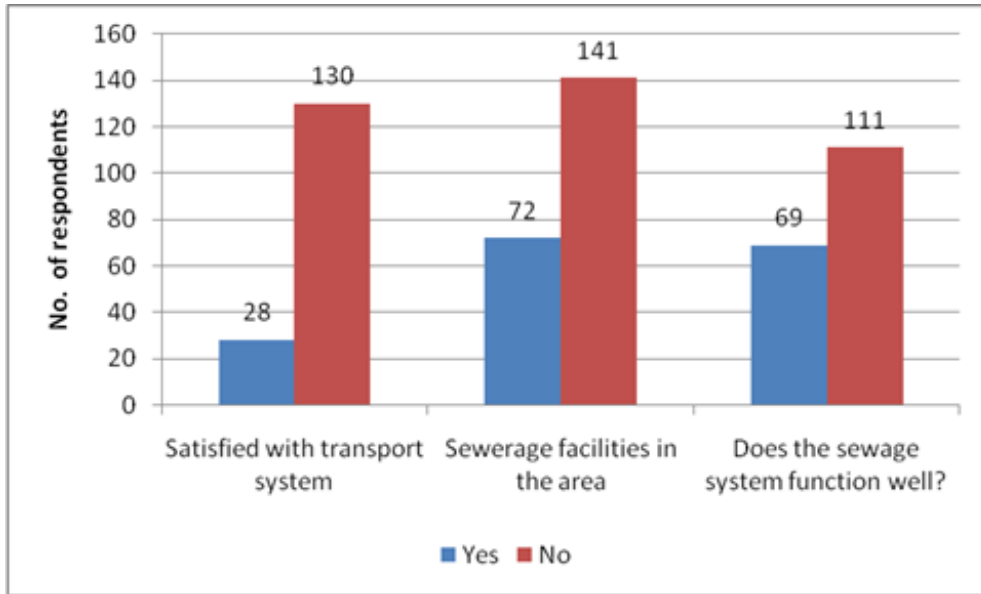


Figure 16: Levels of satisfaction with the public utilities in Le Morne village.

### 3.3.6 Economic and livelihoods

As indicated in Figure 11 in 3.3.2, the economy and livelihoods in Le Morne village are directly and indirectly linked to the sea, and many cited fishing as the main source of income. Other people are employed at the hotels, and a few are employed at the LMHTF site office. The local guesthouses also contribute to the livelihood.

Figure 17, highlights the economic opportunities that exist in the village. Similarly, fishing and the sea came out as the two main economic opportunities that exist in the village.

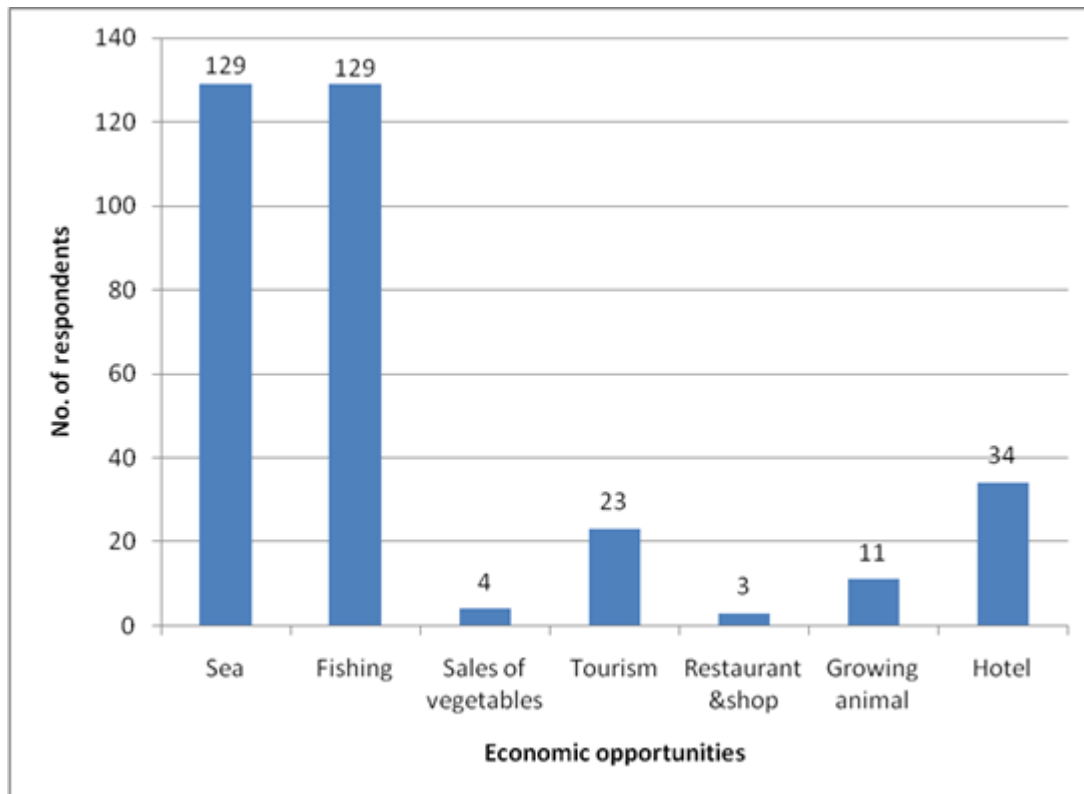


Figure 17: Existing economic opportunities in Le Morne village (n=252).

### 3.3.7 Quality of life, leisure and community facilities

#### *Quality of life and safety*

Quality of life is defined as the personal contentment (or discontent) with the cultural or intellectual circumstances under which a person lives<sup>15</sup>, and it is different from material contentment.

Over 70% of the inhabitants interviewed indicated that their quality of life was fair, while 14% rated their quality of life as being poor. It is not surprising that only 6% of the people interviewed considered their life as good. “Fair” in this LED context refers to average or a lack of outstanding quality.

<sup>15</sup> Princeton University, <http://wordnetweb.princeton.edu/perl/webwn?s=quality%20of%20life>, accessed in June 2010.

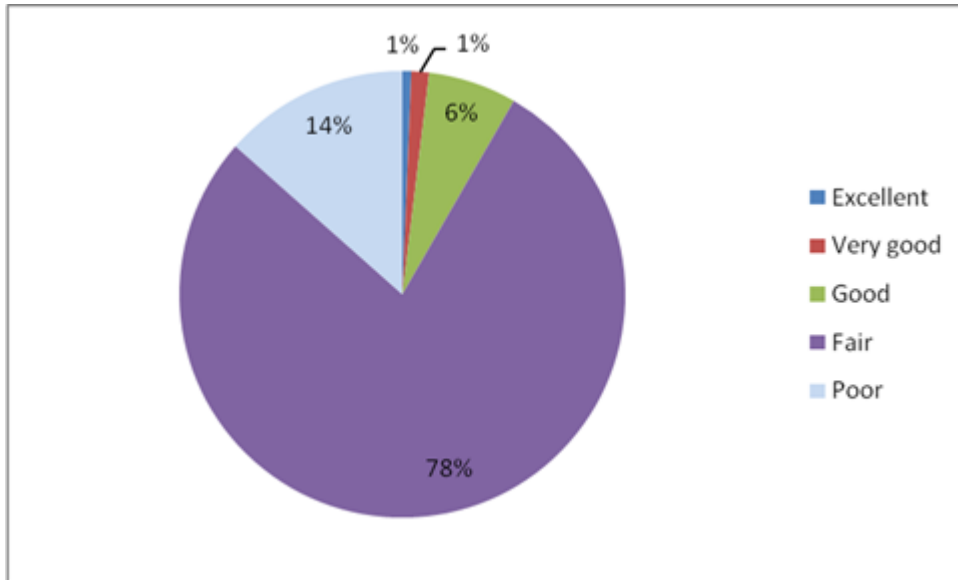


Figure 18: Assessment of the status of quality of life in Le Morne village (n=156).

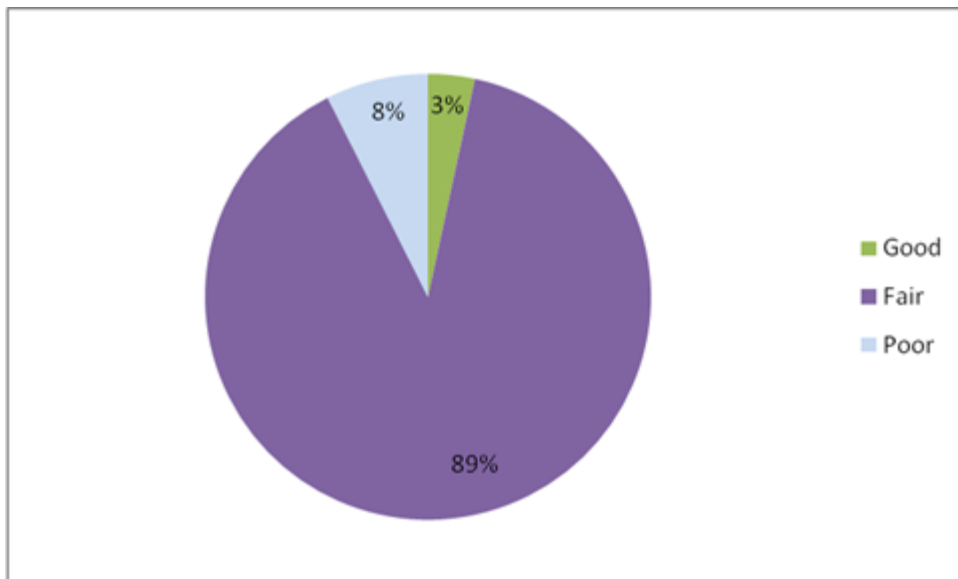


Figure 19: Assessment of the status of safety in Le Morne village (n=148).

### *Recreational facilities*

Recreational facilities play a positive role in the health and well being of many communities world-wide. It also increases a sense of community identity. Recreational activities can also be a tool to bring together (cohesion), and enhance the quality of life.

The Le Morne village is equipped with a community centre, which is a point of gathering for the community members and, with some improvements probably could provide a platform for recreational activities for the inhabitants. The centre is currently mainly used for meetings, occasionally as a station for health services, training courses and playing games. The centre is also being utilized by the educator for pre-schools, mainly during school holidays to coach kids in the age category of 3 to 18 years about creativity, cultural dances and outdoor games.



Figure 20: Children learning the *sega* dance.

There is a substandard volleyball/tennis court, and a soccer field in the area. The latter is located about a kilometre from the village.

Despite the above, a high number of the participants indicated that they did not have access to recreational facilities, thus citing a need for recreational facilities in the area. Furthermore, a high number of respondents indicated that they do not visit the centre. Those that visit the centre indicated that they do so to engage in the activities mentioned above. The participants also indicated that the soccer field is too far, and poses a risk of pedestrian accidents (in fact, recently a soccer player was hit by a car on the main road).

The facilities required in the area as stated by the respondents are gym equipment, a multipurpose centre for women, football playground, volleyball and basketball fields, and a youth centre. Another need identified through the CBA visioning exercises is the development or creation of sports activities for women.

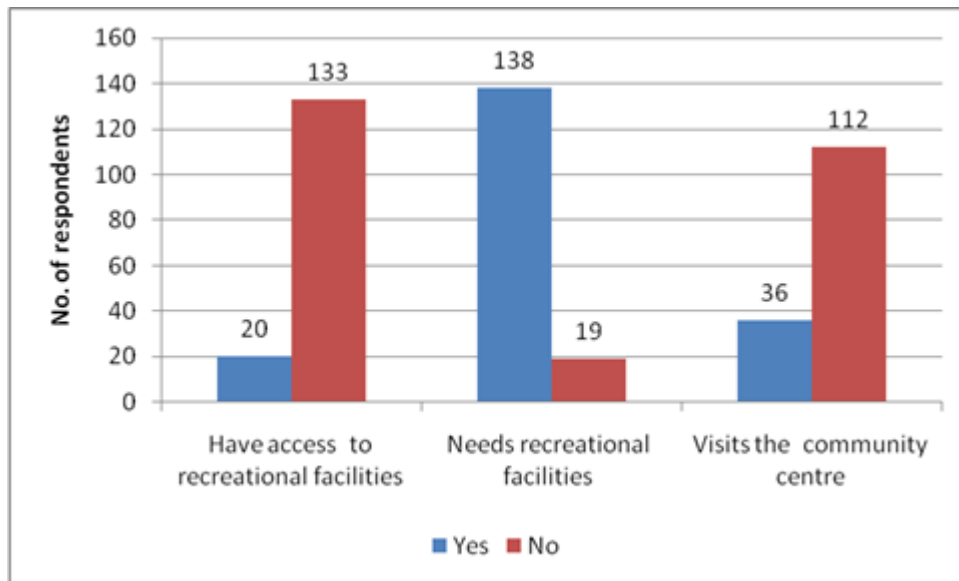


Figure 21: Access to recreational facilities and recreational needs assessments.

### 3.4 Other research data

#### 3.4.1 Social Development and Integration Plan

The Social Development and Integration Plan<sup>16</sup> of Le Morne Peninsula Project was developed for the Rogers Group. The plan investigated different aspects and made recommendations, such as in the sphere of infrastructural and public utilities. The infrastructure recommended are, for example, a health centre, a petrol station, police station, a supermarket and bakery, a library and a safer bus service with new shelter amongst other ideas. The report also indicated a need for a multipurpose centre in the village. The need for a centre was also strongly echoed by a member of the Village Council during the LED planning period. Furthermore, it is also reflected in the socio-economic survey for the LED Plan, where a high number of respondents indicated that they are in need of recreational facilities in the area.

The report also identified a need for a library for the Le Morne village. The need for the library also featured extensively during the visioning exercises with the community-based associations in the village (as part of the LED planning process).

Other issues covered by the report includes recommendations on economic activities and employment, health and poverty, women and family welfare and fishermen's welfare, and social problems.

<sup>16</sup> Social Development and Integration Plan done for Foresite property, for the Rogers Group.



### 3.4.2 Tourism research

#### *Establishments and attractions*

Research into development opportunities for the Le Morne village and LMCL strongly points to tourism as a viable option. This is not surprising as tourism is one of the major legs of the economy. Mauritius is an attractive, safe and interesting island to visit. Tourism is a well-advanced industry in Mauritius, with arrivals ranging from 55 000 to over 100 000 tourists per month. Although the industry is well established, the type of tourism currently offered in Mauritius is poorly diversified, and geared towards “beach and sea” (sometimes referred to as ‘beach tourism’), which is mainly operated by large hotel companies. The LMCL has a strong competitive advantage when it comes to the diversification of tourism and unlocking tourism potential not yet utilised.

At the moment there are five upmarket hotels (one being renovated) in the LMCL, all of which are geared toward beach tourism, and several low to middle market guesthouses around the LMCL. There are also several guesthouses in the Le Morne village of varying standards (from high to low) which are owned and/or operated by the local inhabitants. It is significant that before inscription of the LMCL on the World Heritage List there were only two local guesthouses and that now there are eight and more coming, most of them with a high occupancy rate (sometimes all the guesthouses are occupied).

Guesthouses have varying quality and standards and only one is being registered at the moment. Nonetheless, the overall success of guesthouses shows that the village has high potential to be an authentic *village touristique*. Furthermore, cultural attractions are increasingly receiving more attention from tourists who quickly fall in love with Le Morne village so that there are many repeat visitors. Local cuisine prepared in the village and consumed on the beach, *sega* dancing and storytelling have all become popular activities. Yet much more can be done to develop such activities through business training, providing better infrastructure on the beach and, above all, marketing of these attractions.

#### *Accreditation*

Accreditation is not a popular idea amongst local guesthouse owners. If registered, they would need to pay tax. But not being registered means that they cannot market openly. The team has talked with five guesthouse owners who see the advantage of being registered but are not eager to do so. It is suggested that the LMHTF approach the Ministry of Tourism to request a tax break for newly registered owners, for a period of three years, thus helping the small entrepreneur as well as assists the large tourism enterprises as an ‘investor friendly’ island.

### *Marketing*

Marketing can easily be sponsored by the LMHTF, and need not be expensive. Once guesthouses are registered they can be advertised on one site with a common marketing system, which will help tourists to find them and make bookings (which is currently being done on an informal basis by the site office). The guesthouse owners can form a cooperative or association in order for them to improve their guesthouses and marketing strategies. Site office staff can easily be trained to update sites, following the examples of another World Heritage Site where the community has a central role, namely the Richtersveld Botanical and Cultural Landscape in South Africa. Examples of brochures can be easily obtained and the following websites can be visited:

[www.richtersveld-conservancy.org/](http://www.richtersveld-conservancy.org/)

[www.richtersveld.net/](http://www.richtersveld.net/)

[www.south-north.co.za](http://www.south-north.co.za)

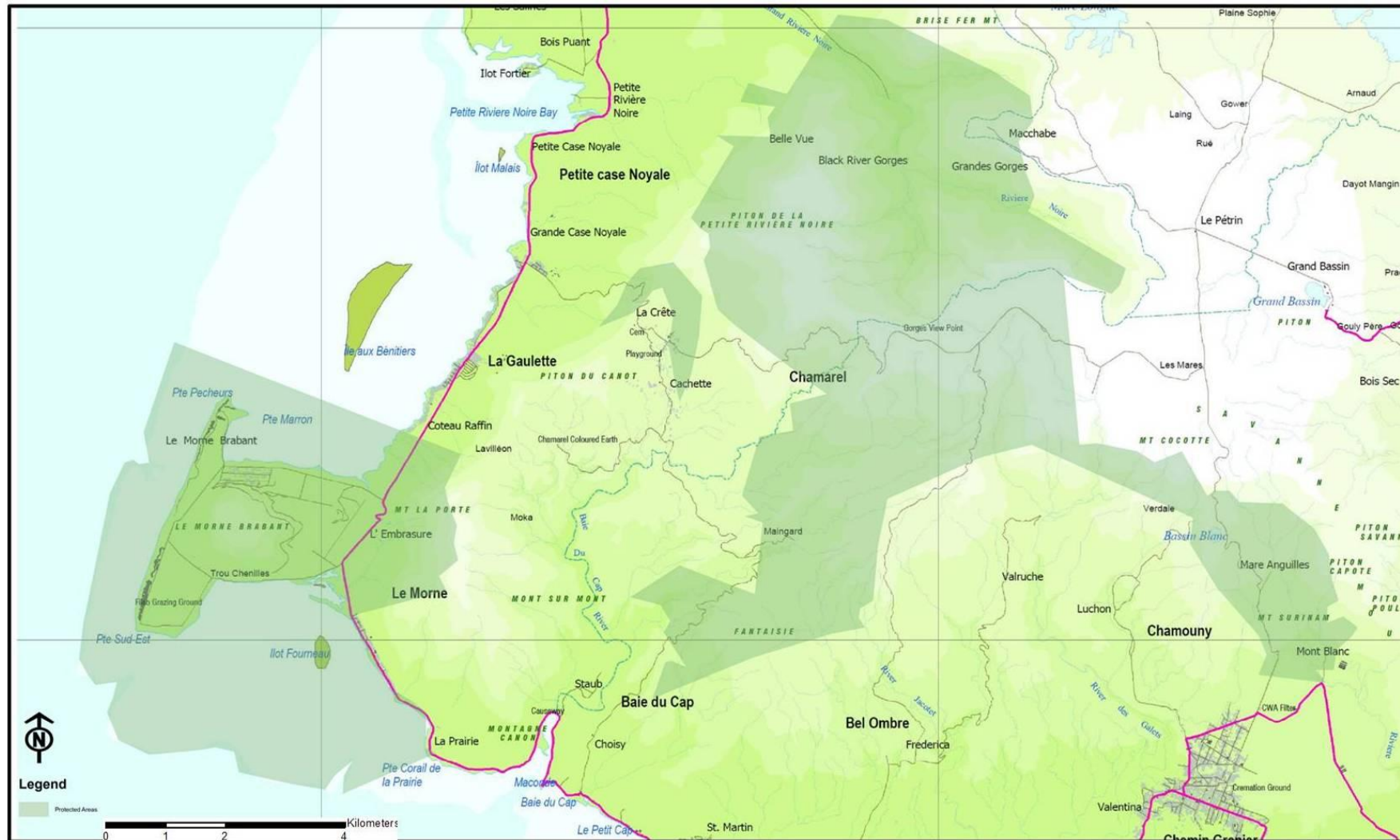
A website may also be created for the LMCL using the templates similar to the south-north route website, [www.south-north.co.za](http://www.south-north.co.za). The site can have information on the LMCL, all the possible activities, where one can stay in the village and also a section where anyone can ask questions that go directly to the site office. This can be considered a very cheap ‘quick win’ that will show results almost immediately.

### *Geographical positioning*

The geographical positioning of the LMCL has many strategic advantages. The LMCL is located on a highly visible promontory on the national map, making it very easy to market the site by simply indicating it on maps of Mauritius. Moreover, it is located in one of the most scenic areas of Mauritius in the least developed districts. To spoil this natural wildness, which is partially protected by the *Planning Policy Guidelines for the Le Morne Cultural Landscape* and the scenic routes and biodiversity corridors indicated in the *Outline Planning Scheme for the Black River District*, will be a travesty that will inflict irreparable damage to the country as a whole.

What makes the positioning of the LMCL especially valuable is its close proximity to the Black River Gorges National Park, which undoubtedly is the major natural attraction on the island. To have a World Heritage Site and a National Park so close to one another, separated by a mountain range that, at least from one side gives the impression of pristine nature, means that there is great potential for synergy. Map 1 shows that the two protected areas are separated, at the closest point, by less than 4 kilometres. This opens up the possibility of connecting the LMCL trail network with that of the Black River Gorges National Park (BRGNP), thus becoming the first trail network large enough to develop overnight trail accommodation and a true ecotourism experience.

## Le Morne Cultural Landscape (LMCL) and Black River Gorges National Park (BRGNP)

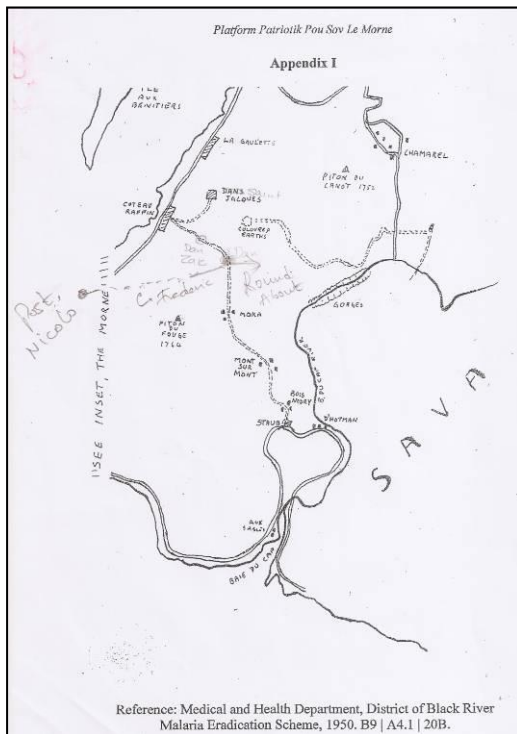


Map 1: Indicating the close proximity of the LMCL to the BRGNP.

The LMCL and surroundings contain some of the last wilderness areas in the country. Wild areas becoming a diminishing and an increasingly valuable commodity anywhere in the world, and particularly so in Mauritius where they are already a rarity.



**Figure 22:** *Left:* Track leading from the mountain to Petit Morne; *Centre:* Le Morne Brabant Peninsula with land bridge from road to Chamarel; *Right:* View of plains where Macaque is located with Point Marron on the spur pointing north.



Furthermore the area in-between the LMCL and the BRGNP contains historical trails as indicated in a map from 1950 (Figure 23), which are overlaid on a section of Map 1 showing in more detail how the two protected areas can be connected through historical trails. Trained local guides will further enrich the experience of the visitor. Exactly which trails are best to follow, what they have to offer and how access can be arranged should be the topic of an urgent investigation to aid tourism development in the district. It will also boost diversification and democratisation of the tourism industry in Mauritius.

**Figure 23:** Historical trails connecting the LMCL to the BRGNP.



**Figure 24:** *Left:* Petit Morne landscape; *Centre:* Estuary at Baie du Cap where ecotourism trails can start or end; *Right:* Rugged terrain on the mountain.



Trail Network Between LMCL and BRGNP



Map 2: Potential trail network between LMCL and BRGNP.

### *A tourist trail network without equal*

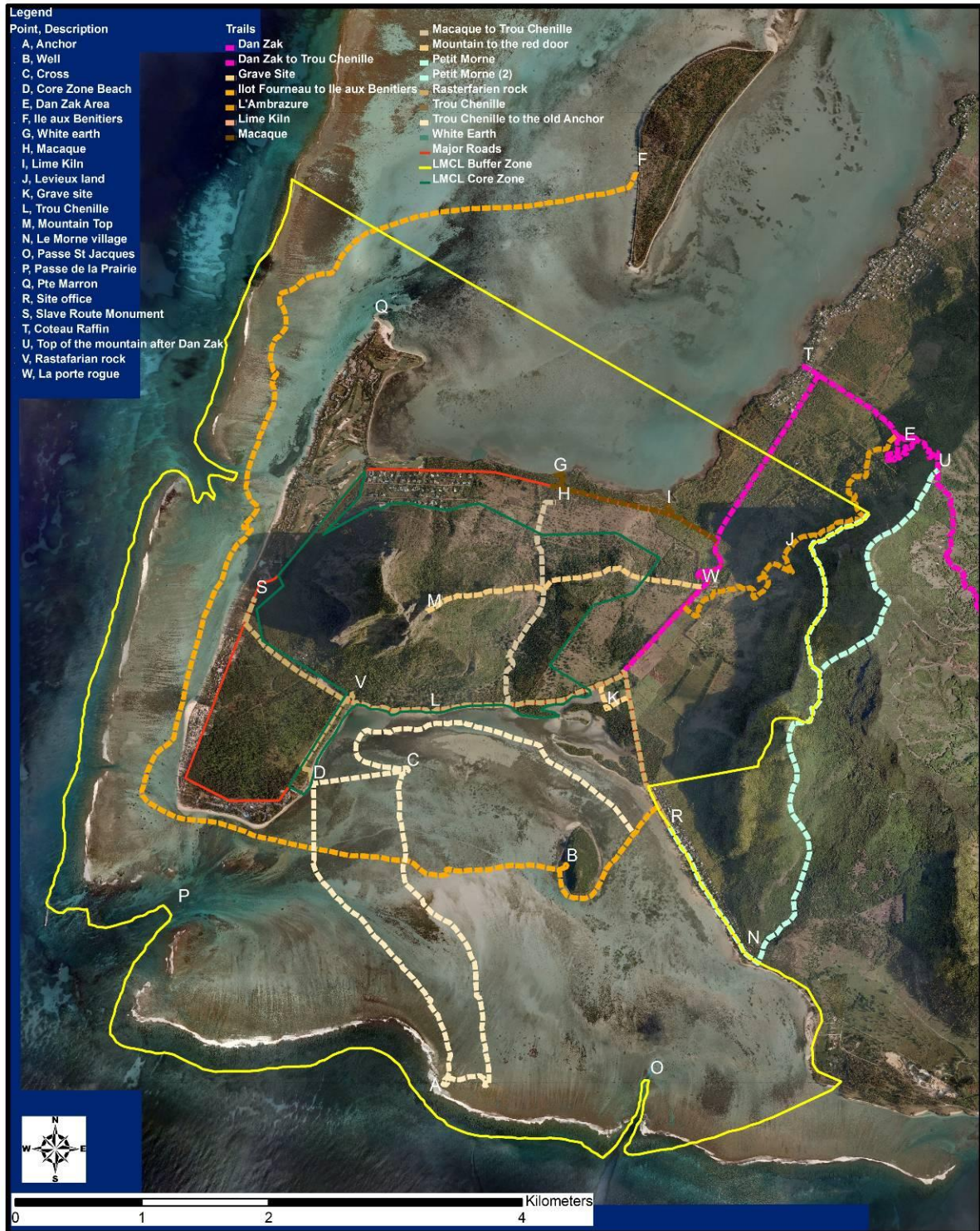
The “beach and sea” tourism will always be important. However, here is an opportunity to develop attractions based on the cultural and natural attractions of the World Heritage Site. Local empowerment opportunities will be created for the inhabitants, the area will be boosted as a place of outstanding heritage. Therefore the LED planning team interacted closely with the Cultural Landscape Mapping (CLM)<sup>17</sup> team. Trails and routes will connect different historical and cultural villages, and transverse through key biodiversity and cultural areas that are also blessed with astonishing scenery.

The Management Plan for the LMCL 2008, hitherto scarcely implemented, shows extensive trail networks that can be developed on the Le Morne Brabant Mountain. These are not shown here again, and the Management Plan should be separately consulted regarding trails in the mountain itself. However, the larger LMCL has vast potential for interpretive trails that will collectively make up a network of trails that has no equal in the rest of the country. Map 3, and the accompanying Table 3 highlights trails or routes that can become ecotourism trails. Map 4 overlays the major trails (see Table 3) on a photograph of the Le Morne Cultural Landscape.

<sup>17</sup> Refer to the CLM report

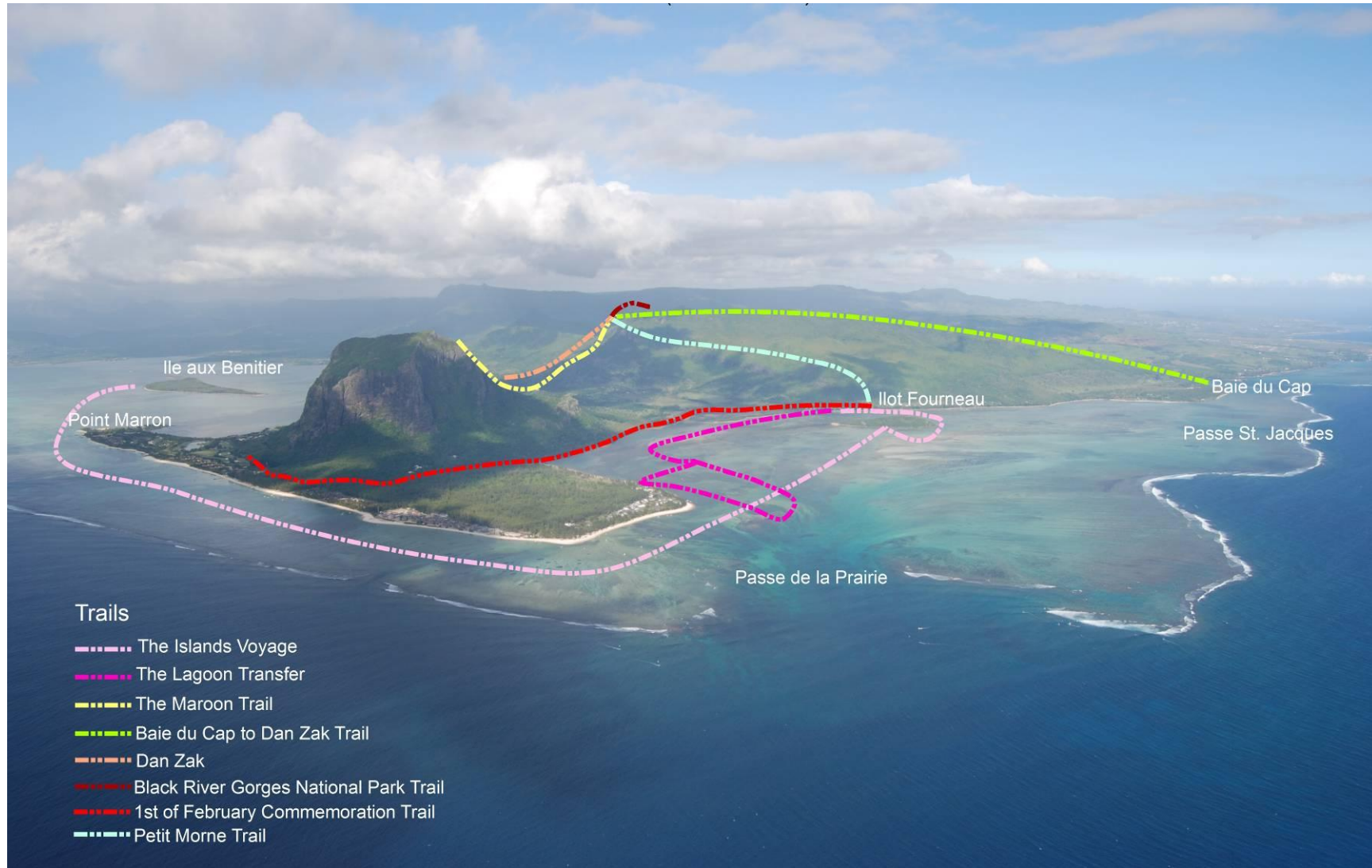


### Le Morne Cultural Landscape - Trails



Map 3: Existing historical and cultural trails in the Le Morne Cultural Landscape.





Map 4: Schematic of the potential ecotourism trail networks.

Table 3: Potential ecotourism trails and routes

<b>Le Morne Cultural Landscape Tourist Trails</b>			
<b>Refer to Map 3</b>			
<b>Note:</b>			
<p>1. Please see the Management Plan for the LMCL 2008 for a full description of the trail network on the mountain itself. The trails listed below extend across the entire LMCL. Trails are of varying degrees of difficulty, suitable for different types of transportation (hiking, mountain biking, etc), and are generally organised in circle routes.</p> <p>2. The trail network suggested here comes from extensive research during the LED planning process and has been physically tried out, including through hiking, boating, climbing and even diving. Information should be incorporated into the management plan when it is updated.</p>			
<b>Trail</b>	<b>Trail Network</b>	<b>Description</b>	<b>Notes</b>
<b>Trou Chenille Trail</b>	<i>A walking trail:</i> Starting at point R through L to D	The Trou Chenille Trail starts at point R (the LMHTF site office). Tourists disembarking from cars/minibuses in parking area near the site office need to be oriented from the site office to the target area (Trou Chenille) starting at point R.	The trail can be combined with options of going to point D by sea and returning by foot. Tourists can have a marine experience by going through point B, C and D and also enjoy different views of the mountain.

<b>The Lagoon Transfer</b>	<i>Pirogue transfers:</i> From point D through B, C, A to R, and vice versa	The transfer point D is a very important one, i.e. it serves as a ‘catching point’ for the visitors from the nearby hotel, the Rogers’ development as well as kite surfers and other visitors to the public beach. From point D, tourists can catch a pirogue from the public beach in the core zone to the cross (point C) and then to the jetty near the site office. Tourists on the Trou Chenille Trail can move from D back to the point R. The pirogue can also move from point D to the anchor at point A where one can see an anchor from an old ship wreck.	Spectacular views can be enjoyed. A combination of trails can be done in the lagoon.
<b>The Islands Voyage</b>	<i>Pirogue voyage:</i> Starting point R through B to F	From the LMHTF site office (point R), one can obtain a map of Le Morne and information on the two islands. Tourists can be ferried from a jetty near point R to point F and pass through point B (where there is a historic well on Ilot Fourneau), and through to point F (Ile aux Benitiers).	The trail contains both a natural and cultural attractions. The latter relates to maritime <i>maroonage</i> (see Nomination Dossier for the LMCL). At low tide the trail can exit through one of the historic passes onto the open sea. Tourists also get a very clear view of the “eye of the mountain” as they go along this trail.

<b>Trou Chenille to Macaque</b>	<i>A walking trail:</i> Starting at point L to H and through to G and I	The route was used by post-slavery settlers to move from one settlement to another. Tourists move from point L (Trou Chenille) to point H (Macaque). Tourists can also move from H to G (an area where freed slaves used to collect <i>white earth</i> ).  From there Tourists can move along the beach to an old lime kiln (point I) and can either go by a vehicle to Coteau Raffin to start the Dan Zak trail or go back to the site office and pass through <i>la porte rouge</i> (point W).	This trail has beautiful views and enables the tourist to have a richer experience as it goes through historical settlements where slave descendents lived. Historically the families would visit each other in the settlements (camps) and therefore this trail creates a camp to camp linkage.
<b>Dan Zak Trail</b>	<i>A walking trail:</i> Starting at point T to E, U and a possible connection to J	The trail starts from Coteau Raffin – where there was an old ship port. This trail goes from point T up the mountain (point U) to point E where the Dan Zak camp is. From the Dan Zak camp (point E) tourists can move through the forest and experience the wilderness all the way up to the round about where the trail continues to camp Frederic to Moka and Baie Du Cap, another trail also goes to Black River Gorge and to Chamarel (see Map 2). The Dan Zak trail can also start at the top of the mountain, past the forest and Dan Zak (point E) to Coteau Raffin (point T) and along the road to Macaque (point H) and Trou Chenille (point L).	Camp to camp linkages. The Dan Zak trail may also be extended from the Dan Zak camp site past L’Ambrazure, across the land bridge and all the way to the top of the mountain. Further possibilities for extensions of this trail will need to be fleshed out by GPS tracking.



<b>Maroon Trail</b>	<i>A mountain climbing trail:</i> Starting 500 m below M, before that a hiking trail, connecting point E to M	This trail starts at <i>la porte rouge</i> (the red door) and all the way up the mountain (point M). The trails will have to be done on foot and by tourists with specialised equipment as this involves mountain climbing and going on steep slopes. The trail can also start from the top of the mountain through point E, J and then to point M.	The practicalities involved on this trail will have to be further fleshed out. Trail goes to the V-gap and the top of the mountain. This trail can be extended to link up with the BRGNP (see Map 2), and its trails, making this an ecotourism trail network without equal in Mauritius.
<b>1<sup>st</sup> of February Commemoration Trail</b>	<i>A walking trail:</i> Starting at point R to S, passing through point K, L and V	The trail starts on point R (the LMHTF site office) through to point K (the grave sites). Tourists who do not want to pass through the grave sites (point K) can move to straight on to point L (Trou Chenille) and to point V (the Rastafarian rock), past Rogers' land to the UNESCO slave route monument and the public beach.	A celebration experience that incorporates many key points in the history of the LMCL, with spectacular and close views of the mountain. It is especially worth doing on the 1 <sup>st</sup> of February when large numbers of 'pilgrims' walk from Le Morne to the public beach in the shadows of the mountain.
<b>The Lagoon Trail</b>	<i>Pirogue transfers:</i> Starting at point R through B, C, A, Q, F	The trail starts at the LMHTF site office and meanders through the lagoon all the way to the Ile aux Benitiers and back. Tourists pass through point B (Ilot Fourneau), C (the cross), A (the anchor), Q (Pte. Marron) and F (Ile aux Benitiers). Along this trail, the tourists can snorkel in some areas in the lagoon.	This trail can include snorkelling in the lagoon, and can be adjusted to match the interest of tourists.

<p><b>Dive Circuit</b></p>	<p><i>Pirogue or dive boat:</i> Starting at point R to the private hotels and into the sea to point P and O</p>	<p>This trail starts by tourists who want to dive obtaining information from point R (the LMHTF site office). The tourists are then transferred to the private hotels, where there are dive centres, and where they can obtain a motor boat and go diving on point P (Passe de l’Ambulante) and point O (Passe de la Prairie) – a dive site where tourists often get to see sharks.</p>	<p>This trail can be run by the private hotels or dive operators.</p>
<p><b>Petit Morne Trail</b></p>	<p><i>A walking trail:</i> Starting at Point R in the village to point N and U</p>	<p>This trail starts at the LMHTF site office (point R) where the tourists can obtain information on the available trails. The tourists move to point N at the end of the Le Morne village and up the Petit Morne mountain. The trail goes up along the mountain range to point U.</p>	<p>Land ownership is being investigated. However, this trail runs behind private land and maybe extended to the BRGNP.</p>



Figure 25: *Left:* Prime Minister Ramgoolam laying a wreath on the 1st of February; *Centre:* Commemorative wreath on the mountain; *Right:* Prime Minister Ramgoolam and Minister Aimee at the Rastafarian rock on the 1<sup>st</sup> of February Commemorative Trail.

### 3.4.4 Cultural tourism opportunities

The LMCL World Heritage Site is based on tangible and intangible heritage. Therefore its exceptional richness in cultural attractions is not surprising. They are also totally underdeveloped. However, certain guesthouse owners have started to tap into this potential, even luring guests away from Indian Resort to enjoy local cuisine on the beach and observe or even join in *sega* dancing. Several larger events, organised by the LMHTF, have been executed with great success. Such events do not only attract foreigners but at this stage mostly Mauritians, this having the added advantage of promoting an appreciation of culture in the country. A word of caution is necessary here, however: local culture can easily be eroded or perverted, especially when artists are trying to determine what tourists may want to see, and then emulating those impressions. A cultural heritage workshop should be held urgently, aimed at training local people in how to ‘sell’ culture without damaging authenticity.



Figure 26: Left: *Sega* dancer; Centre: Creole festival event on the beach at Le Morne; Right: Boy with Ravanne.

### 3.4.5 Local guesthouses

Local guesthouses not only generate income but provide an essential interface between the local population and the tourist. The following points are positive steps in developing local economic opportunities:

1. Guesthouses in town currently do not depict any of the heritage qualities associated with the mountain. The upmarket ones are very nice but largely emulate examples of upmarket guesthouses elsewhere. Local artists have products that can be used in guesthouses, including sculptures.
2. While all guesthouse owners/operators have the potential to be good hosts, being naturally warm and friendly, most will benefit from basic hospitality training<sup>18</sup>.
3. Almost all the guesthouses (the consultants stayed in five different ones) can be improved with relatively small improvements to the infrastructure, decor, functioning

<sup>18</sup> Training should not be done by people who do hospitality training for big hotels. It should be done by people who know what small guest houses are about in order for the “authentic touch and uniqueness” of each guest house not to be lost.

of amenities, etc. It is common for people who have not been guests themselves to overlook simple opportunities for improvement.

4. Marketing of guesthouses, other than word of mouth marketing, is virtually non-existent. A collective website or assistance with small individual web-pages and basic 'home grown' brochures will increase demand many times over, and will help to align guests with what they could expect.
5. Only some guesthouses offer food, and there is much opportunity here for creating small businesses that can be aligned with a guesthouse, if food is not offered by the establishment itself. Furthermore, tourists will appreciate local cuisines that they cannot find anywhere else.
6. Linkages between guesthouses and the artists, *sega* dancers, and local entertainers, as well as fishers and other local people who can guide tourists for instance to Ilot Fourneau, and other service providers such as taxis are only informal at this stage, and formal linkages will be beneficial to all.
7. Almost all guesthouse owners can benefit from training in how to operate a guesthouse, including basic business training.

The points above can be addressed through a basic course in guesthouse operations and hospitality. This will make a huge difference very quickly ('quick wins').

### **3.4.6 Le Morne Brabant Mountain**

In excess of 50 000 tourist bed nights mean there is a ready market on the doorstep for services and attractions outside the confines of the hotels. Informal conversations with hotel owners/managers, local guesthouse owners and operators, as well as tourists shared that guests have a great interest in visiting the mountain. This could spawn a host of small businesses in guiding, mountain biking, as well as create basic jobs associated with protected area management (guards, gatekeepers, light construction, trail maintenance, etc). Importantly, there is also a strong local market as many Mauritians have expressed the desire to visit, or "touch" the mountain. The Management Plan for the LMCL 2008 needs to be reviewed in order to efficiently and effectively handle an influx of tourists. A precautionary step-wise approach has been advocated in "opening up" the mountain.

### **3.4.7 Improvements to the fishing industry**

The fishers called for a dossier on the state of the lagoon system, and all factors that impact on the health of the lagoon, including the marine resources being used there. This study is ongoing as part of the ASCLME demonstration site project, and must dovetail with the ICZM initiative of the Ministry of Environment and Sustainable Development (MoESD). However, while these studies are ongoing there are some obvious issues that relate to local economic development, and they are:



1. A fish market which can potentially be combined with a fish landing area<sup>19</sup> will not only be of use to the fishers but to anyone who wants to buy fresh produce as it is landed. This may include the five hotels that all have a need for marine products.
2. A better organised fishing association that can regulate prices of produce sold to the hotels, and also maintain a more reliable flow of produce which is what large clients such as the hotels' need to tap into.
3. A management plan for the lagoon which will improve the way resource in the lagoon are used and reduce the impacts on the resources inside the lagoon<sup>20</sup>.

The simple interventions mentioned above can be put in place relatively easily. They will have an enormous impact on the economy of the local fishers, and the food security of the older fishers.

#### **3.4.8 Creating an enabling environment for small business**

Small businesses can only flourish in an enabling environment. Local people have many obstacles that stand in the way of creating and maintaining successful business. They include, *inter alia*:

1. *Lack of finance* is a common problem in SMMEs anywhere in the world. Micro-finance and lending schemes have made a big difference elsewhere. The National Empowerment Fund (NEF), well versed in micro-enterprise financial schemes can be approached by the LMHTF and encouraged to visit Le Morne, as few people were aware of what the NEF has to offer.
2. *Lack of basic business skills* is a common obstacle, but this can be cured by basic training that can be offered by appropriate entities in Mauritius, or the LMHTF can commission such basic training for, say, over a week long period, and the site office can advertise and coordinate.

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<sup>19</sup> A fish landing site typically will have simple facilities where fish can be cleaned, rinsed, and kept in the shade. Short-term storage facilities, such as ice boxes also are sometimes included. At a more sophisticated market, fresh seafood can be prepared that can be sold on the spot to local inhabitants as well as tourists. A well organised and designed fish market and landing site typically attracts visitors, especially when boats come in with the catch.

<sup>20</sup> A good management plan for the lagoon will provide preferential access for older fishers using traditional methods in the lagoon, thereby decreasing impact on resources inside the lagoon itself while increasing food security of older fishers. Older fishers are having a particularly difficult time to make ends meet. They do not have the vessels and equipment, and in some cases no longer the physical strength to fish in the open sea, and thus are reliant on the lagoon with its heavily diminished resources. Similarly, patterns of shellfish collection should be studied, and members of the village be given preferential access in their lagoon – perhaps on a quota system that also protect the resources for future generations.



3. *Difficulties in obtaining business permits*, especially for guesthouses or small restaurants was cited by many people as a problem. It appears as if some bottleneck may exist in the relevant government departments. It is proposed that the site office, where staff often has time available, be engaged to become involved in facilitating applications. The LMHTF can also invite a representative from relevant departments to the village to explain the process and importance of having their business registered.
4. *Lack of organisation of businesses* in the village means that the growing small business community cannot stand together to identify and face common problems. Just like fishers need an association, so do small business owners. It is proposed that the LMHTF facilitates the creation of a Small Business Chapter (organisation) in Le Morne village, the creation of its constitution and mode of operation.
5. *Advertising and promoting* the town, and the business there-in, can be explored by a Small Business Chapter and implemented in a variety of ways.

### **3.4.9 Infrastructure**

The community listed many issues related to infrastructure. Some are obvious or self-explanatory, such as the sewerage system which can be address by MEPU and MoESD, or sport facilities (bringing the soccer field closer to the town) which, at least in part can be addressed by the ongoing Spatial Development Framework (SDF). However, a highly promising intervention will be a Multi-Purpose Resource Centre (MPRC) which can combine facilities such a library, social services and potentially a dispensary, indoor sports facilities as well as outdoor sports facilities, training facilities, and be a venue for community meetings. Many of the needs listed by the community can be incorporated in the design of a MPRC, which in many communities elsewhere have proven to be an effective “one-stop shop” mechanism in communities.

### **3.4.10 Engagement of the established private sector**

The engagement of the established private sector in the LED Plan can boost its implementation enormously. The private sector can contribute technical know-how, provide opportunities associated with their own establishments and operations, and often would be willing to make targeted funding available if they see a concrete benefit coming from such an investment for the area where they operate. Unfortunately only three out of five hotels participated in interviews, either verbally or in writing. However, those who participated displayed a positive attitude to the LMCL, and all felt that WHS status is a great asset to the area and also to their businesses. They displayed a positive yet cautious attitude toward assisting, or becoming involved with local communities, but indicated a willingness to look at the LED Plan. It is proposed that the LED Plan be made available to these parties and other private sector role players, followed by a “mini-investors conference”, where potential

involvement can be explored in manner that is fair and transparent to all parties. It is encouraging that the Rogers Group is already taking a pro-active approach in the planning phase of their development to explore how communities can be involved, and the value the Rogers Group can add to the World Heritage Site.

### 3.4.11 Access to land and land ownership

The highly skewed pattern of land ownership in the LMCL is evident. Most of the land belongs to a few people. Land ownership is a topic of ongoing research by the Truth and Justice Commission (TJC), and falls under the auspices of the Ministry of Housing and Lands. It is however obvious that land ownership patterns and access to land is an immense and cross-cutting obstacle to local economic development.

It is well-known in the village that families who had a little more land on which to grow crops and livestock progressed much faster economically than those families who had only



Figure 27: Aerial view of Le Morne with vacant land behind the village.

enough land for a shack. Access to land also severely curtails infrastructure needs, such as the erection of a MPRC or moving the soccer field closer to town. The town is squashed into a narrow strip of land east of the main road and the vast private lands behind the village. It is hoped that the SDF may be able to

recommend better use of available space in order to at least partially relieve pressure on what land is available to the village, while Government explores options to make land available to villagers.

Food security and self-sustainability is a major concern for villagers. Many older villagers remember a time when food was cultivated on the land behind the village which is now in private hands, and recall that an earlier Prime Minister had promised the land to the village, namely Seewoosagur Ramgoolam. Such issues are beyond the scope of the LED Plan and are best left to the relevant ministries and other instruments of the state, such as the TJC, to work out together with the owners. However, it is painfully obvious that the village is highly constrained in terms of growth, and that food security, as well as small business based on fresh produce can be greatly improved by having access to the land immediately behind the village appears unused (see red circle, Figure 27). Every effort should be made to investigate land ownership and access to this land, and this should be spearheaded by the LMHTF and then left to the relevant ministries and instruments of the state.

### **3.4.12 Engagement of donor organisations**

Donor organisations will find fertile ground in Le Morne village, for instance to advance the Millennium Development Goals (MDGs), better management of coastal and marine resources, heritage preservation, poverty reduction, and so forth. Already the United Nations Development Programme (UNDP) has engaged through their Small Grants Programme (SGP) as well as the ASCLME Programme. Similar to the “mini-investors conference” there can be a small gathering of potential donors who can be brought together under the auspices of the LMHTF, including embassies, bilateral donors active in the country, etc. The task of drawing up such a list can be given to the site offices so contact can be direct rather than through consultants. Donors and the private sector can also be brought together in the same “mini-investors conference” as there may be complementarity in what they can find.

## Section 4: Strategy and Implementation Plan

### 4.1 Developing a strategy

Established LED Plan methodology puts the interest of the community at centre stage. It typically has three stages:

*Stage One:* Through socio-economic surveys, public meetings, engagement with different stakeholders and community-based associations, *ad hoc* discussions with the local inhabitants and assorted parties, and visioning exercises a list of issues were generated (see section 4.2). They are explained in further detail throughout the document. In most cases, participants came up with suggestions, some of them right on the mark and others far flung and sometimes downright unrealistic (at least in the foreseeable future<sup>21</sup>). Nonetheless all suggestions were treated with respect, considering the community is best acquainted with local circumstances. They define the ground level agenda that must then be carried upstream through the LED Plan.

*Stage Two:* The issues are studied and, based on the needs and aspirations (issues) of the people and their ideas for solutions, as well as experts' input and discussions with the planning committee, main areas of intervention are identified that are defined to address the different issues. Sometimes an area of intervention addresses several issues, while one issue can also be addressed by different areas of intervention. The interventions typically would address the question of '*What needs to happen to achieve a satisfactory solution to this/these issues(s)?*', or '*What mechanism(s) can be put in place to make things better in the fastest and most economic manner?*' There are ten areas of intervention (see section 4.3).

*Stage Three:* Now that areas of intervention have been determined, the Strategy and Implementation Plan (SIP) can be elaborated. A series of steps are presented for each area of intervention, together with ballpark budgeting and an indication of drivers that should be engaged in the implementation of the LED Plan. Areas of intervention are also linked to a 1-year, 5-year and 10-year timeframe. The SIP needs to be simple, and put in simple language so that the different components, and how they relate to other components, are easily understood by all.

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<sup>21</sup> For instance, a supermarket and bank may not be realistic considering the small population of the village, as such facilities are driven by supply and demand chains.

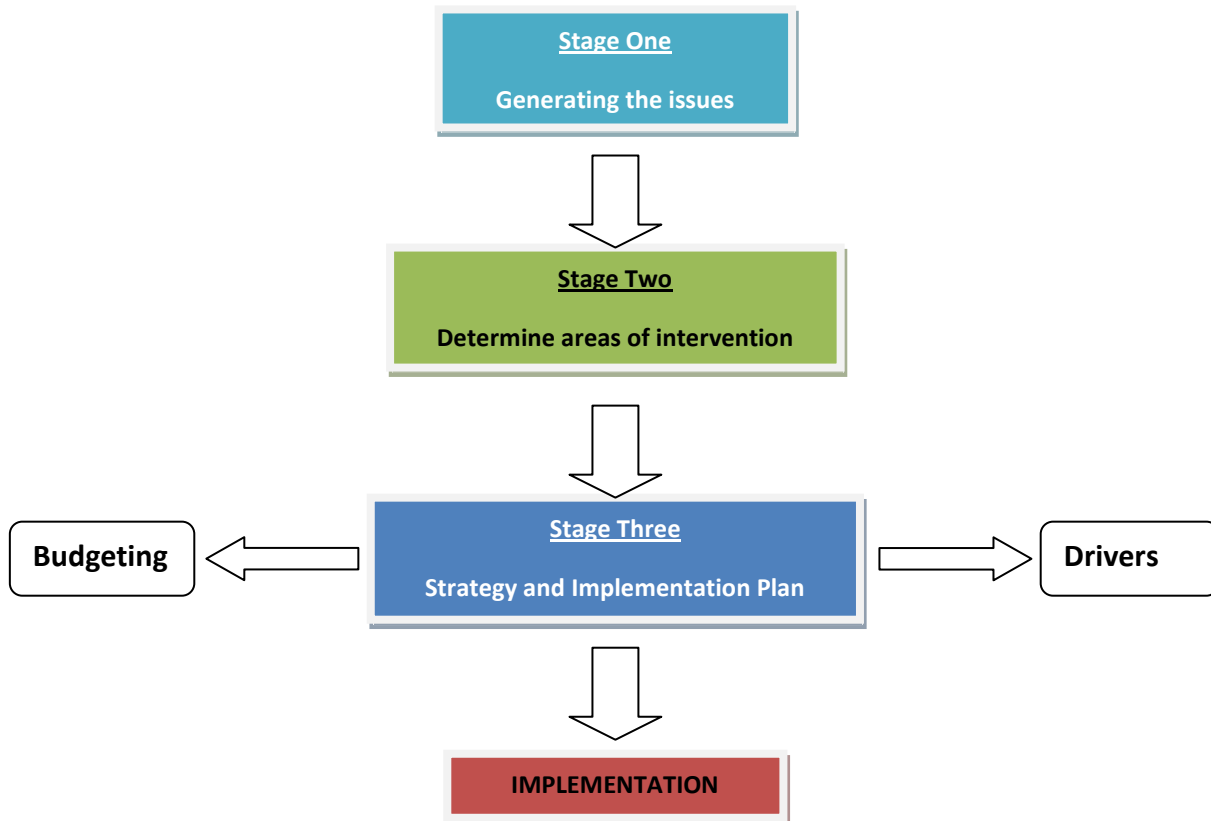


Figure 28: Phases in the development of the strategy.

#### 4.2 List of issues

The issues listed below (in no specific order of preference) were gathered from the socio-economic surveys, engagement with different stakeholders and *ad hoc* engagements with the local inhabitants and assorted parties. The 24 main issues are explained in some detail at relevant points in the LED Plan.

1. Inadequate sewerage system and pollution
2. Poor or non-existent health services (assorted)
3. Lack of child care facilities
4. Need for training and capacity building (diverse)
5. Need for better education
6. Multipurpose centre needed
7. Need to develop tourism
8. Inadequate sport facilities



9. Public recreational facilities (toilets on the beach, kiosks, etc.)
10. Businesses need equipment, training and funding
11. Improved food security
12. Improved safety (policing, guards, road, etc.)
13. Need to take better care of the environmental
14. Cultural and artistic facilities to be improved
15. Land accessibility must be improved
16. Land ownership patterns are problematic
17. Better use of marine environment, fisheries development and lagoon management
18. Good qualities of way of life in the village to be maintained
19. Poverty must be curbed
20. Diverse infrastructure needed (banks, post office, police station, etc)
21. Benefits from heritage assets and training
22. Public transport need to be improved
23. Better access to government services, licensing and accreditation
24. Better natural resources use

### **4.3 Areas of intervention**

Based on the issues raised as indicated above, the following components of the LED Plan were derived. The components may be addressed in 1-year, 5-year and 10-year timeframes. The time frames are merely an indication of both the urgency and the relative ease (including costs) by which areas of intervention can be implemented. In an integrated approach such as local economic development planning all of them are important.

1. Access to the Mountain must be obtained

Lack of access to the Le Morne Brabant Mountain has severely curtailed development thus far, and all the development opportunities described in the Management Plan for the LMCL 2008, are dependent on this access.

2. Multi-Purpose Resource Centre (MPRC)

The MPRC is a ‘one stop shop’ for community activities, training, and provides space for awareness activities, programmes and community services. It’s an economical way to achieve a coordinated approach to community development.

3. Access to land, and better use of land

Land ownership lies in the hands of very few people, and vast tracts of land are being under-utilised or not used at all. The area available for development that requires land of any size is severally limited. Land ownership and access remains the largest cross-cutting obstacle to local economic development. Land use planning, zoning and management are critical for sustainable development of the Le Morne Cultural Landscape and surrounding areas. A Spatial Development Framework (SDF)<sup>22</sup> will help to make better use of land, and may help to steer development in more appropriate directions.

4. Enabling environment for business

It is critical for the local inhabitants to generate and diversify their source of income, which currently is largely based on fisheries. A more enabling business environment will boost many types of development, and is especially necessary for SMMEs.

5. Assistance to the fishing community

Fisheries contribute greatly to the livelihoods in Le Morne village, in terms of employment, food security, amongst others. Almost everyone in the village has some connection to living marine resources. Fishers are also especially vulnerable to environmental degradation, climate change, and conflicts with other users, and there is a burning need for alternative livelihood creation.

6. Education, sports and social services

These services are required in order:

- a. To improve the quality formal education to the village
- b. To give recognition to existing skills by offering certified training courses
- c. To improve, and provide quality sport facilities
- d. To develop the human resource and intellectual capital in every possible way
- e. To provide the inhabitants with a secure, healthy, supportive and inspiring environment

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<sup>22</sup> The LED should be read in conjunction with the SDF that is currently being finalised.

#### 7. Tourism development

Tourism potential is huge and hitherto underdeveloped in the fields of cultural and ecotourism. Responsible tourism<sup>23</sup> development will promote diversification of economical opportunities by offering cultural and nature based products.

#### 8. Unlocking assistance from the private sector

The private sector, if engaged correctly, can make many good contributions to local economic development, not only through CSR but also through joint ventures or simply by transferring technical and managerial know-how. Large companies should all have social responsibility and capacity development plans in place. The assistance from private sectors can be channelled to address some of the issues raised in section 4.1.

#### 9. Infrastructures

Limited infrastructures can be an impediment to economic growth as well as quality of life. The infrastructure needs as identified by the community members will create a positive feel and environment in the village. There are also urgent infrastructure needs related to human and ecosystem health (the sewerage system).

#### 10. Heritage development

The LMCL is unequalled in terms of many of its heritage assets and, considering that the site is based on intangible heritage, the villagers are in an especially good position to derive benefit from the LMCL when cultural assets are properly developed and made accessible to visitors. The Management Plan for the LMCL 2008 often points to heritage development, and its revision should contain a heritage development plan.

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<sup>23</sup> Anna Spenceley, Responsible tourism: critical issues for conservation and development, Earthscan, 2008.  
Stephen F.McCool & R. Neil Moisey, Tourism, recreation and sustainability: linking culture and environment, CABI, 2009.

Table 4: Strategy and Implementation Plan

Key:

1 year	5 years	10 years
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**Budget Notes:**

Costs are provided in US dollars. Generally only costs are provided that may need to be covered by the LMHTF, unless easily known and then otherwise indicated. The Strategy and Implementation Plan essentially have two broad categories of activities: one where government ministries and departments play the sole or main role (but which can be encouraged by the LMHTF), and activities where the LMHTF plays the major role (possibly by engaging other parties). The latter type of activity should be incorporated into the ongoing LFA (Action Plan) of the LMHTF.

The budget is indicative only, and can only be refined at a workshop attended by government ministries, the interested private sector and donors. The symbols below provide an indication of parties that may be involved in specific line items, either in providing funding or services.

\* indicates services that can be provided by government (or parastatals) wholly, or where government ministries and departments can play a major role. “No cost” indicates services that can likely be mainstreamed into ministry or departmental budgets, or covered by capital expenditure line items of annual budgets, or through extension services. In other words, “no costs” can mean expenses that can be covered by government ministries as opposed to by the LMHTF. For instance, in terms of both capital expenditure and services much will depend on how the 30 million rupee ‘eco village’ funding earmarked for Le Morne, will be spent. “Unknown” indicates costs that are specific to Le Morne and may not be so easily mainstreamed into existing government budgets

^ indicating items that can possibly be funded by donors or by the LMHTF

# indicates services that can be provided by the site office (and potentially board members), wholly or in part

+ indicates possible involvement of consultants or private sector (through CSR, or capacity building programmes, or NGOs

Areas of intervention	Issues targeted	Steps	Parties relevant	Cost (in US dollars)
1	7,13, 15,18	<ol style="list-style-type: none"> <li>Facilitate access to the land, in which the routes, trails and historical villages are located</li> <li>Revive and build historical and cultural trails/routes used in the LMCL</li> <li>Train local guides on the historical, and cultural value of the area</li> <li>Develop a cultural and historical interpretation hub<sup>24</sup></li> <li>Offer cultural and historical walking tours, passing through historical and cultural villages</li> <li>Implement the Management Plan for the LMCL 2008</li> </ol>	Ministry of Housing and Lands Le Morne Heritage Trust Fund (LMHTF)	<ol style="list-style-type: none"> <li>No cost *</li> <li>5000 * #</li> <li>18000 <sup>25</sup> +</li> <li>Unknown<sup>26</sup></li> <li>No cost*</li> <li>Separate budget, dependent on LFA roll out * #+</li> </ol>
2	2, 3, 4, 5, 6, 7, 8, 18, 23	<ol style="list-style-type: none"> <li>Conceptualise and design the Multi-Purpose Resource Centre (MPRC)</li> <li>Construct the MPRC on the allocated land<sup>27</sup></li> <li>Upgrade the existing community centre to serve all the community needs (this may be dropped if new MPRC is constructed)</li> </ol>	Village Council/Black River District Council/LMHTF	<ol style="list-style-type: none"> <li>Unknown*</li> <li>Unknown*</li> <li>Unknown*</li> </ol>

<sup>24</sup> This may be accomplished through the planned interpretation centre for the WHS; however the local LMHTF site office may be used as a centre to engage tourists, local people and other visitors on the historic and cultural aspects of the LMCL. A decentralised option that develops various points in the LMCL should be considered.

<sup>25</sup> Based on heritage guide training provided along the South-North Route and the Richtersveld WHS in South Africa, and for guides in the Parc Masoala WHS in Madagascar.

<sup>26</sup> Cost will be based on the design.

<sup>27</sup> The multipurpose centre can be designed in a way that it will be able to house and meet different infrastructural needs in the village, e.g. the day care centre, the interpretation centre and art centre.



		4. Purchase equipment for the MPRC (guided by community needs)		4. Unknown *
3	10, 11, 13, 15	<ol style="list-style-type: none"> <li>1. Discuss land options for agricultural production</li> <li>2. Develop small, water efficient vegetable gardens</li> <li>3. Provide training on best practice methods</li> </ol>	Ministry of Housing and Lands & Ministry of Agro Industry and Food Security	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. No cost *</li> <li>3. No cost *</li> </ol>
3	7, 13, 14, 15	<ol style="list-style-type: none"> <li>1. Negotiate with line ministries and private sector to facilitate access the land behind the village to the Le Morne inhabitants to serve different community needs</li> <li>2. Regulate land leases for those who do not have access to land</li> </ol>	Ministry of Housing and Lands/LMHTF	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. No cost *</li> </ol>
4	4, 10,19	<ol style="list-style-type: none"> <li>1. Establish a local multi-sectoral market to show-case and sell their products ( feasibility study required)</li> <li>2. Assist upcoming Small and Medium Enterprises with business registration, tax breaks/rebates, etc</li> <li>3. Assist the upcoming low – middle market guesthouses with business registration</li> <li>4. Provide flexible financing option opportunities for existing and upcoming entrepreneurs</li> <li>5. Provide business management coaching and guidance (e.g. project proposal writing workshops, basic accounting skills)</li> <li>6. Provide reliable access to the citizens advice bureau</li> <li>7. Facilitate creation of a Small Business Chapter for Le Morne</li> </ol>	Ministry of Industry and Commerce, Ministry of Tourism and Leisure	<ol style="list-style-type: none"> <li>1. 20 000 * # +</li> <li>2. No cost * #</li> <li>3. No cost * #</li> <li>4. No cost * #</li> <li>5. 10 000 * +</li> <li>6. No cost *</li> <li>7. 5 000 * #</li> </ol>
5	1, 11, 13,17, 18, 19	<ol style="list-style-type: none"> <li>1. Create a social responsibility fund for the fishers</li> <li>2. Develop and implement lagoon management</li> <li>3. Upgrade the sewerage system</li> <li>4. Control wastewater discharge into the lagoon by the hotels</li> <li>5. Investigate the lime factory that is polluting the lagoon</li> <li>6. Rebuild the jetty and designate one landing station</li> <li>7. Create a scheduled activity calendar to avoid conflicts with kite surfers or divers (this may form part of the lagoon management plan)</li> </ol>	Ministry of Fisheries; Ministry of Environment and Sustainable Development; private hotels	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. 30 000 * # +</li> <li>3. Unknown*<sup>28</sup></li> <li>4. No cost #</li> <li>5. No cost *</li> <li>6. No cost *</li> <li>7. No cost *</li> </ol>

<sup>28</sup> See: Action Plan: Le Morne Pressure Zone

6	2, 3, 4, 5, 18, 19, 20	<ol style="list-style-type: none"> <li>1. Establish a 7 day a week dispensary with a nurse</li> <li>2. Provide advice and guidance on chronic disease management (e.g. diabetes)</li> <li>3. Upgrade the current dispensary and invest in a large range of medicines</li> <li>4. Train community members in First Aid, and provide health education programs</li> </ol>	Ministry of Health	<ol style="list-style-type: none"> <li>1. Unknown *</li> <li>2. No cost *</li> <li>3. Unknown *</li> <li>4. No cost *</li> </ol>
6	4, 5, 10, 14, 16, 18, 19, 20, 21, 23	<ol style="list-style-type: none"> <li>1. Introduce life skills management courses at village level</li> <li>2. Provide reliable access to the citizen advice bureau</li> <li>3. Promote community integration and development</li> <li>4. Provide regular counselling and outreach services</li> <li>5. Compile a poverty reduction strategy</li> <li>6. Provide the very poor people with social grants</li> <li>7. Provide capacity building for people to get jobs</li> </ol>	Ministry of Social Security, National Solidarity and Reform Institutions	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. No cost *</li> <li>3. No cost *</li> <li>4. No cost *</li> <li>5. No cost *</li> <li>6. No cost *</li> <li>7. No cost *</li> </ol>
6	8, 9, 14, 18,	<ol style="list-style-type: none"> <li>1. Upgrade the volley ball pitch</li> <li>2. Relocate/upgrade the soccer field</li> <li>3. Provide sports activities for women</li> </ol>	Ministry of Youth and Sports	<ol style="list-style-type: none"> <li>1. Unknown *</li> <li>2. Unknown *</li> <li>3. No cost *</li> </ol>
6	12, 18, 20, 22	<ol style="list-style-type: none"> <li>1. Establish a regular mobile police station</li> <li>2. Increase the number of speed humps in the village</li> </ol>	Mauritius Police Force	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. Unknown*</li> </ol>
6	4, 5, 7, 9, 13, 17, 21, 24	<ol style="list-style-type: none"> <li>1. Protect biodiversity and the environment through the establishment of an environmental club/association</li> <li>2. Establish an education program to educate the community on the importance of the environment</li> </ol>	Ministry of Education and Human Resources; Ministry of Environment and Sustainable Development	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. No cost *</li> </ol>
6	3, 4, 5, 15, 18, 19	<ol style="list-style-type: none"> <li>1. Train selected community members on early childhood development</li> <li>2. Avail space/ land to construct a day care centre</li> </ol>	Ministry of Gender Equality, Child Development and Family Welfare	<ol style="list-style-type: none"> <li>1. No cost *</li> <li>2. Unknown *</li> </ol>
6	4, 5, 10, 13, 21,24	<ol style="list-style-type: none"> <li>1. Commission a detailed training needs analysis and develop a training and capacity building plan</li> </ol>	National Empowerment Foundation focuses on training and placement	<ol style="list-style-type: none"> <li>1. 10 000 # +</li> </ol>
6	4, 5, 11,	<ol style="list-style-type: none"> <li>1. Strengthen teachers-parents relationship and build the capacity of the PTA</li> </ol>	Ministry of Education and Human Resources	<ol style="list-style-type: none"> <li>1. No cost *</li> </ol>

	13, 14, 17, 18, 19, 21, 24	<ol style="list-style-type: none"> <li>2. Offer vacation classes/support to the learners</li> <li>3. Provide daily lunch to schoolchildren</li> <li>4. Provide equipment such as laptops for the teachers and sports equipment for learners</li> <li>5. Construct and stock a library for the village</li> <li>6. Boost motivation for the remedial classes teachers through incentive programs</li> <li>7. Hire a social worker to work with the parents</li> <li>8. Place a police officer at the school gate</li> <li>9. Implement a medical check-up for pupils, parents and teachers at the school</li> <li>10. Construct a shed for parents</li> </ol>		<ol style="list-style-type: none"> <li>2. Unknown *</li> <li>3. Unknown + ^</li> <li>4. Unknown ^</li> <li>5. Unknown * ^</li> <li>6. Unknown * ^</li> <li>7. Unknown * ^</li> <li>8. No cost *</li> <li>9. No cost *</li> <li>10. Unknown *</li> </ol>
6	4, 5, 7, 9, 13, 14, 21, 24	<ol style="list-style-type: none"> <li>1. Establish a cultural and artistic club</li> <li>2. Acquire funding for equipment (arts and crafts, sega, etc.)</li> <li>3. Educate people about the WHS, history of Le Morne inhabitants and issues pertaining to slavery</li> <li>4. Train and mentor the young generation on artistic and cultural aspects</li> </ol>	Ministry of Arts and Culture; National Heritage Trust	<ol style="list-style-type: none"> <li>1. No cost ^ #</li> <li>2. Unknown ^</li> <li>3. No cost ^ #</li> <li>4. 10 000 + ^ #</li> </ol>
7	4, 5, 7, 9, 10, 14, 15, 19, 20, 21, 24	<ol style="list-style-type: none"> <li>1. Encourage tourism by providing assistance for existing guesthouses and tourist attractions</li> <li>2. Create areas to develop cultural tourism such as a market place, and area where cultural events can take place</li> <li>3. Create areas for tourist to enjoy the local culture such as dancing, singing and other activities</li> <li>4. Develop nature tourism by allowing access to the mountain and developing safe, well marked trails</li> <li>5. Provide activities such as ecotourism and adventure tourism</li> <li>6. As a 'quick win' an updatable brochure for the area and evolving website can already be developed</li> <li>7. Encourage practices of Sustainable Tourism and Responsible Tourism (perhaps through short 'exposure courses' to a range of parties)</li> </ol>	Le Morne Heritage Trust Fund (LMHTF) working with Ministry of Tourism and other relevant ministries and service providers	<ol style="list-style-type: none"> <li>1. 50 000 ^ +</li> <li>2. 30 000 ^ +</li> <li>3. 10 000 ^ +</li> <li>4. 35 000 ^ +</li> <li>5. 90 000 ^ +</li> <li>6. 12 000 ^ +</li> <li>7. 5 000 ^ + #</li> </ol>

8	4, 5, 7, 9, 10, 14, 19, 20, 23	<ol style="list-style-type: none"> <li>1. Organise a “mini-investor conference” where the LED Plan can be discussed</li> <li>2. Encourage dialogue between the local community and the private sector</li> <li>3. Develop opportunities for the local community to work with the private sector through capacity development plans (workshop)</li> <li>4. Focus on skills development and determine how private sector can contribute to on-the-job training</li> <li>5. Encourage trade and create a demand for local products (workshop)</li> </ol>	Village Council; LMHTF	<ol style="list-style-type: none"> <li>1. 1000 ^ #</li> <li>2. No cost ^</li> <li>3. No cost ^</li> <li>4. No cost ^</li> <li>5. 1000 ^</li> </ol>
9	1, 9, 13, 18, 20, 24	<ol style="list-style-type: none"> <li>1. Construction of a central sewerage system with water recycling facilities</li> </ol>	Ministry of Energy and Public Utilities; Ministry of Environment and Sustainable Development; National Development Unit	<ol style="list-style-type: none"> <li>1. 75.5 mil<sup>29</sup></li> </ol>
9	7, 9, 10, 12, 13, 15, 17, 18, 20	<ol style="list-style-type: none"> <li>1. Provide toilets, lighting, benches and a kiosk on the public beaches</li> <li>2. Ensure that public areas are clean and safe</li> <li>3. Commission and interaction with Spatial Development Framework (SDF) team</li> <li>4. Commission urban planning at a finer scale than the SDF</li> </ol>	Ministry of Housing and Lands; LMHTF	<ol style="list-style-type: none"> <li>1. Unknown *</li> <li>2. Unknown *</li> <li>3. No cost ^</li> <li>4. 30 000 * ^ +</li> </ol>
9	20, 22	<ol style="list-style-type: none"> <li>1. Get new buses which are safe and do not leak oil or exhaust fumes</li> <li>2. Ensure buses arrive according to schedule</li> </ol>	Ministry of Energy and Public Utilities	<ol style="list-style-type: none"> <li>1. NA</li> <li>2. No cost *</li> </ol>
9	1, 2, 3, 15, 16, 18, 20	<ol style="list-style-type: none"> <li>1. Assist with development in community areas</li> <li>2. Provide clean, running water to households</li> <li>3. Assist with land acquisition and housing development</li> </ol>	Ministry of Environment and Sustainable Development; National Development Unit	<ol style="list-style-type: none"> <li>1. Unknown ^*+</li> <li>2. No cost *</li> <li>3. Unknown *</li> </ol>
10	4, 5, 7, 10, 13, 14, 15, 19, 21, 24	<ol style="list-style-type: none"> <li>1. Ensure proper training related to heritage assets</li> <li>2. Create an awareness in the community of the potential that exists</li> <li>3. Allow access to the heritage though guided walks and hiking trails</li> <li>4. Make available information about the heritage so interest is developed</li> <li>5. Encourage all heritage-related activities</li> <li>6. Organise training courses in heritage for the Consultative Forum (CF)</li> </ol>	Le Morne Heritage Trust Fund (LMHTF)	<ol style="list-style-type: none"> <li>1. 10 000 ^ +</li> <li>2. No cost ^ #</li> <li>3. No cost ^</li> <li>4. 10 000 ^ + #</li> <li>5. No cost #</li> <li>6. 5 000 ^ +</li> </ol>

<sup>29</sup> See: Action Plan: Le Morne Pressure Zone

		<p>7. Implement a study tour to other World Heritage Sites for CF</p> <p><b>8. Implement the Management Plan for the LMCL 2008</b></p> <p>9. Commission a heritage development plan (which can be part of the revised Management Plan)</p>		<p>7. 10 000 ^ +</p> <p>8. Unknown ^#+</p> <p>9. 10 000 ^ +</p>
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#### **4.4 Guidelines for Local Economic Development in the LMCL and bordering areas:**

The following guidelines aim to foster cooperation between the different parties (community, private sectors, government, donors, etc.) in boosting local economic development. Worldwide, LED guidelines are scattered through many documents and initiatives. The following documents are examples:

- Tourism and Local Economic Development (see: <http://www.pptpartnership.org>)
- National Responsible Tourism Guidelines for South Africa (see: [www.icrt.org](http://www.icrt.org))
- Local Economic Development Guidelines (see: [www.owda.org](http://www.owda.org))

For the LMCL the following guidelines are proposed. They can, for instance, be used to assess applications for operating businesses or tourism operations in the LMCL, as well as other developments, and to guide government or donor funding:

#### **Training, human resource development and community engagement:**

- a. Developments should source a large portion of their workforce from the Le Morne Cultural Landscape. It may not be possible to source all staff for all skill levels from the LMCL and surrounding villages; however, as much as possible unskilled labour should be sourced from the LMCL and villages bordering the LMCL. For unskilled, or semi-skilled labour a benchmark of 75% of the total labour force would be considered excellent, and for skilled labour 10% may be considered excellent, provided the establishment has a strong capacity building programme in place (see point d. and e. below);
- b. While it may not be possible to legislate for percentages, then at least promoters should be encouraged to include such figures in their proposals as far as possible. A number of proposals for large developments received thus far by the LMHTF included specific figures relating to employment by local people as part of their 'social responsibility plans'; however, such figures need to be clearly substantiated and not merely be a 'thumbsuck' to make the application more attractive in the review process. Developments without a 'social responsibility plan' may be requested to re-submit their plans;
- c. Monitoring systems should be included in applications for developments and operating licences. Monitoring should be done annually by the site office. Should there be non-compliance in terms of socio-economic undertakings a licence will not be summarily revoked, and the developer/operator should be given the opportunity to explain the lack of adherence to their commitments to a committee consisting of relevant government ministries. Mutual exploration on how to remedy such situations will be encouraged;

- d. The large tourism establishments should be encouraged to assist aspiring community members to gain the skills, either by providing scholarships to formal training institutions or through the establishment of in-house training programmes. In terms of supporting the LED Plan, the ultimate goal for every establishment is to commit resources to improve knowledge, skills and human resource base in the LMCL as a whole. The burden to devise such capacity building and training programmes need not reside with the developer only, and the LMHTF should be willing to make recommendations and provide support where necessary;
- e. Established tourism enterprises are encouraged to offer internships opportunities for students, in the field of tourism and hospitality, public relations, chefs, marine conservation, administration, amongst other fields;

**Promoting local businesses:**

- f. Local businesses should monitor the proportion of goods and services the enterprise sourced from businesses and producers located in the LMCL and outlying regions, with a 20% target for improvement over five years. This may include provision of marine products, vegetables laundry services, etc. Local communities or emergent entrepreneurs can also be assisted to develop their products so that it can be more easily used by others and marketed to tourists. Co-operate with other formal sector businesses to maximise benefits for local community enterprises – for example, a community laundry or tailoring business may only be viable if a group of enterprises commit to source supplies there. Showcase the initiative and be explicit about whether community projects are funded by tourism revenue to the enterprise, donations from tourists or tour operators, or funds from donor aid agencies. Give customers the opportunity to purchase locally produced crafts and curios, set targets to increase the proportion of sales of goods sourced in the villages in, and near the LMCL. Assist local craft workers to develop new products to meet market demand as evidenced in the enterprise.

**Equity:**

- g. The option of equity should be considered more explicitly in new tourism business applying for permission to operate in the LMCL. Business owned by local people should get priority when applying for opportunities and licences, everything else being equal. Large businesses should consider sharing equity after some time – even if only a few percentage points. Legislation promoting equity is common in countries such as Namibia and South Africa, for instance, but Mauritius needs to devise its own trajectory. However, while the developer or operator cannot be forced to comply to

equity in terms of ownership, this would be a highly praiseworthy characteristic of any business, large or small, that aims to operate in the LMCL;

- h. While shared equity in a free enterprise system cannot be enforced on owners, enterprises with some equity by local owners *may* be preferentially considered when operating licences are issued; however, rules should be drawn up to avoid ‘fronting’ whereby local people may be used by outsiders as front people in operations while real equity in fact does not exist;

#### **Social responsibility:**

- i. There are various government funds and schemes in place to which businesses contribute in terms of Corporate Social Responsibility (CSR). Contributors to CSR as well as the LMHTF may make propositions on how such funding may be spend locally, for instance in ways that may benefit both the developer and the local community; such funding may also be spent on the actions identified in the Local Economic Development (LED) Plan;
- j. In addition to required CSR contributions, the private sector should be encouraged to fund parts of the LED Plan, particularly those sections that also benefit the developer or operator; for instance, implementation of a lagoon management plan leading to a healthier lagoon, will obviously benefit every tourism establishment in the LMCL as well as the fishers and the community at large. The establishments should incorporate an active social responsibility strategy in their business models. Social responsibility for example could consider a formal partnership with a women’s organization from the LMCL. Establishments should also consider supporting community projects, e.g. creating continuous bursary or scholarship funds, or sponsoring training from which their establishments will also benefit;

#### **Government involvement and contributions:**

- k. There are numerous ways in which government can contribute to local economic development. Specially allocated target funding, such as the ‘eco villages’ funding are obvious funding that can be applied to priorities in the LED Plan. However, government ministries can also mainstream many priorities in the LED Plan into their annual budgets or normal activities aimed at preserving the environment, stimulating economic growth, democratising the economy, and so forth. Ministries are encouraged to study and consider priorities listed in the LED Plan.

**LED is an exciting and positive approach that will require constant innovation through time, as well as to fit circumstances that may not be foreseen from the outset. Therefore the above guidelines should be considered a start that can be ‘test driven’. All parties interested in contribution to LED should be encouraged to propose new guidelines that may fit their particular circumstances.**

#### **4.5 How to use the LED Plan and next steps**

a. Placing the LED Plan in an appropriate legal framework:

The LED Plan must be approved by the Minister of Arts & Culture and a shortened version may be presented to Cabinet, with the key points summarised. However, before such a step is taken the plan should be presented to ministry officials (the LMHTF board has representatives from most ministries already) to place the LED Plan in appropriate existing frameworks. The Ministry of Housing and Lands in particular should examine the LED Plan in terms of the Planning and Development Act of 2004. The LED Plan may be suitable for designation as an Action Area Plan or a Local Plan (see Annex 4 for relevant sections). It could possibly be merged with the existing *Action Plan: Le Morne Pressure Zone (2009)*, but this may be difficult as the latter is thin on economic development planning and focuses narrowly on Integrated Coastal Zone Management (ICZM) issues, and also include areas outside the LMCL. Conversely, findings in the Le Morne Pressure Zone Action Plan can be incorporated into the LED Plan without much difficulty. Almost all issues in the Action Plan are already covered by the LED Plan. Also some of the key points of the Action Plan were not consulted with the community, and community participation by all accounts was scant. Therefore the LED Plan can possibly become an Action Plan under the Planning and Development Act of 2004 with very minor alterations, but there will be some overlap in area with the existing Action Plan. The designation of Local Plan may also be considered a strong possibility.

b. Presentation to the community and other stakeholders:

A LED Plan can only be effective if it is widely known. It should first and foremost be made available to the local community in English, French and Creole, and there should be no delay in its dissemination (while waiting for translation to be completed the English version should already be made available). Each member of the LMHTF Board should have a copy. Each member of the Consultative Forum should have a copy. Every ministry should have a copy. The Prime Minister’s Office should be given five copies. Major donor organisation should receive a copy as well as parastatals such as the National Empowerment Fund (NEF). Fifty copies should be available at the site office. The LMHTF should consider making a shortened version

available and printing it. Copies of the Plan should be made available at a ‘mini investors’ conference’ where the plan will be discussed.

c. A Steering Committee should be selected to implement the LED Plan:

The Steering Committee should steer the implementation of the Plan together with the Village Council and the LMHTF. It should have representation of the Consultative Forum, the LMHTF, the site office, the Village Council and the Planning Committee. The Minister may appoint the Steering Committee.

d. Support for implementation:

Technical staff should be allocated to provide support to the implementation of the LED Plan. The LMHTF site office has a major role to play here as well as selected government officials, some of which may already be on the LMHTF board. Individual members of the Consultative Forum may be contracted for specific tasks (local people should be engaged first, following LED guidelines) as well as individuals that may have specific skills who respond to advertisements put up in the site office. Private sector support should be welcomed for certain aspects of the plan. However, the LMHTF site office can be the ‘keepers’ of the implementation plan organised in a Logical Framework Analysis (LFA) format in which all components, specific steps to be taken, expected deliverables, indicators and timelines are presented in a single table (or series of short tables). A consultant may assist in the drawing up of the LFA. During the drawing up of the LFA every action listed in the report and Strategy and Implementation Plan should be discussed, understood, and incorporated in the LFA table.

e. Monitoring and Evaluation (M&E):

Monitoring and Evaluation (M&E) is an essential component of implementation and can be done by the site office with reports presented to the LMHTF board.



**List of References:**

Action Plan: Le Morne Pressure Zone. 2009. Landell Mills Consultants.

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Planning and Development Act 2004. 2004. Ministry of Housing and Lands, Mauritius .

Social Development and Integration Plan of Le Morne Peninsula Project. Foresite Property. Rogers Group (Unpublished).

Spenceley, A. 2008. Responsible tourism: critical issues for conservation and development. Earthscan.

## Annex 1: Issues raised during the visioning exercises with the Community Based Associations in Le Morne village

Groups/Issues	Health	Infrastructure	Security	Education	Sewerage	Transport	Other issues
Women Association	<ul style="list-style-type: none"> <li>- The doctor is required to be available twice a day and remain for a set period of time, but he does not adhere to the regulations</li> <li>- Sometimes the prescribed medication is not available</li> <li>- The inhabitants do not have access to ambulance services when there is an emergency in the village</li> </ul>	<ul style="list-style-type: none"> <li>- The beach is not equipped with toilets, lights, a bench and kiosk</li> <li>- The beach is prone to erosion</li> <li>- The beach section behind the community centre is not kept clean</li> <li>- There is no post office, police station or bank institution</li> <li>- There is a need for a children's playground, as well as a recreational area like a football field</li> <li>- The village needs a health facility, and a market place</li> </ul>	<ul style="list-style-type: none"> <li>- Vehicles that pass through the village drive too fast and they do not consider the pedestrians, especially children</li> </ul>	<ul style="list-style-type: none"> <li>- The level of good results have decreased over the past years because some families do not have food to feed to their children</li> <li>- There is a lack of informative teachers</li> <li>- Some parents insult the teachers at school</li> <li>- Some parents are not really interested in the education of their children as they do not know how to write and read</li> <li>- There is no policeman in front of the school to ensure safety for the children</li> <li>- There is no library in the village for the children and other people</li> </ul>	<ul style="list-style-type: none"> <li>- The village is faced with sewerage problems</li> <li>- The drain canals are not covered and are filled with waste</li> </ul>	<ul style="list-style-type: none"> <li>- The buses do not arrive at the scheduled time</li> <li>- All the buses are old and leak when it rains</li> <li>- There are no enclosed bus stops</li> <li>- There is no bus stop at the hotel sides/area</li> </ul>	<ul style="list-style-type: none"> <li>- Women are not able to work because there is no child care centre in the village</li> <li>- There are some families that do not have electricity and water</li> <li>- Many people do not have toilets, this creates health problems especially for children</li> <li>- Some people are still classified as squatters although they have been living here for years, in some house there are many families living together(promiscuity)</li> <li>- Families who are living in CHA houses are still waiting to become owners</li> <li>- There are many people from the village who do not work because they do not know how to read and write or they lack work experience</li> <li>- The village is faced with the problem of alcoholism, drug addiction, incest and</li> </ul>

							<p>teenage pregnancy</p> <ul style="list-style-type: none"> <li>- There was a campaign initiated by the government to provide each family with a solar tank. There were officers who came to assist with applications, but no feedback has been received</li> </ul>
<p><b>Senior Citizen Association</b></p>	<ul style="list-style-type: none"> <li>- There is a proper equipped dispensary but often no medical stock</li> <li>- The inhabitants experience problems with the doctor</li> </ul>	<ul style="list-style-type: none"> <li>- There is no place for recreational activities</li> <li>- There is no secure place for sport activities</li> <li>- There is no post office</li> <li>- There is no police station and no bank</li> <li>- The beach does not have any toilet facilities, lights, benches or a kiosk</li> <li>- The beach is facing an erosion problem</li> <li>- The beach</li> </ul>	<ul style="list-style-type: none"> <li>- The vehicles that pass through the village go too fast and they do not care for the children and others</li> </ul>	<ul style="list-style-type: none"> <li>- There is a lack of teachers at the school</li> <li>- Many adults do not know how to read and write</li> <li>- Problems with some families is that they do not have food for their children to take to school</li> <li>- The level of good school result has been decreasing for years because some families do not have food to feed their children</li> <li>- There is a lack of informative</li> </ul>	<ul style="list-style-type: none"> <li>- Sewerage problems</li> <li>- The canals are not covered and therefore fill up with waste</li> </ul>	<ul style="list-style-type: none"> <li>- The bus does not arrive on time</li> <li>- All the buses are old and not in good condition. Some are not even water proof when it rains</li> <li>- There is no sheltered bus stop</li> <li>- There is no bus stop at the hotel sides/area</li> <li>- The road that passes Trou Chenille is in a bad condition</li> </ul>	<ul style="list-style-type: none"> <li>- Many people do not have toilets and this creates a health risk especially for children</li> <li>- There is a problem of alcohol and drug abuse as well as early pregnancy among the youths</li> <li>- There are too many stray dogs in the village</li> </ul>

		section behind the community centre is not clean		<p>teachers</p> <ul style="list-style-type: none"> <li>- Some parents insult the teacher at the school</li> <li>- Some parents are not really interested in the education of their children as they themselves do not know to read and write</li> <li>- There is no policeman in front of the school for safety</li> <li>- There is no library in the village for the children and others</li> </ul>			
<b>Youth Association</b>	<ul style="list-style-type: none"> <li>- The doctor is suppose to be available twice a day and remain in the office for a fixed period</li> <li>- The doctor sometimes prescribes medicine which</li> </ul>	<ul style="list-style-type: none"> <li>- There is no post office, police station, bank, children's playground, a place for leisure like a football playground, health path and market place</li> </ul>	<ul style="list-style-type: none"> <li>- Vehicles that pass through the village go too fast and they do not take children and pedestrians into consideration</li> </ul>	<ul style="list-style-type: none"> <li>- The level of good school results have been decreasing over the years because some families do not have food to feed their children</li> <li>- There is a lack of</li> </ul>	<ul style="list-style-type: none"> <li>- The sea water is dirty and polluted by grey water discharged directly into the lagoon</li> </ul>		<ul style="list-style-type: none"> <li>- There are many waste types in the village</li> <li>- Some people are still squatters although they have been living here for years, in some houses there are many families living together (promiscuity)</li> </ul>

	<ul style="list-style-type: none"> <li>- is not available at the dispensary</li> <li>- We do not have access to ambulance facilities when there is a need</li> </ul>	<ul style="list-style-type: none"> <li>- There is no place where youth people and other people can go after work or school to have access to the internet to search or download documents</li> </ul>		<ul style="list-style-type: none"> <li>- informative teachers at the school</li> <li>- Some parents insult the teachers at the school</li> <li>- Some parents are not really interested in the education of their children because they, themselves do not know to read and write</li> <li>- There is no policeman in front of the school for safety</li> <li>- There is no library in the village for the children and other people</li> </ul>			<ul style="list-style-type: none"> <li>- Families which are living in CHA houses are still waiting to become owners</li> </ul>
<b>PTA Association</b>	<ul style="list-style-type: none"> <li>- Inhabitants experience health problems and contract diseases such as scabies</li> <li>- The doctor does</li> </ul>	<ul style="list-style-type: none"> <li>- There are no lights, no toilets, no kiosk and no benches on the public beach</li> </ul>	<ul style="list-style-type: none"> <li>- There is a lack of security in the village</li> </ul>		<ul style="list-style-type: none"> <li>- Too much waste in the storm water canals</li> </ul>	<ul style="list-style-type: none"> <li>- There is no good bus stop</li> <li>- The buses are all old</li> <li>- The buses do not adhered to the</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of land</li> <li>- Many families do not have electricity and water</li> <li>- There is a lack of activities for youth,</li> </ul>

	<ul style="list-style-type: none"> <li>- not adhere to the work schedule allocated</li> <li>- There is usually no medicine in the dispensary</li> </ul>					<p>scheduled time</p>	<p>women, etc</p> <ul style="list-style-type: none"> <li>- Many people do not have work or access to capacity building opportunities</li> <li>- There is no day care centre in the village</li> <li>- Lack of communication between institutions that give capacity building</li> <li>- The inhabitants experiences problems when applying for permits to sell their products</li> <li>- There are many poor people in the village</li> </ul>
<b>Village Council</b>	<ul style="list-style-type: none"> <li>- The village is faced with health problems in the village e.g. scabies, diabetes and cholesterol</li> </ul>	<ul style="list-style-type: none"> <li>- There is no playground for children</li> <li>- The football field is damaged</li> <li>- There is no public toilets, lights, kiosk or benches on the beach</li> <li>- There is no post office, police</li> </ul>	<ul style="list-style-type: none"> <li>- There is a lack of security in the village, especially for the children</li> </ul>	<ul style="list-style-type: none"> <li>- Educational problems: some parents do not show respect to the teachers</li> <li>- Many people do not know how to write and read</li> </ul>	<ul style="list-style-type: none"> <li>- There are problems with the sewerage, especially because it goes into the lagoon</li> </ul>	<ul style="list-style-type: none"> <li>- The buses are in bad conditions</li> </ul>	<ul style="list-style-type: none"> <li>- Beach erosion is visible in the village</li> <li>- Many people and especially the youth who have left school do not have work</li> <li>- There are many children and youth who hang around on the roads after hours and make too much noise, thus creating a bad image for the village</li> </ul>



		station, pharmacy or bank facilities in the village					<ul style="list-style-type: none"> <li>- There is no place for women to leave their children when they go to work</li> <li>- There is no equipment in the community centre</li> <li>- There is no land available for agricultural purposes</li> </ul>
<b>NGOs</b>	<ul style="list-style-type: none"> <li>- The doctor who visits the village does not adhere to the scheduled time</li> <li>- Sometimes there is no medicine available for the patients</li> </ul>	<ul style="list-style-type: none"> <li>- There are no public toilets on the beach in the village. There are many people who come to have picnics and there is no place for them to go when they need to</li> <li>- There are no lights and no bench</li> <li>- There is a need to clean up the beach behind the community centre to <i>la point cassie</i></li> <li>- There is no good infrastructure in the village like: post office, police station, bank facilities, football play ground, volleyball play ground and children's play</li> </ul>	<ul style="list-style-type: none"> <li>- The road is not safe for the pedestrians in the village</li> </ul>	<ul style="list-style-type: none"> <li>- Poor exam performance at the school</li> <li>- Many families do not have food to feed their children</li> <li>- There is a good computer but there is no computer teacher available</li> <li>- There should be a policeman in front of the school for safety reasons</li> <li>- Most the people in the village do not know how to read and to write making it</li> </ul>	<ul style="list-style-type: none"> <li>- Waste water from toilets and bathrooms goes into the lagoon, and sometimes into peoples' houses when it rains heavily</li> </ul>	<ul style="list-style-type: none"> <li>- The bus does not pass at the scheduled time</li> <li>- All the buses are old</li> <li>- There is no bus shelter</li> </ul>	<ul style="list-style-type: none"> <li>- Women who wish to work do not have a place to leave their child, e.g. a day care centre</li> <li>- There are people in the village that still do not have access to water and electricity</li> <li>- Many people live on government land and they want to own their land</li> <li>- There are still many squatters who live in bad conditions, due to a lack of land, and many families are overcrowded</li> <li>- There is a need for more capacity building opportunities for youngsters, women and many inhabitants</li> </ul>

		<p>ground</p> <ul style="list-style-type: none"> <li>- There is no place where people can play indoor games</li> <li>- There is a need for a market</li> </ul>		<p>difficult for them to have any interest in their kids' education</p>			<ul style="list-style-type: none"> <li>- The village is faced with drugs, alcohol, and prostitution problems</li> <li>- The government had started a campaign where each family was supposed to receive a solar tank for his/her house, but since the inscription was done no family has received a solar tank</li> <li>- There is no cemetery for the village</li> </ul>
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## Annex 2: Issues discussed by the youths during the outing

<b>Weakness</b>	<b>Opportunities</b>
No playground, basketball, football, volleyball, youth centre equipment with cybercafé, gymnasium, sports equipment, etc.	Must ask the concerned ministries to help build all these facilities and to have a sports teacher who can train the youth
Lack of sewerage canals	Must build good sewerage canals
Scabies problem	Must develop a health campaign
Lack of a good dispensary and health facility	Must have a good dispensary for the village equipped with all the facilities needed similar to the one at La Gaulette and must provide a health facility
Lack of child day care centre	Must have a child day care centre so that women who want to work can leave their kids at the day care centre
No post office and police station	Must provide a post office and must have a police station to ensure security
No craft market, vegetables, fruit, meat, fish or clothes market available in once central location	Must have this infrastructure in the village, not only in the towns
No fire station for the region	Must have a fire station which can serve the western region when needed
There is no library	Must build a good library with all equipment, books and necessary facilities
There is no adequate lighting, no public benches and toilet facilities on the public beach	There is a need for proper toilets, benches and a kiosk so that public beaches in the village can be more attractive and comfortable
There are many cases of sexual abuse against children and women	There is a need for early education in schools and the community centre to explain clearly the concerns and dangers. Authorities should also get involved
Abuse of alcohol by the youth	Must make plans to educate the youth and curb alcohol abuse
Many youth fight amongst themselves when drunk	Must develop sensitisation campaigns to educate the youth and discourage fighting and alcohol abuse
The buses do not arrive on schedule, and sometimes they travel too slowly	The transport company should adhere to the scheduled time and source buses that are in a good running condition
The jetty is broken/ not in a good condition	Must make sure it is repaired before any accidents occur
There are many stray dogs	Must request a monthly sterilizing campaign
There is a lack of land that results in many families living under one roof	Must work with the concerned ministries to try solve this problems of lodgement
Many families do not have access to proper toilets	Must help each family to install a good septic tank
Problem with the education system for children	Must develop a plan to assist the children and it must start from the lowest level and work upwards
Misunderstandings between the parents and the teachers in schools	Must offer after hours school for the adults and youth who have not been able to go to school
Beach erosion	Must consult the concerned ministries to assist before the sea rises up and damages the road
Sea is dirty because of the sewerage water and the beach at Pointe Cassis is too dirty and unsecure to go for a picnic	Must have regular cleaning up campaigns to keep these beaches clean for picnics and public use. Must also develop proper sewage systems to prevent it running into the ocean

### **Annex 3: Issues discussed during consultative meeting with the fishermen of le Morne and La Gaulette on the 20<sup>th</sup> of February 2010**

#### **Issues raised by the fishers:**

- Problems with the hotel activities such as kite surfing, pollution and noisy boats scaring fish
- Passage in the lagoon for the boats must be maintained and expanded
- Beach/coastal erosion must be controlled
- Apart from the work in the lagoon we need some plots of land to grow up crops when there is bad weather and for retired fishermen to have food security
- Kite surfing and wind surfing destroys our fish lines
- Noise pollution made by the speed boats
- Dangerous speed of the pleasure craft boats in the lagoon
- Problems with scuba diving in the pass St Jacques and Maconde
- Divers breaking the basket traps
- Pollution from the lime factory at Maconde
- Some fishermen proposed that net fishing activities are stopped forever
- Constructions of the hotels have damaged the lagoon because they have dragged the lagoon to make it clean for their clients destroying all the corals reefs.
- The construction of the jetty has damaged the coral reef
- Hotels do not consider the views of the fishermen, but only their client's view
- All waste water from our sewerage goes into the sea and damages everything
- The waste water problem must be taken seriously and studied
- Hotels don't care for the fishers living
- We should preserve our marine ecosystem for our future generation – not in terms of compensation, which is short term (Minister's point)<sup>30</sup>
- Fishermen must adopt another attitude to forthcoming project in their region to assure their livelihood (Minister's point)
- Fishermen must accept to preserve their lagoon (Minister's point)
- Fishermen are keen to preserve the lagoon
- They need good boats with good engine to go over the coral reef, but lacks funds
- How will have all the funds/these boats if we only work to eat day to day
- FIT has been build up to help fishermen to have good boats and equipment (Minister's point)
- Ministries are here to help fishermen to build up project to go ahead, but they must regroup themselves (Minister's point)
- Government have the project for rearing animals, and will provide land for those who are interested (Minister's point)

<sup>30</sup> Minister Herve Aime was present at this meeting

- We are here to know what kind of fishing method, you want to use in the future
- Why are the fishers not the owners of their lagoon?
- If there is no management for the sea, it will be destroyed

As part of the ASCLME demonstration site activities at Le Morne, 6 people were nominated to be part of lagoon management committee as below:

- Mrs Marie France labonne
- Mr Stellio Eole
- Mr Eric Verloppe
- Aime Lamarque
- Antonio Verloppe
- Mr Gunesh Anunda

**Annex 4: List the names of projects voluntary forwarded by the community members<sup>31</sup> after the first community meeting in February 2010**

Project name/description	Proposed by (individual or organisation)
1. Chicken Rearing	Mrs Michele Francois
2. Rabbit Rearing	Mrs Marie Ailine Louis
3. Boat for Fishing	Mr Eric Gabriel Louis
4. Restaurant	Mr Joselito Louis
5. Poultry Shop	Mrs Sylvie Minerve
6. Beauty Parlour	Miss Poolwary Bukota
7. Making/Arranging Artificial Flowers	Mrs Jacqueline Joseph
8. Goat Rearing	Mr Neebiam Beegota
9. Pleasure Craft Boat	Mr Robert Louis
10. Pastry	Mrs Nitisha Coormiah
11. Musical Studio	Mrs Mimine Labelle
12. Pleasure Craft Boat	Mr Michel Jerome
13. Deep Sea Fishing Boat	Mr Louis Clency Dig Dig
14. Traditional Restaurant	Mrs Rosemay LoLo (Zanane)
15. Pleasure Craft Boat	Mr Jean Augustin Labelle
16. Traditional and European Restaurant	Mr Jean Philippe Donice
17. Kite Surf Club	Mr Yanick Donice
18. Craft Shop	Mrs Veronique Prudence
19. Studio Musical	Mr Nicolas Prudence
20. Deep Sea Fishing Boat	Mr Curtis Alfred
21. Growing of Flowers	Mrs Rosalie Lafleur
22. Meat Shop	Mrs Suzy Verloppe
23. Boutik	Mrs Sheela Beeharry
24. Handicraft Shop and Factory	Mrs Maryland Duc
25. Rescue and Swimming Zone Clearing Company	Mr Enrico Frederic
26. Fabrication of Beachwear Clothes	Mrs Rosemonde Verloppe
27. Cultural Guiding	Patrick Norton
28. Dance Troupe	Patrick Norton
29. Endemic/Medicinal Plant Nursery	Nou Tou Esam (Anil Kumar)
30. Mountain Guide	Le Morne Fun Group
31. Traditional Indian European Restaurant	Marie Rosemary Denis

<sup>31</sup> Note that the projects are a mixture of small business enterprises; some of them are suitable for one or two entrepreneurs while others can involve groups from the community. An example of the latter is 29. Endemic/Medicinal Plant Nursery now to be funded by the UNDP Small Grants Programme.



**Annex 5: Extract from: Planning and Development Act 2004****(Act 32 of 2004– 1 December 2004)****14. Development plans**

- (1) There shall be the following 3 types of development plans –
  - (a) local plans;
  - (a) action area plans; and
  - (b) subject plans.
- (2)
  - (a) A local plan shall set out the policies, programmes and proposals for the future direction of development of the area of jurisdiction of a local authority.
  - (b) Every local plan -
    - (i) shall be prepared by the local authority or, where the local authority informs the Minister that it cannot undertake this function or fails to prepare the local plan within such reasonable period as may be determined by the Minister, by the Minister;
    - (ii) shall apply to the whole or a part of the area of jurisdiction of that local authority.
- (3)
  - (a) An action area plan shall set out –
    - (i) detailed programmes and proposals for the future development of an area for which the plan is being prepared; and
    - (ii) a detailed plan for the implementation of such programmes and proposals.
  - (b) Every action area plan shall be prepared –
    - (i) by the Minister;
    - (ii) by the Minister and the relevant local authority jointly;
    - (iii) by the Minister and one or more landowners who jointly own the whole area;
    - (iv) by the Minister, a local authority and one or more landowners; or
    - (v) with the approval of the Minister, by the relevant local authority and one or more landowners who jointly own the whole area.
  - (c) An action area plan may apply to the whole or part of the area under the jurisdiction of one or more local authorities.

