

Japan International Cooperation Agency
Ministère de l'intérieur
Direction Général des Collectivités Locales
The Kingdom of Morocco

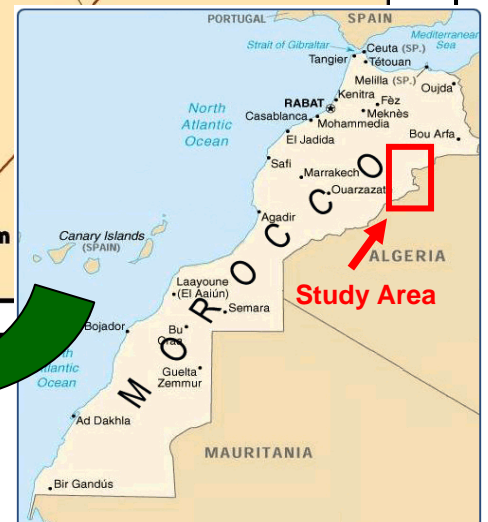
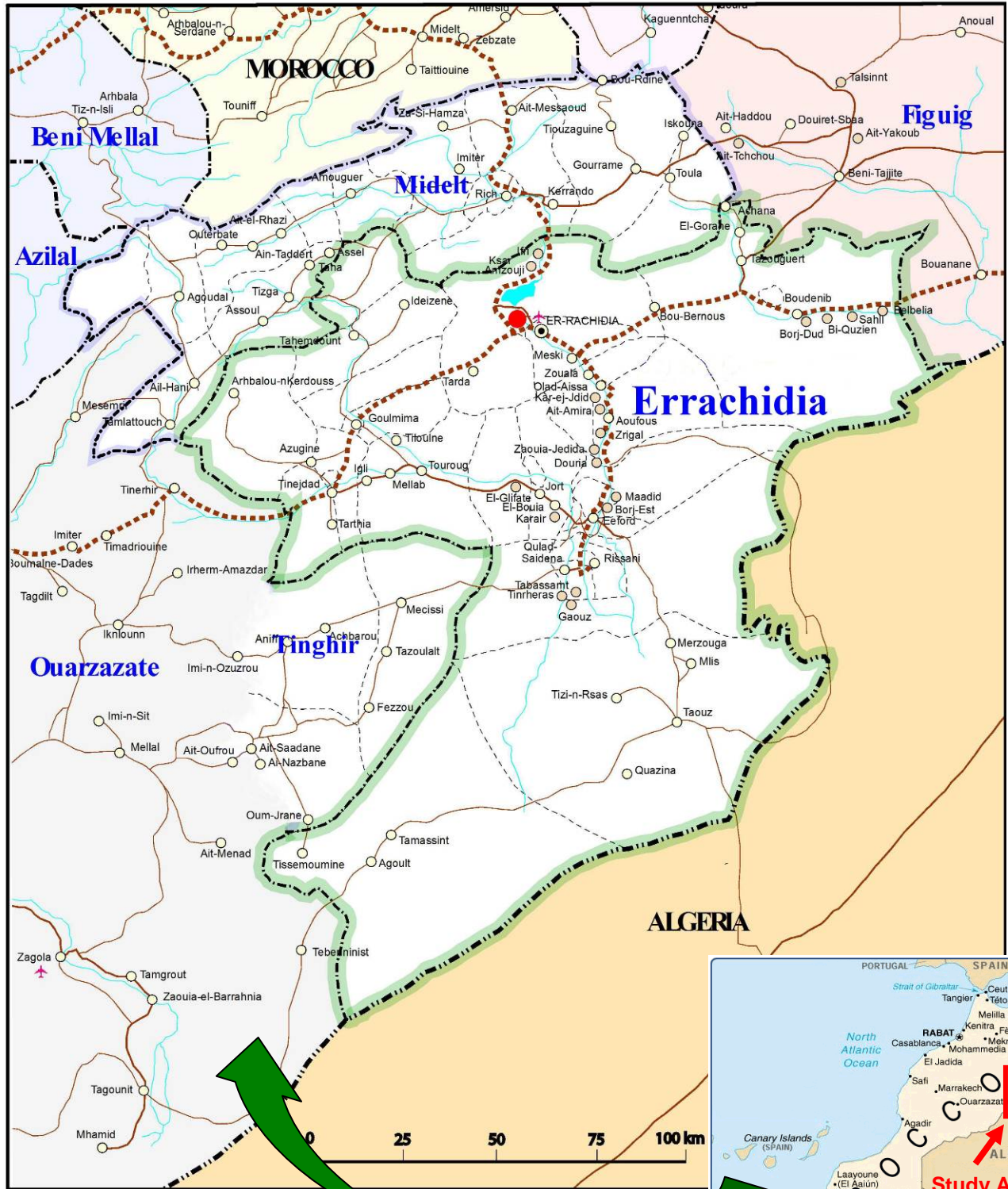
THE STUDY
ON
THE PROJECT OF RURAL DEVELOPMENT
IN ERRACHIDIA PROVINCE
IN
THE KINGDOM OF MOROCCO

Final Report

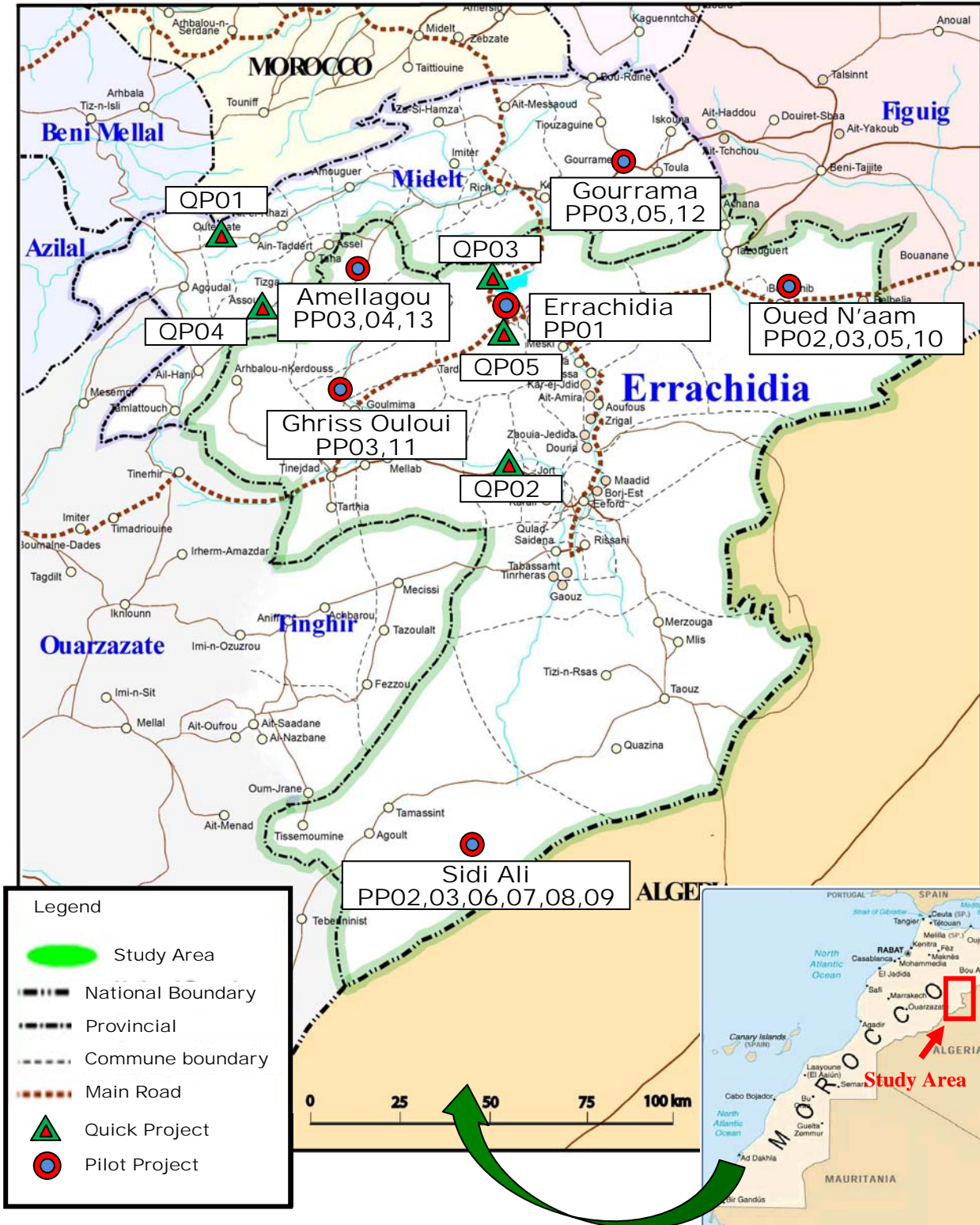
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SANYU CONSULTANTS INC.
PADECO

Location Map of the Study Area



Location Map of Pilot Project and Quick Project Site



PP No.	Name of Pilot Project	Place
PP 01	Improvement of Information Management of DCL	Errachidia Province (DCL)
PP 02	SIC Introduction	Sidi Ali, Oued N'aam
PP 03	Strengthening of Local Organization	Gourrama, Amellagou, Oued N'aam, Ghriss Ouloui, Sidi Ali
PP 04	Extension of Public Health Service at Remote Areas	Amellagou
PP 05	Social Mobilization for Improvement of Sanitary Environment	Gourrama, Oued N'aam
PP 06	Improvement of Livelihood and Income Generating Activities Project	Sidi Ali
PP 07	Processing and Marketing Promotion of Henna and Cumin	Sidi Ali
PP 08	Cleaning and Marketing Promotion of Fossils	Sidi Ali
PP 09	Tourist Optional Program Development	Sidi Ali
PP 10	Improvement of Solid Waste Management	Oued N'aam
PP 11	Increase of Agricultural Production in Mzel Aghad Seguia Area	Ghriss Ouloui
PP 12	Improvement of Solid Waste Management	Gourrama
PP 13	Race Improvement of Bovine Through Artificial Insemination	Amellagou

QP No.	Name of Quick Project	Place
QP 01	Rehabilitation/ extension of Seguia System with Post harvest Improvement	Outerbat
QP 02	Combat Desertification using Palm Leaves	Fezna
QP 03	Reforestation with Caper in the rocky surface area	Kheng
QP 04	Establishment of marketing channel for Apiculture	Assoul
QP 05	Integrated Network System for DAS office	Errachidia Province (DAS)

ABBREVIATIONS

Acronyms	English Terms	French Terms
ABH	Hydraulic Basin Agencies	Agence des Bassins Hydrauliques
ADL	Local development agent	Agence de Développement Local
ADP	Provincial Agent of Development	Agent de Développement Provincial
ADS	Social Development Agency	Agence de développement Social
AEP	Drinking water conveyance	Adduction/Alimentation/Approvisionnement en Eau Potable
AFD	French Agency for Social Development	Agence Française de Développement Social
AGR/IGA	Revenue/income Generating Activities	Activités Génératrices des Revenus
AREF	Regional Academy for Education and Training	Académie Régionale de l'Education et de la Formation
AUEA	Association of Users of Agricultural Waters	Association des Usagers des Eaux Agricoles
BEIP	Basic Education Improvement Program	Programme Basique pour l'Amélioration de l'Education
BHN	Basic Human Needs	Besoins humains fondamentaux
BTP	Construction and Civil Engineering	Bâtiments et Travaux Publics
BV	Watershed	Bassin versant
CAF	Feminine Animation centre	Centre d'Animation Féminine
CARI	Centre of Actions and International Realizations	Centre d'Actions et de Réalisations Internationales
CBO	Community Based Organizations	Les organisations basées sur la communauté
CC	Communal Council	Conseil Communal
CE	Livestock centre	Centre d'Elevage
CIDA	Canadian International Development Agency	Agence Canadienne de Développement international
CLDH	Local Committee for Human Development	Comité Locale du Développement Humain
CMV	Enhancement /development Centre	Centre de Mise en Valeur
CNEF	National Charter of Education and Training	Charte Nationale de l'Education et de la Formation
CNEI	National Committee for Study on Environment Impact	Comité National d'Etude sur l'Impact
CPDH	Provincial Committee for Human Development	Comité Provincial de Développement Humain
CR	Rural Commune	Commune Rurale
CRDH	Regional Committee of Human Development	Comité Régional de Développement Humain
CREI	Regional Committee for Study on Environment Impact	Comité Régional d'Etude sur l'Impact
CSDH	Strategic Committee of Human Development	Comité Stratégique de Développement Humain
DA	Delagation of craftwork	Délégation de l'artisanat
DAS	Social Action Division	Division de l'Action Sociale
DAT	Direction of Territorial Planning	Direction de l'Aménagement du Territoire
DDC	Dry Lands Development Center	Centre de Développement des Terres Arides
DE	Livestock Direction	Direction d'Elevage
DEN	Department of National Education	Département de l'Education Nationale

Acronyms	English Terms	French Terms
DES	Department of Social Economy	Département de l'Economie sociale
DET	Department of Equipment and Transport	Département de l'Équipement et du Transport
DGCL	General Direction for Local Activities	Direction Générale des Collectivités Locales
DP	Development Partners	Partenaires de développement
DPA	Provincial Direction for Handicraft	Direction Provinciale de l'Artisanat
DPE	Provincial Direction for Equipment	Direction Provinciale de l'Équipement
DPEFLCD	Provincial Delegation for Waters and Forests and Combatting Desertification	Délégation Provinciale des Eaux et Forêts et Lutte Contre la Désertification
DPEN	Provincial Delegation for National Assistance	Délégation Provinciale de l'Entraide Nationale
DPET	Provincial Direction for Equipment and Transport	Direction Provinciale de l'Équipement et Transport
DPMEN	Provincial Delegation for National Education Ministry	Délégation Provinciale du Ministère de l'Éducation Nationale
DPS	Provincial Direction for Health	Délégation Provinciale de Santé
DPT	Provincial Direction for Tourism	Délégation Provinciale de Tourisme
DRH/GRZ	Hydraulic Regional Direction of Guir-Rheriss and Ziz	Direction Régionale Hydraulique de Guir-Rheriss et Ziz
DRI-MVB	Integrated Rural Development for Enhancement of the Bour Zones	Développement Rural Intégré de Mise en Valeur des Zones Bour
EAC	Communal Animation Team	Équipe d'Animation Communale
EAC/Q	Communal or District Animation Team	Équipe d'Animation des Communes ou des Quartiers
EFP	Professional Training Institution	École de Formation Professionnelle
EIE	Study of Impact over Environment	Étude d'Impact sur l'Environnement
EPA	Provincial Accompaniment Team	Équipe Provinciale d'Accompagnement
EU	European Union	Union Européenne
FAO	Food and Agriculture Organization	l'Organisation Internationale de l'Alimentation et de l'Agriculture
FDL	Local development Plan	Fond pour le Développement local
FE	Food Equivalent	Équivalent de nourriture
FEC	Communal Equipment Fund	Fond d'Équipement Communal
FIDA/IFAD	International Funds for Agricultural development	Fonds Internationaux de Développement Agricole
GPI/IPS	Gender Parity Index	Indice de Parité par Sexe
HCEFLCD	High Commission of Waters and Forests and Combatting Desertification	Haut Commissariat des Eaux et Forêts et Lutte contre la Désertification
HCP	High Commission of Planning	Haut Commissariat de la Planification
HDI	Human Development Index	Indice de Développement Humain
ILDH	Local Initiative for Human Development	Initiative Locale de développement
INDH	National Initiative for Human Development	Initiative Nationale de Développement Humain
INRA	National Institute for Agricultural Research	Institut National de Recherche Agronomique
JBIC	Japanese Bank for International Cooperation	Banque Japonaise pour la Coopération Internationale
JICA	Japanese International Cooperation Agency	Agence Japonaise de Coopération Internationale
JOCV	Japanese Overseas Cooperation Volunteers	Coopération Japonaise des Volontaires Outremer
M&E	Monitoring and Evaluation	Suivi et évaluation

Acronyms	English Terms	French Terms
MADRPM	Ministry of Agriculture, Rural Development and Fisheries	Ministère de l'Agriculture de Développement Rural et de la Pêche Maritime
MAEC	Ministry of Foreign Affairs and Cooperation	Ministère des Affaires Etrangères et de Coopération
MAPM	Ministry of Agriculture and Fisheries	Ministère de l'Agriculture et de la pêche maritime
MA	Ministry of Handicraft	Ministère de l'Artisanat
MCA	Millennium Challenge Account	Compte du Défi millénaire
MCC	Millennium Challenge Cooperation	Coopération pour le Défi millénaire
MCM	Million Cubic Meter	Million mètre cubes
MDSFS	Ministry of Social Development, Family and Solidarity	Ministère de Développement Social, de la Famille et de la Solidarité
MEF	Ministry of Economy and Finance	Ministère de l'Economie et de Finance
MENA	Middle East and North Africa	Moyen Orient et Afrique du Nord
MESFRS	Ministry of Habitat, Urbanism and Territorial Planning	Ministère de l'Habitat, de l'Urbanisme et d'Aménagement de l'Espace
MET	Ministry of Equipment and Transport	Ministère d'Équipement et de Transport
MF	Forest homes	Maisons Forestières
MHUAE	Ministry of Housing, Urban Planning, and Environment	Ministère de l'Habitat, de l'Urbanisme, de l'Aménagement et de l'Environnement
MHUATDR	Ministry of Housing, Urban Planning, Territorial Planning and Rural Development	Ministère de l'Habitat, de l'urbanisme, de l'Aménagement du Territoire et du Développement Rural
MS	Ministry of Health	Ministère de la Santé
NP	National Promotion	Promotion Nationale
OJT	On the Job Training	Emploi Formation
ONE	National Office of Electricity	Office Nationale de l'Electricité
ONEP	National Office of Drinking Water	Office Nationale de l'Eau Potable
ONG	Non Governmental Organisation	Organisation Non Gouvernementale
ORMVA/TF	Regional Office of Agriculture Enhancement in Tafilalet	Office Régionale de Mise en Valeur Agricole/Tafilalet
PADEST	Program of Assistance to Strategic and Territorial Development	Programme d'Appui au Développement Stratégique et Territorial
PAGER	Program of Group Water Supply for Rural populations	Programme d'Approvisionnement en Eau Potable aux Groupements des Populations Rurales
PAM	Aromatic and Medicinal Plants	Plantes Aromatiques et Médicinales
PARSEM	Support Program for the Reform of the Moroccan Education System	Programme d'Assistance pour la Réforme du Système Educationnel au Maroc
PAT	Tourism Reception Area	Place d'Accueil des Touristes
PCD	Communal Plan for Development	Plan Communal de Développement
PCM	Project Cycle Management	Gestion de Projet Cycle
PDC	Communal Development Plan	Plan de Développement Communal
PDES	Economic and Social Development Plan	Plan de Développement Economique et Social
PDP	Provincial Development Plan	Plan de Développement Provincial
PDRES	Regional Development Plans of Social Economy	Plan de Développement Régional Economique et Social
PERG	Program of General Rural Electrification	Programme Général d'Electrification Rurale
PFM	Public Financing Management	Gestion du Financement Publique
PGL	Local Governance Project	Projet de Gouvernance Locale

Acronyms	English Terms	French Terms
PGR	Income-Generating Projects	Projet Générateur de Revenu
PIC	Investment Communal Plan	Plan d'Investissement Communal
PMV	Green Morocco Program	Plan Maroc Vert
PNB	Gross National Product	Produit National Brut
PNHAO	National Parc of East High Atlas	Parc National du Haut Atlas Oriental
PNRR	National Plan for Rural Roads	Plan National des Routes Rurales
POT	Tafilalet Oasis Program	Programme Oasis Tafilalet
PP	Pilot Project	Projet Pilote
PPDR	Provincial Plan for Rural Development	Plan Provincial du Développement Rural
PSMT	Strategic Medium Term Program	Programme stratégique à Moyen Terme
PSP	Participatory Strategic Planning	Planification Stratégique Participative
RADOSE	Associations Network for the Development of Oasis in the South East	Réseau des associations pour le Développement des Oasis dans le Sud Est du Maroc
RGPH	General Census of Population and Habitat	Recensement Général de la Population et de l'Habitat
RN	National Road	Route Nationale
SAU	Useful Agricultural Area	Sol Agraire Utilisé
SDR 2020	2020 Strategy for Rural Development	Stratégie 2020 de Développement Rural
SEDR	Secretary of State at Territorial Development	Secrétariat d'Etat au Développement Territorial.
SEF	System of Education and Training	Système de l'Education et de la Formation
SEFLCD	Service of Waters and Forests and Fight Against Desertification.	Service des Eaux et Forêts et de la Lutte Contre la Désertification
SIAAP	Service of Infrastructure for Ambulatory Actions in the Province	Service des Infrastructures des Actions Ambulatoires en Province
SIBE	Site with Biological and Environmental Interest	Site à Interêt Biologique et Environnemental
SIC	Communal Information System	Système d'Information Communal
SMIT	Moroccan Firm of Tourism engineering	Société Marocaine de l'Ingénierie Touristique
SNAENF	National Strategy for Literacy and non Forman Education	Stratégie Nationale d'Alphabétisation et d'Education Non Formelle
SWOT	Strength, Weaknes, Opportunity and Threat analysis	Analyse des Forces, Faiblesses, Opportunités et Menaces
TBS	Gross Enrollment	Taux Brut de Scolarisation
TI	Information Technology	Téchnologie de l'information
TI C	Information Technology and Communication	Téchnologie de l'information et de Communication
TND	Total Digestible Nutrients	Nourriture Digestible Totale
TOR	Terms Of Reference	Termes de Référence
TOT	Training Of Trainers	Formation des Formateurs
TVA	Value Added Tax	Taxe sur Valeur Ajoutée
UBT	Unit of Cattle per Head	Unité de Bétail par Tête
UNDP/PNUD	United Nations Development Program	Programme des Nations Unis pour le Développement
UNESCO	United Nations for Education, Science, and Culture Organization	Organisation des Nations Unies pour l'Education, la Science et la Culture
UNICEF	United Nations International Children's Emergency Fund	Fond des Nations Unis pour les Enfants
UNIFEM	United Nations Development Fund for Women	Fond des Nations Unis pour le Développement de la Femme

Acronyms	English Terms	French Terms
UNPF	United Nations Population Fund	Fond des Nations Unis pour les Populations
USAID	US Agency for International Development	Agence des Etats Unis pour le Développement International
VT	Land Sale	Vente de terrain
WHO	World Health Organization	l'Organisation de la Santé Mondiale

Summary

1. Introduction of the Project

1.1 Background of the Study

The Government of Morocco has promoted the administrative decentralization and striven to apply and settle rural development process with participatory approach, but in Errachidia Province, staffing, budget and work experience are not enough to cope with this renovation. Here, the Provincial administration, council of the province and communes are not yet functioning well to performe expected services because the rural communes are geographically scattered over the vast area. Either, almost all of local organizations such as Associations and Cooperatives have too recently been established to be able to realize expected activities. Hence, strengthening of local administration and rural institutions is essential. Besides, it is necessary to formulate an integrated strategy plan, shifting the administrative paradigm from conventional vertical administration structure to a mutually collaborating system among sectors to effectively promote development in this area.

1.2 Objectives of the Study

- 1) To formulate Commune Development Plan (PCD) of selected 4 to 6 pilot communes among 39 rural communes
- 2) To elaborate feasible and effective rural development plan of Errachidia Province based on the needs of local people and their potentials
- 3) To propose improved measures including a better process covering from formulation of PCD and PRDP to implementing the projects, also better organization/system through the Study
- 4) To strengthen the administrative capacity of the communal and provincial organizations concerned as well as that of Associations and Cooperatives throughout the process of plan formulation accompanying with the Pilot Project execution.

1.3 The Study Area

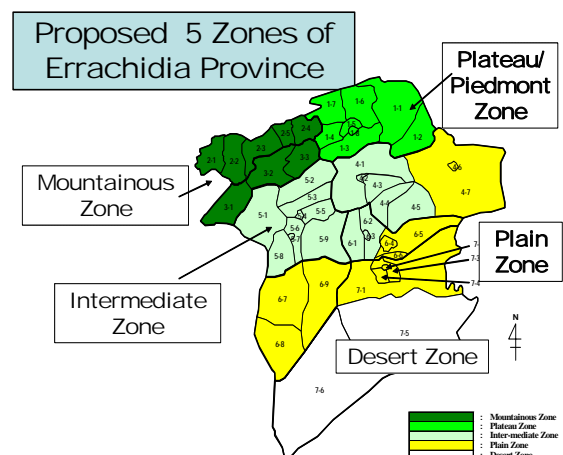
The study area covers the entire Errachidia province.

1.4 Organizational Framework for the Study

The counterpart organization is Ministère de l'Interieur (DGCL) and Province Errachidia (DAS, DCL) where a steering committee at national level and a technical committee at provincial level was established.

1.5 Outline of the Study

During Phase-1 study, present conditions of the province, development constraints and potentials, zoning of rural communes, and frame working of provincial development plan were studied or elaborated. As a result, Mountainous Zone, Plateau/ Piedmont Zone, Intermediate Zone, Plain Zone and Desert Zone were categorized. After the reorganization of provinces on March 2010, Plateau/ Piedmont Zone shifted to Midelt



province, and number of rural commune reduced from 39 to 22. During Phase-2 study, PCDs were elaborated in the selected 5 pilot communes, the Roadmap for PCD Elaboration and Implementation (hereinafter referred to as “the PCD Roadmap”) was provided, pilot projects were implemented and PRDP was also elaborated. Besides, capacity development of all stakeholders was carried out throughout the study process.

2. Elaboration of PCD and implementation of the high-priority projects

2.1 Backgrounds, objectives, and process of the elaboration of PCD

The PCD system has been adopted as a system for improving the capability of the Communes that is the minimum administrative units of Morocco. The administration system of Morocco comprises the Central Government, Regions, Provinces and Communes. Of these, the Regions and Provinces practically serve as local agencies of the Central Government. Only the Communes are autonomous authorities where Presidents are chosen in the elections and conducts administrative activities directly related to resident’s living environment. In recent years, the public administration of Morocco has been promoting local autonomies, with the initiative of the DGCL, aiming to strengthen Communal administrative capacity. The Commune Charter revised in 2009 officially defines the concept of the PCD and it has instructed every Commune to elaborate its PCD by 2011.

Eventually, the Study Team determined to support the elaboration of PCD for 5 Communes in the province, starting the assisting activities in these Communes on elaborating their PCDs in advance of the ADS team supporting the rest of Communes. To this end, the basic information was collected and the workshops were held by inviting the relevant parties by the end of 2009, and the draft PCD for 5 communes were completed by the end of 2010. To facilitate the elaboration of PCD, the PCD guidelines hitherto provided by the above mentioned DGCL was re-edited into a concise form. Characteristics of the elaboration of PCD conducted by the Study Team are as follows;

- 1) Putting importance on participatory approach and PCD was elaborated based on the WSs held at all Ksars in the province
- 2) Participatory rural appraisal (PRA) was adopted as a tool in the participatory WS
- 3) Outline was summarized in the development framework and priority project sheet was attached
- 4) Pilot projects were implemented based on the PCD's priority projects

The 5 Rural Communes for which the Study Team supported the elaboration of PCD were Amellagou, Gourrama, Oued N’eam, Ghris Ouloui and Sidi Ali. Among these, Gourrama was transferred to Midelt Province in 2010.

2.2 Basic policy and method for elaborating the PCD

The PCD guidelines drawn up by the above mentioned DGCL was adopted as the base of formulating PCD. In this regard, as the PCD guidelines (issued by the DGCL) on which all the works for its formulation should be founded did not concretely describe the work procedures in order. Based on the request of communal staff who are in charge of formulating PCD, the Study Team decided to compile and issue the PCD Roadmap based on its experience. The Roadmap for PCD Elaboration and Implementation was issued in French and Arabic, and its copies were distributed to the relevant organs

including the Communes within the Province. The Study Team started the elaboration support works in May 2009 and the approval on the draft PCDs was obtained at each Commune Council from December 2010 to March 2011.

2.3 How to implement and use a PCD

To implement the priority projects and to realize visions stated in the PCD, the parties involved in the Commune need to hang together, make efforts step by step and cooperate with external parties. The requirements for the implementation of the priority projects are shown below.

- 1) Commune's ownership and commitment to the PCD
- 2) Coordinating roles, arranging alliance and creating collaborative liaison between Communes and Provinces or Ministerial delegations
- 3) Participation of the parties involved in the Communes and cost sharing among them
- 4) Acquisition of financial assistance offered by the domestic and overseas organs
- 5) Management of the progress of the priority projects by ETC

2.4 Future issues and development of the PCD Roadmap

A PCD has a term of 6 years that can be revised when 3 years passes after its elaboration. All PCDs were approved by the commune councils that have been organized since the last election held on June 2010. Yet, affected by the Jasmine Revolution that occurred recently in the Middle East, the new constitution was established in Morocco, resulting in an earlier election of the National Council members than originally scheduled date, setting forward in November 2011. As a result, the next elections of the Commune Council members are expected to be held as early as April 2012 instead of in 2016. It follows that re-formulation of PCD is likely called for in each Commune that would inevitably spend much time and energy for the required works.

After completing the support for PCD elaboration, the Study Team held the workshops and hearings in five target Communes for reviewing PCD formulation and ETC training, to obtain the opinions concerning the issues arising in the course of elaborating PCD. Based on these opinions, it provided recommendations as tabulated below in the PCD Roadmap that would be useful for the new PCD elaboration stated above. Details of the recommendation are stated in the PCD Roadmap.

Recommendations shown in the Roadmap for PCD Elaboration and Implementation

Parties the recommendations are offered for	Recommendations concerning the measures the relevant organs should take
DGCL	<ul style="list-style-type: none"> • To identify the benefits of the elaboration of PCD, To establish the PCD elaboration and implementation system in each Province and Commune, To standardize the PCD elaboration support for Communes, To exchange information with the external elaboration support organs, To promote the utilization of the SIC
DCL	<ul style="list-style-type: none"> • To establish and manage the EPAs, To train the Commune Council members and Commune officer, To provide training sessions concerning the specific project implementation methods for the parties involved in the Communes, To control and support the progress of the priority projects
Each organ supporting the priority projects	<ul style="list-style-type: none"> • To make information open on the support conditions etc, To respect the PCD in adopting the projects etc, To respect the decisions made by the Commune Authority, To offer technical support

Parties the recommendations are offered for	Recommendations concerning the measures the relevant organs should take
Commune Council and Commune Authority	<ul style="list-style-type: none"> PCD ownership, Communications within other Communes, To make information transparent and accountability public, ETC as the parties responsible for the SIC, ETC as the CCPP secretariat
CCPP	<ul style="list-style-type: none"> CCPP as coordination organ for implementation of PCD, To adjust the decisions made by organs responsible for priority projects, To manage progress of the priority projects
Association and cooperative societies	<ul style="list-style-type: none"> To build the network, To improve the organizational and officers' capabilities, To make use of cooperative societies for profitable projects

3. Provincial Rural Development Plan (PRDP)

3.1 Objective and Methodology

(1) Objective

The PRDP is a road map of the rural development of the province. It shows the interaction among development programs and indicates the links with the national strategies. The PRDP also points out inter-communal development issues and their solutions, and empowers local actors to make decisions, to implement and monitor their actions.

(2) New organization structure for PRDP elaboration

The PRDP was elaborated by the provincial technical committee chaired by the Secretary General, under the supervision by the Governor. Since the provincial technical committee consists of directors of provincial offices and ministerial delegations, a Taskforce was organized consisting of working staff of the related agencies to carry out concrete works required for the formulating PRDP. Since initiative of the Province is quite important, a Provincial Action Committee (PAC) was established as the coordinator with external organizations, the members of which comprise representatives of major provincial divisions.

(3) Participatory approach to elaborate PRDP attaching importance on consensus

PRDP formulation started in November 2010 and will be validated by Provincial Council in January 2012. During the period, WSs were organized 18 times including 4 times as the provincial technical committee meeting. Also, a study tour to El Haux Province, which has experience in formulating a provincial development plan, was organized in June 2011 with participation of PAC members. PRDP was formulated through the following steps.

Step	Activities	Step	Activities
1	Making a consensus of necessity of PRDP	6	Inter-sector and Inter-communal Project
2	Organizational Set-up	7	Development framework development
3	Present condition, constraints and potentials	8	Action planning
4	SWOT analysis	9	Priority project sheet development
5	Vision Planning	10	Documentation and validation

3.2 Development Vision and Strategies

The vision of Errachidia province in 2023 is as follows. The vision was decided at participatory WS after SWOT analysis and was consistent with national and regional strategy of each sector.

Development Vision 2023:

Errachidia province with a strong and distinct territorial personality through optimum utilization of the local potentials of the province and strengthening of local capacities and support the pillars of good governance to ensure a decent living for populations.

Approaches to materialize the vision are; 1) Socio-economy and cultural development approach, 2) Natural environment and resources approach, 3) Basic service approach, 4) Institutional development and local governance approach, and all these approaches are interrelated. Strategies for each approach are as follows.

1) Socio-economy and cultural development approach

Strategy	Program
1. Encouraging and Improvement of the Local Economy through Valorization of the Oasis Products	Adding value on the oasis products, in addition to increase in production, to generate income and activate local economy, Public support for the processing and marketing, Diversification of income sources from oasis products
2. Encouraging and Improvement the Local Economy through Tourism Development	Promoting collaboration between public and private sector, Integration of land management policy to support private investment, Development of community tourism
3. Promote and Support Youth and Immigrants	Creation of employment opportunity particularly to educated young population, establishment of vocational school including rehabilitation of handicraft center
4. Rehabilitation of Cultural & Architectural Heritage	Organized promotion of cultural heritages including traditional music, dance, food, pottery, garments and Ksar buildings, Promotion of collaboration with tourism sector

2) Natural environment and resources approach

Strategy	Program
1. Preservation of Natural Environment	Integrated environmental protection (watershed management, combat desertification), Formulation of the master plan for waste management including undegradable consumption materials
2. Rationalization of Natural Resources Exploitation	Measures to reduce leakage and overflow of irrigation water, Promotion of water saving technologies, Water resource development and flood protection, Development and dissemination of renewable energies, improvement of management/ exploitation of traditional mines

3) Basic service approach

Strategy	Program
1. Rehabilitation of Basic Infrastructure	Improvement of accessibility of population in remote area to safety domestic water, basic services to secure healthy and cultural daily life, and income generating opportunities
2. Improvement of Social Services	Improvement of health/ sanitary service, education service, sports and cultural service, and various services to handicapped peoples, Improvement of the accessibility of Nomad to social services

4) Institutional development and local governance approach

Strategy	Program
1. Support the Pillars to Attain Good Governance	Capacity development of core officials for regional development including CPDC and ETC, Activation of implementing structure of regional development
2. Strengthening of Local Capacities	Capacity development to involve private sector to regional development, Creation of IGA and employment opportunities to avoid further brain drain
3. Activating the Role of Scientific Research Institutions in Local Development	Promotion of collaboration with research institute, e.g. MIU, for conserve oasis environment, adding value on the oasis products, increasing productivity of scarce farmland, providing skills and knowledge for effective use of water resources

3.3 Support for formulating development framework as general picture of PRDP

Development vision, approaches, strategies, development program and projects were integrated into a development framework that is shown in Appendix 4.1.

3.4 Support for providing priority project sheets oriented to implement PRDP

Within the inter-communal projects shown in the development framework, 11 priority projects were selected in view of development effects, technical feasibility, contribution to preservation of oasis environment, optimum utilization of local resources, and urgency and applicability. The priority projects are shown in the table below, and the list is attached in Appendix 4.2.

Number	Name of Priority Project
1	Empowerment of water resources management, improvement of living /income generating activities for local population in small watershed area
2	Household solid waste management master plan in Errachidia Province
3	Comprehensive tourism development plan in and around the Hassan Addakhil reservoir
4	Rehabilitation and Expansion of Seguia and Khetara System
5	Rehabilitation and expansion on existing main irrigation facilities in Errachidia
6	Oasis- Based Specialty Products Development
7	Rural Tourism Development Project
8	Promotion of Income Generating Activities through Effective Operation of Multi-purpose Center
9	Dissemination of Improved Livestock (bovine, D'man, goats, camel, and horse) through Artificial Insemination
10	Technical Assistance for elaborating Integrated Errachidia Provincial Development Plan to correct disparities and to reduce povert
11	Setting up a computer system for monitoring climate change and natural disaster prediction

3.5 PRDP Implementation Structure

Regarding the necessity to set up a special division for planning and implementation of provincial development, a Cell of Promotion for Development Plans and Coordination (CPDC) was created in July 2011, under strong initiative of the governor and the secretary general. The diagram of PCD and PRDP elaboration, implementation and monitoring are shown in 6.3.3. The implementation structure was for the first time established in Morocco, and many organizations including DGCL showed strong interest on its function/ activities. Role and responsibility of each stakeholder in the elaboration, implementation, monitoring and evaluation of the PRDP are summarized in the table below.

Role and Responsibility of Stakeholders for the PRDP

Stakeholder	Role and Responsibility
Governor/ Secretary General	Final decision maker of provincial development, Submit provincial development plan to the Provincial Council for validation, Responsible for PRDP implementation, Responsible for assignment of the CPDC members
Provincial Council	Validation of the provincial development plan (PRDP/ PDP), Approval of budget for provincial development, Support communes to establish inter-communal committee
Provincial Steering Committee	Provision of sector strategies/ policies to the CPDC for elaboration of the draft PRDP, Approval of the development framework of PRDP, which include vision, approaches, strategies, and development program., Technical advice to the PRDP implementation, monitoring and evaluation
CPDC	Elaboration of the draft provincial development plan (draft PRDP/ PDP), Monitoring and evaluation of the PRDP, Organize Task Force to elaborate, monitor and evaluate the PRDP, Suggest the development framework of PRDP to the provincial steering committee, Preparation of priority project list and its summary sheet of the PRDP, Assist communes and delegations to establish inter-communal committee through concluding a convention to implement the inter-communal project, Assist the inter-communal committee to find financial sources to implement the PRDP, Organize meeting for the PRDP progress monitoring with Task Force members and report the result to the Provincial Steering Committee

Stakeholder	Role and Responsibility
Task Force	Support CPDC to formulate, monitor, and evaluate the PRDP from technical aspects, Assist communes to establish the inter-communal committee to implement the inter-communal project, Support inter-communal committee to implement, monitor, and evaluate the inter-communal project
Committee under Convention	Implementation of the inter-communal project, Organize monitoring and evaluation meeting for the inter-communal projects, Report the monitoring and evaluation results of the inter-communal project to the CPDC and related delegations
ETC	Provision of SIC and other necessary information to CPDC for the PRDP elaboration, Supervision, Monitoring and Evaluation of the inter-communal projects implemented in the jurisdiction, Report the monitoring result to the inter-communal committee and CPDC

4. Quick Projects (QP)

4.1 Objective

5 quick projects were implemented in the first year. Objectives were to identify local needs, to grasp current condition of human and organizational resources as a reference of PCD and PRDP elaboration, and to probe a possibility to collaborate with local stakeholders in the regional development.

4.2 Evaluation of each QP

(1) Rehabilitation/ extension of Seguia System with Post harvest Improvement (QP1)

Item	Summary
Purpose/ Activity	Rehabilitate Seguia to reduce irrigation loss, Provide plastic containers to reduce post harvest loss of apples
Output/ Effect	High management ability of the Association, Effectiveness of project implementation to enhance relation between the implementing association and traditional association, High ability to soil problems arisen during the project, effect to reduce irrigation water loss, effect of plastic container to reduce post harvest loss, applicability of the project

(2) Combat Desertification using Palm Leaves (QP2)

Item	Summary
Purpose/ Activity	Construction of Palm Grid to protect irrigation canal from sand moving as a way of combat desertification
Output/ Effect	Collaboration with HEFLCD and ORMVA/TF, Soil characteristic and appropriate trees, Reduction in maintenance cost of canal, better understandings to the association's activities

(3) Reforestation with Caper in the rocky surface area (QP3)

Item	Summary
Purpose/ Activity	Planting economic trees (caper, cactus, pistachio) in the rocky surface area and verify survival rate of them
Output/ Effect	Complicated land holdings and property right of common land, Necessity for adjusting stakeholders in land use type development, survival rate of drought tolerant trees in the rocky mountain area, constraints of reforestation, Application method and procedures of INDH program

(4) Establishment of marketing channel for Apiculture (QP4)

Item	Summary
Purpose/ Activity	Enhancement of marketing ability of honey producers cooperative through provision of rent-a-car
Output/ Effect	High management ability of the cooperative, Effectiveness for transportation means (marketing channel expansion, markets' evaluation, marketing information), enhancement of competitiveness (diversification, package and labeling), business diversification, vulnerability of the business and countermeasure

(5) Integrated Network System for DAS office (QP5)

Item	Summary
Purpose/ Activity	Establishment of information system in DAS to enhance platform of monitoring and evaluation of INDH program
Output/ Effect	Uniform management for INDH information and data, enhancement of information-gathering capacity, Enhancement of communication ability of DAS

4.3 Lessons learned and their implication with PCD/PRDP

The issues experienced through the implementation and monitoring of QP projects can be classified into the following;

- Necessity of risk management and products diversification of climate-sensitive production
- Importance of strategic marketing to increase income from agricultural products
- Importance to involve Local Authority and Traditional Association to rural development
- Importance of coordination between development partners in the cost and work sharing
- Difficulty in financial procurement for such local actors as associations and cooperatives
- Necessity of assisting capacity/human resource development in compliance with the difference in maturity of capability of each association or cooperative
- Poor information management ability of local stakeholders

5. Pilot Projects (PP)

5.1 Objective and Direction of the Implementation

After formulating the PCD and the PRDP, a part of the projects in these plans was put into implementation as Pilot Projects. The objectives were; to verify implementation structure of PCD, to formulate practical PCD and PRDP in addition to capacity development of stakeholders. Two types of PP; 1) transversal project including capacity development type project, and 2) priority projects in PCDs were implemented.

5.2 Project for capacity development of local administrative staff and inhabitants organizations: Transversal projects

Item	Summary
Improvement of Information Management of DCL	Objective: Information management ability for SIC comprehensive management will be improved in DCL in Errachidia province
	Activity: Procurement and installation of information management equipment, Introduction of internet, Information management assistance
SIC Introduction	Objective: Commune staff acquire capacity of introducing SIC and also of collecting information, SIC is introduced and all the initial data are registered at commune level
	Activity: Study trip, SIC training, Procurement of IT support equipment, supporting data collection and input, IT skills training, Follow-up
Project of Supporting Strengthening of Local Organization	Objective: For capacity-building to enable Associations/Cooperatives (Abbr: Association) to work optimally for community development, and to establish institutional communication network among Associations
	Activity: Implementation of the technical training for strengthening the institutional management, Putting the training into practice: Strengthening the institutional management and collaboration among stakeholders, Support for establishment of Associations
Extension of Public Health Service at Remote Areas	Objective: Improvement of condition on health and sanitary environment at Remote Area through establishment of collaborative relationship between public sector and civil society
	Activity: TOT, establishment of CV nurturing committee, Awareness campaign at commune and ksar, Follow-up
Social Mobilization for Improving Sanitary Environment	Objective: Improvement of health and sanitary environment through establishment of collaborative relationship between public sector and civil society
	Development of training material (TOT, for women, for children), Enhancement of training ability (TOT, assisting training delivery, follow-up)

5.3 Pilot project targeted Commune

Item	Summary
Improvement of Livelihood and Income Generating Activities in Sidi Ali	Promotion of community activities on income generating activities (IGAs), health and education for improvement of livelihood economically and socially
	Activity: Establishment and capacity development of Women's Associations, Capacity development to manage Multi-purpose center (MPC), Construction of MPC, Support WA's activities (handicraft, kindergarten, technical training, study tour)
Processing & Marketing Promotion of Henna and Cumin in Sidi Ali	Objective: To increase people's income through processing and marketing of Henna and Cumin
	Activity: Establishing association, construction of processing place, procurement of equipment, training and study tour, collective processing and marketing
Cleaning and Marketing Promotion of Fossils in Sidi Ali	Objective: To increase in people's income through cleaning and marketing fossils
	Activity: Establishing association, construction of processing place, procurement of equipment, training and study tour, collective processing and marketing
Optional Tour Development Project in Sidi Ali	Objective: To promote the sales and increase the tourism revenues in the area by diversifying the tourism products including optional tours, showcasing a wide variety of products, & develop the cooperative relationship among the parties involved in tourism by reinforcing the roles played by the newly established Tourism Association
	Activity: Establishment of tourism association, training for the employees of guest accommodation facilities, study tour, demand survey for tourism, development of optional tour, training for tour guide, development of tourism pamphlet
Solid Waste Management in Oued N'aam	Objective: Solid waste is appropriately managed and illegal dumping and littering are reduced through appropriate equipment introduction, its operation and relevant activities of the population
	Activity: Establishment of association, procurement of garbage truck, operational plan for garbage collection, establishment of management system (cost/ work sharing), Awareness campaign
Improvement of water control system for increase of agricultural productivity in the perimeter of Mezl Aghad Seguia in Ghris El Ouloui	Objective: This project envisages improving farmer's income by supporting for organizing water management association to realize rational management of water use and to improve irrigation efficiency through the Seguia, introducing improved variety seedlings of date-palm, olive and other fruit trees coupled with improved planting method, additionally introducing such value-adding crops as sesame and saffron, etc.
	Activity: Rehabilitation of main canal, compost production for soil improvement, information sharing among development stakeholders, work/ cost sharing, establishment of water management associations (WMA)
Improvement of Solid Waste Management in Gourrama	Objective: Solid waste is appropriately managed and illegal dumping and littering are reduced through appropriate equipment introduction, its operation and relevant activities of the population
	Activity: Establishment of association, procurement of garbage truck, operational plan for garbage collection, establishment of management system (cost/ work sharing), Awareness campaign
Race Improvement of Bovine Through Artificial Insemination in Amelagou	Objective: To disseminate appropriate skills for race improvement and livestock breeding of bovine
	Activity: Establishment of collaboration structure among local stakeholders, TOT and raising awareness campaign, Inventory survey for livestock breeding, Study tour, Technical training to farmers

5.4 Lessons learnt and recommendation to PCD/PRDP

(1) Project for capacity development of local administrative staff and inhabitants organizations: Transversal projects

- 1) CPDC should create effective, closer relationship to manage SIC between DGCL-CPDC-Commune. It will be necessary for DGCL to support to hereafter revise PCD using SIC more efficient and how to measure, monitor and to evaluate indicators in PCD. In future, it is necessary to establish an integrated information system at provincial level (SIP) to follow-up PCDs.
- 2) It is essential to tackle capacity development for staff as well for organizations as one of the components in PCD/ PRDP
- 3) In order to realize the participatory rural development, it is imperative to widely involve local

organizations in the process of elaborating and implementing rural development plans so as to collaborate among actors. As civil society is aware of how to properly utilize local resources, land acquisition and collaboration with local actors will possibly be readily realized only if it cooperates with development

- 4) It takes time to change peoples' awareness/ consciousness, and continuous approach to paradigm renovation is necessary to realize the intended change. Keeping motivation of volunteers is important to sustain their activities, and enhancement of volunteers' skills are required to meet local needs.
- 5) Sanitary and environmental issue is an area-based matter, so area-specific countermeasure is required in the periodical awareness campaign.
- 6) Establishing a collaboration structure with local actors is quite important, and the training method developed in the PP is effective to ensure generation of project impact and expand the impact to other area. However, the conceivable risk management is also required to promote collaboration between local actors since such a coordination may result in impedance of the scheduled activities.

(2) Pilot project targeting Commune

- 1) Association's activity promotes women's participation in society, self-reliance, responsibility, decision making, and is effective for empowerment of women. Also, Women's participation from the stage of project planning empowers them effectively
- 2) Association activities greatly contribute to enhance solidarity in implementing PCD projects even in the remote area where historically individualistic society develops. In this PP, WA establishment and MPC construction contributed to promote communication and enhance solidarity among population
- 3) CPDC should take initiative to organize the stakeholders' meetings for tackling the inter-communal issues. Cost and work sharing among development actors are quite effective to promote area development as well to maximize synergetic development effect with relatively limited budget
- 4) Infrastructure development increases development opportunity in the remote areas. Capacity development activities are quite effective to encourage rural populations who sometime can not gain enough education opportunities. Furthermore, internet connects Sidi Ali populations to remote area including domestic and international markets regardless of the distance, and commune should take initiative to enhance the system
- 5) ETC at commune level and CPDC at provincial level should connect local stakeholders, tourism industry and other industry for example, to maximize development effect and to generate synergy effect of development in their jurisdiction. The concept of community tourism, which may be developed by making use of daily life as tourism resources without any substantial initial investments, is sufficiently feasible in other Communes, and PRDP should promote the issue
- 6) Collaboration between public service, university and associations is expected to have effective and efficient result owing to the wide variety of characteristic and expertise. To establish effective collaboration structure among public and private sector, involvement of stakeholders at the

planning stage, accountability and transparency of each stakeholder are important.

- 7) For effective management of limited water resources, commune should take initiative to manage water system, even though traditional association and water users association individually manage water in a traditional way. Also, since water use in each canal has been maintained according to traditional custom, recognition of beneficiary people and stakeholder organizations on water right remains ignorant. Consultation on water right/use among stakeholders and organizations concerned prior to implementing the project is important.
- 8) External support organizations tend to directory work with beneficiaries and commune tend to be ignored. It is considered essential that hereafter the Commune should become the direct executive agency of any projects that selects and implements them by taking account of relative priority of rehabilitation in future as well by sharing information with the organizations concerned.
- 9) As regards land use, commune has failed to obtain understanding of traditional association that holds decision making right on the utilization of communal land, eventually leading to the failure of launching projects. To insure efficient and effective use of land at commune, particularly in communal land surrounding the residential area, a land use plan with consensus among stakeholders is necessary.

6. Capacity-development of local actors and organization for planning / implementation of development plan

6.1 Target for Capacity Development

Target for capacity-development is the local actors and organizations concerning planning and implementation of developmental plan, in this study, PCD and PRDP at Communal and Provincial level.

6.2 Component of Capacity Development and Output

6.2.1 Capacity Development at Provincial Level

(1) Issue on planning / implementation of developmental plan

Three major problems were identified, i.e.; 1) the lack of communication among all actors at provincial and communal level, 2) the lack of capacity for formulation of development plan at Provincial level, and 3) the lack of collaboration with delegations. For the purpose of overcoming these issues, some solutions were clarified as a result of discussion with PAC members as below.

Issue	Solution	Action
(1) The lack of communication among all actors at provincial and communal level	Mechanism for communication among local actors,, such as Province, Delegation, Commune, Association, and Development Partners.	Establishment of mechanism for communication among actors
(2) The lack of capacity for formulation of development plan at Province	Capacity development of actors and organizational development concerning planning / implementation of development plan	Establishment of mechanism for formulation/ implementation of development plan, Establishment and capacity development of CPDC, Capacity development for actors concerning formulation/ implementation of development plan through the training
(3) The lack of collaboration with delegation	Clarification of role and responsibility of Delegation, establishment of structure for collaboration between delegation and others	Establishment of working group by representative of delegation, Establishment of mechanism for assistance on PCD/PRDP formulation/ implementation

(2) Activity and output

- 1) Establishing a new implementation structure/ system for regional development including CPDC, and identification of each stakeholder’s role and responsibility in the structure
- 2) OJT to CPDC in the course of the development study by the study team
- 3) Introduce CPDC to other provincial department, delegations, development partners, and donors
- 4) Technical transfer to the provincial level stakeholders through PRDP elaboration
- 5) Technical transfer for PCD monitoring/ evaluation to the provincial stakeholders by PP implementation.

6.2.2 Capacity Development at Communal level

(1) Issue on planning / implementation of developmental plan

Issue	Solution	Action
(1) Lack of communication among all actors at provincial and communal level	Mechanism for communication among local actors, such as Province, Delegation, Commune, Association, and Development Partners.	Establishment of mechanism for communication among actors
(2) Lack of capacity for formulation of development plan at Commune	Capacity development of actors and organizational development concerning planning / implementation of development plan	Establishment of mechanism for formulation/ implementation of development plan, Establishment and capacity development of ETC, Capacity development for actors concerning formulation/ implementation of development plan through the training
(3) Lack of collaboration with delegation	Clarification of role and responsibility of Delegation, establishment of structure for collaboration between delegation and others	Establishment of working group by representative of delegation, Establishment of mechanism for assistance on PCD/PRDP formulation/ implementation

(2) Activity and output

- 1) Establishing ETC at 5 pilot communes, and organizing a seminar to establish ETC at remaining communes based on the experience at the pilot communes
- 2) Providing a technical training to 5 ETCs for development planning, and the result will be disseminated to the remaining ETCs
- 3) Two ADP in CPDC served trainers of the ETC training, and provided lectures on collaboration structure of province and communes, role of ETC, M&E of PCD, and communication plan.
- 4) Establishing a structure/ mechanism of Errachidia province to enhance capacity for planning/ implementation of development plan as shown in 6.3.3.

6.2.3 Capacity Development for Association / Cooperative

Lack of capacity and experience of associations for local development are considered as crucial issues. While associations are expected by development partners to play key role for local development, lack of their capacity has become the obstacle for associations to work optimally. Following are activities and outputs of the capacity development.

- 1) PP03 took place for the purpose of capacity development of association/ cooperative in organization management, such as institutional management, project management, and financial management.
- 2) In the process of PCD formulation, representative of association participated in the WSs at Ksar and Communal level and learned facilitation and participatory planning method.

- 3) In the process of implementation of PP/QP, association/ cooperative were trained in project management, such as needs survey, data collection, data analysis, planning, implementation, and monitoring and evaluation.
- 4) After the completion of PCD formulation, series of review workshops and seminars for formulation / implementation of PCD were held at 5 Communes. In the WS, impact, obstacle and agenda on PCD were discussed among Communal Council, Communal staff and associations.

6.3 Establishment of mechanism for local development

6.3.1 Background of proposal on the establishment of new mechanism

As mentioned above, lack of communication among local actors, weak structure to manage the development plan at Communal and Provincial level, and weak collaboration with delegation were identified as core problem at Errachidia province. Also, since these issues were discussed at National level in the development partners meeting organized by DGCL on 19th May, these can be regarded as common issues in Morocco.

6.3.2 Establishment of CPDC

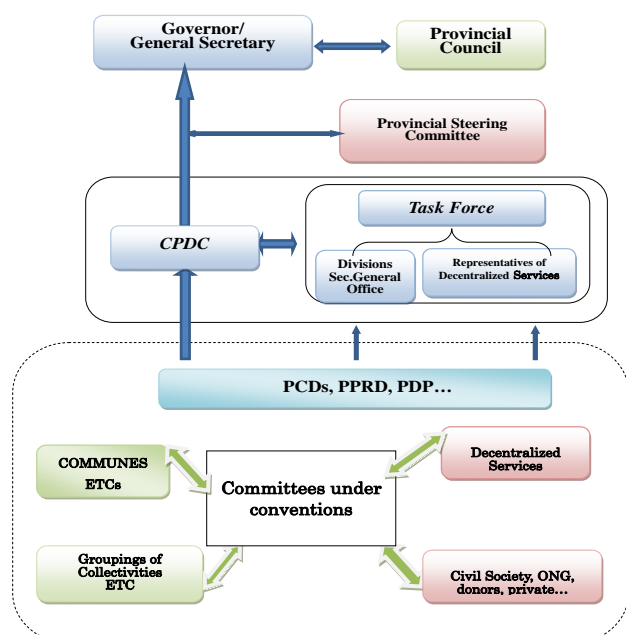
CPDC was established in July 2011 to promote formulation/implementation of development plan and to coordinate much different kinds of actors at National, Provincial, and Communal level. Their main roles and responsibility were development of provincial strategic plan including PRDP, support and follow-up commune for elaboration and implementation of PCD, and capacity development of stakeholders of regional development.

The Study Team has been working for capacity development of CPDC, which includes OJT in the process of its daily activities, introduction of CPDC to development partners, supports development of action plan of CPDC (December 2011 to December 2012), and organizing training in Japan. As a result, following outputs are observed; concretization of office in charge of development planning at province, establishment of development window to promote communication among development stakeholders, platform to promote organized capacity development to the stakeholders, and establishment of a hub to promote regional development.

6.3.3. Output of capacity development for local actors and organization

The figure shows the mechanism proposed by the Study Team and CPDC. CPDC at provincial level and ETC at Communal level are the key institution for the future to promote development plan while coordinating the collaboration with other actors.

The establishment of structure and mechanism in Errachidia province to enhance capacity for



planning/ implementation of development plan is the first case in Morocco, and was introduced to DGCL at the end of the Phase-2 study. Activation of the structure through implementation of PRDP and PCD is required as the next issue.

7. Conclusions and Recommendations

7.1 Conclusions: Contents and Outputs in the Study and Achievement Level of the Objective

The Study Area was classified into 5 zones, and targeted commune was selected from each zone where PCD elaboration had been supported by the Study Team. Also 13 PPs was selected and implemented from the priority project of the PCD. The PRDP was elaborated by organizing PAC and Taskforce at provincial level, and in the course of the PRDP elaboration, establishment of a special office for promoting provincial planning and implementation was proposed by the Study Team. As a result, CPDC was established in July 2011, with the strong initiative of the governor.

Lessons learnt from elaboration of PCD and PRDP, as well as the PCD Roadmap, formulation of PRDP through a series of workshops and seminars will contribute to these actors for their future activities. Judging from the above mentioned results, it has identified that the objectives of the Study has sufficiently been achieved.

7.2 Outputs, lessons learnt from Pilot Project, recommendations and ways of disseminating the models into other communes

The Commune should monitor the PPs from PCD and consult with the CPDC and concerned delegations whenever problem arises therein. Also, the CPDC in collaboration with the ADS should support to strengthen the local stakeholders and to develop their capacity. For infrastructure development, it is quite important in view of the basic human needs (BHN) particularly in remote area, and CPDC should take initiative, with collaboration with concerned delegations, to implement the basic infrastructure development in the PRDP.

Also, outputs and lessons learnt from the PP formulation and implementation were summarized in the PCD Roadmap elaborated by the Study Team. The CPDC should support the effective use of it to the 6 provinces in Meknés-Tafilalt region. In addition, CPDC should review the outputs, lessons learnt and issues concerning the WMA, MPC etc. in collaboration with the ETCs, and disseminate these models into other communes as an information provider.

7.3 Outputs, lessons learnt, recommendations of PCD elaboration and lessons learnt and recommendation for disseminating the models into the other communes

(1) Outputs, lessons learnt, recommendation through PCD elaboration System

It was observed that the PCD guideline was not easy to understand and a practical manual was required to the communal staffs. For their capacity development, such a manual was acutely needed since they didn't have experience and knowledge for project planning, implementation, monitoring and evaluation. Also, necessity to ease mutual distrust among stakeholders at Communal level, and delayed assignment of EAP at provincial level were observed in the course of the study.

CPDC should consult with ADS, making use of the opportunities of seminars and training scheduled by ADS to clarify the expected role of individual development actors at Communal level in PCD formulation, and at the same time continues monitoring on training programs for the staff of Communes.

(2) Outputs, lessons learnt, recommendation throughout the process of PCD elaboration

For SIC management, DGCL should support communes on diagnosis of their information management system, procurement of equipment, implementation of basic training, budgeting for information collection, OJT for data collection and so on. Regarding ETC, the Province should provide opportunities of acquiring knowledge and techniques required for formulating PCD. For capacity enhancement, the CPDC in collaboration with DGCL and DCL should train members of Commune councils, Commune officers and ETC depending on their expected function, including strategic planning, project formulation and communication skill etc.

(3) Outputs, lessons learnt, recommendations through PCD implementation and monitoring process

As for development budgets, CPDC should provide assistance for the Communes to prepare application documents for acquiring support from INDH and other delegations. Also, whenever the projects are implemented at Commune level, the Commune should be involved and appropriate measures should be taken, for example to specify the roles of the Commune (ETC) in the form of the contract or agreement.

During implementation of pilot projects, the Study Team has provided a guideline in which such clerical skills that Commune officers seemingly have to acquire has been summarized. CPDC is advised to distribute it to stakeholders so that it is made full use in transferring skills. Particularly, a necessity would arise from the implementation of projects accompanied with land use/ the use of water sources to consider how to keep dialogue with traditional associations, how to involve in the projects and collaborate with them. In addition, it is advised that CPDC formulates a guideline for monitoring and evaluation of PCD in collaboration with provincial actors as well as with Commune by integrating lessons learnt from the activities and recommendations.

(4) Lessons learnt and recommendation for disseminating the models into other communes

It is recommended that CPDC with IT official provide technical training for how to use SIC data including establishment of development indicators at commune level. Also, the Study Team proposes to create consultative windows at provincial and communal level with a view to reinforcing communication among stakeholders, thus realizing functional communication/ collaboration system. In addition, CPDC as well as Communes should effectively use the Roadmap for PCD Elaboration and Implementation developed by the Study Team.

7.4 Outputs, lessons learnt, recommendations on the formulation of PRDP in Errachidia Province and lessons learnt and recommendations for disseminating models into other provinces

(1) Outputs, lessons learnt, recommendations on the formulation of PRDP in Errachidia Province

Lack of relevant system to promote provincial development and insufficient collaboration among province, ministerial delegations and communes were the major impediment in elaborating and promoting development plans at provincial level. To cope with these constraints, the Study Team has examined test trial organizations and systems in charge of formulating development plans at provincial level. As a result, the system of formulating, implementing, monitoring system of provincial development plans embracing the Steering Committee (CTP), CPDC, Task Force and Communal level agencies was created, which in turn resulted in the establishment of the CPDC. Hereafter, CPDC should link up and collaborate with donors and development partners, thereby informing and opening its structure and roles public in and out of the province so as to aggressively promote PRDP. Also, it is recommended that the position of the CPDC should be upgraded as high as provincial division level to acquire right to mobilize stakeholders and budget for their activities.

(2) Outputs, lessons learnt and recommendations through the PRDP elaboration process

It should be proposed to establish a section (such as Provincial division of statistic information etc) that takes charge of information management so that information can solely be managed. Also, criteria of making plans into implementation should be made public, thus providing data so that Communes and associations can refer to them as criteria for formulating project plans. Furthermore, CPDC should make contentious efforts towards INDH, development partners and donors to secure financial support.

(3) Outputs, lessons learnt and recommendations through PRDP implementation and monitoring process

CPDC should serve as a consultative window for exchanging information between administration (DAS, DCL etc.) and inhabitants informing the starting period of accepting application for INDH projects and feeding actual process of project selection back to related inhabitants in quick response to the requests of those who are interested. Further, it should put the contents of development activities by donors and NGOs in order through the works of Task Force etc, thereby making such orderly information public.

In addition, CPDC in collaboration with ETC and Task Force should secure monitoring of development projects based on the system of monitoring and evaluation of development projects implemented in the province.

(4) Lessons learnt and recommendations for disseminating them into other provinces

It is sincerely hoped that the seminar in Meknés-Tafilaret region on December 15, 2011 can trigger the introduction of PCD and PRDP formulation as well as effective utilization of our PCD Roadmap by the provinces within Meknés-Tafilaret region and development actors in other provinces in Morocco.

Besides, CPDC has additional important task to support other provinces and other Communes based on this experience.

7.5 Outputs, Lessons learnt, and Recommendations regarding the Capacity Development for C/P, related agencies and local populations

It is human resource that serves as the driving force for area development. It is imperative for DGCL to gear toward developing capacity of local administrative staff, thus developing resource persons who can take their leadership in local areas. In consultation with DGCL as well as High Commission of Planning (HCP) in Meknés-Tafela region, formulation of organizational strengthening plan and capacity development plan should cover not only CDPC but also other administrative agencies at local level.

7.6 Recommendations on the Direction of Japanese Official Development Assistance for Errachidia Province

- The governor of Errachidia Province has highly evaluated the outputs of the Study and has intended to serve this province as a pioneer for formulation and implementation of the development plan at provincial level. Follow-up the formulation & implementation of the PRDP as well as the strengthening of the organization and ability of staff in CPDC have therefore been strongly requested to Japan.
- The CPDC and the System/Organization for formulating, implementing and monitoring PRDP have newly been established as the first case of trial in Morocco. Hereafter, in close collaboration with DGCL, these outputs and lessons learnt should widely be disseminated into many actors in many provinces throughout Morocco.
- Taking due account of the policy to further strengthen the JOCV activities in Errachidia province, it will be exceedingly effective for Communes to put the PCD in 28 communes in order, to select the priority sectors from these PCD components, thus providing support for realizing them.
- Strengthening of the organization and capacity development for CPDC is urgently needed. It is advised to assist to implement a model project with inter-Communal or sector- transversal program to activate the established development structure of the Errachidia province. As to the resource of this project implementation, Japanese grass root fund is considered available as a source.
- Apart from the above-cited technical cooperation project, the Study Team has proposed other 10 inter-communal projects to be urgently executed. The Province should assist CPDC so that it can acquire financial support from donors and development partners.

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Chapter 1 Introduction of the Project

1.1. Background of the Study

Kingdom of Morocco (hereinafter referred to as Morocco) has the total population of 31.99 million (2009). Despite the possible promotion ever made for the national economic growth, Human Development Index (HDI, UNDP2011) of Morocco is ranked at 130th among 187 countries and 14.5% of the rural population live under the poverty line (whereas in urban area the poverty ratio remains at only 4.8%). Therefore, correction of the social as well as inter-regional disparity is an important issue to be attained urgently.

Semi arid area located in the south east of the Atlas Mountains that traverses through the country has geographically and socially been isolated from other areas of the country. Since 1990s, the GOM has promoted the policy to reduce the social and regional disparity in this area. Errachidia Province has 50 to 250 mm of annual rainfall, with 394,000 population (2010), and the dry land farming for specialty products such as date, olive, meat and condiments is practiced along the natural levees and oasis where traditional irrigation system of the Khetara has been developed but recently suffered from water shortage due to serious droughts and over-exploitation of groundwater.

On the other hand, GOM has promoted the administrative decentralization and strived for applying rural development process with bottom-up manner, but in Errachidia Province, staffing, budget and work experience are not enough to cope with this renovation. Besides, the Provincial administration, council in province and commune are not smoothly functional due to geographically scattered distribution of rural Communes. Also, almost all of local organizations such as Associations and Cooperatives have quite recently been established, not yet maturing sufficiently functional. This is the reason why strengthening of local administration and rural institute is essential. Furthermore, in order to promote the development project effectively in this area, it is necessary to formulate an integrated strategy plan aiming at a paradigm shift from conventional vertical administration structure to a mutually collaborating system among Sectors. Under these situations, based on the request of GOM, JICA dispatched a preliminary study mission in June 2008, and decided to conduct a Study for formulating a rural development plan to improve standard of living and income generation in the Study Area. The Study had been commenced in February 2009 and was terminated in December 2011.

1.2. Objectives of the Study

Overall goal and objective of the study are as follows.

Overall Goal of the Study

The aim of the Study is to find a way to improve the standard of living for rural people through creating and improving the income in Errachidia province located in the south-east of Atlas Mountains that is isolated socially and regionally in severe natural conditions and suffering from the poverty

Objectives of the Study

- 1) To formulate Development Commune Plan (PCD) of selected 4 to 6 pilot communes from 13 communes where the PCDs have not yet been formulated among 39 rural communes in the Province.
- 2) To elaborate feasible and effective rural development plan of Errachidia province based on the needs of local people and its potentials.
- 3) To propose improved measures for a process from the formulation of PCD and provincial development plan to implementing the projects, and for implementing organization/system through the Study.
- 4) To strengthen the capacity of the organization concerned such as administration of commune and province as well as Associations and Cooperatives through the implementation of the Pilot Project.

1.3. The Study Area

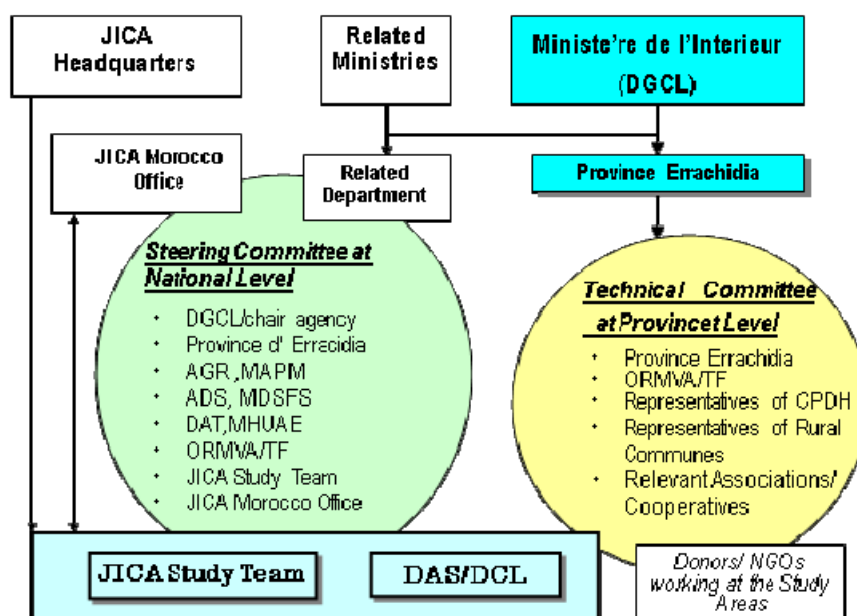
Errachidia province was selected for the study area, since the province has typical characteristics of inland area in Morocco and has high potential to develop Oasis products including date and olive. The Study Area where Errachidia provincial development plan should be formulated, covers the whole provincial area, and the target of the pilot projects to formulate Commune Development Plan (PCD) is 5 communes among 39 rural communes in the province.

The physiography of the Study Area has an incline from the north eastern edge at an altitude of 2,000m down to the south eastern edge at an elevation of 900m. Taking consideration of these topographic features, the Study Area is divided into 3 categories by ORMVA/TF namely mountainous area, intermediate area and desert / oasis area as tabulated below.

Category	Altitude	Main water source	Economic Activities
Mountainous Area	About 2,000 m in mountainous	Rivers and springs	Fruit trees mainly apple, cereals and fodder crops are planted and livestock like sheep and goat is raised by pastoralists.
Intermediate Area	1,000~1,200m in Plateau	Inlet from the traditional canal and pumping	Various production systems for date, olive, cereals, beans, fodder crops and vegetables.
Plain (Desert and Oasis) Area	600~800m in plain	Flooding water and Khetara irrigation system	Date are mainly cultivated, also cereals, fodder crops, vegetables, cumin and henna are introduced.

1.4. Organizational Framework for the Study

In implementing the Study, JICA organized a Study Team consisting of Sanyu Consultants Inc. and PADECO. Ministère de l'Interieur (DGCL), Province Errachidia and l'Office Regional de Mise en Valeur Agricole de Tafilalet, the major counterpart agencies of the Study, are to conduct the Study in cooperation with the Study Team by appointing counterpart staff at the relevant offices. Also, the DGCL takes initiatives to establish a steering committee at national level and a technical committee at local level with a view to coordinating among the agencies concerned during the Study as agreed in the attachment of S/W. The figure indicates organigram of the agencies involved in this Study. Further, list of the Study Team and a working schedule of the Study is attached below.



Organizational Framework of the Study

1.5. Schedule of the Study and member of the Study Team

The Study was divided into 2 Phases and member of the Study Team was consisted of 7 experts as shown in tables below respectively.

Schedule of the Study

Year	2009				2010				2011			
	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
Phase I												
Phase II												
Submission of the Report	▼	▼		▼ ▼				▼				▼ ▼
Report	IcR	PR1		PR2	ItR1			PR3			DFR	FR

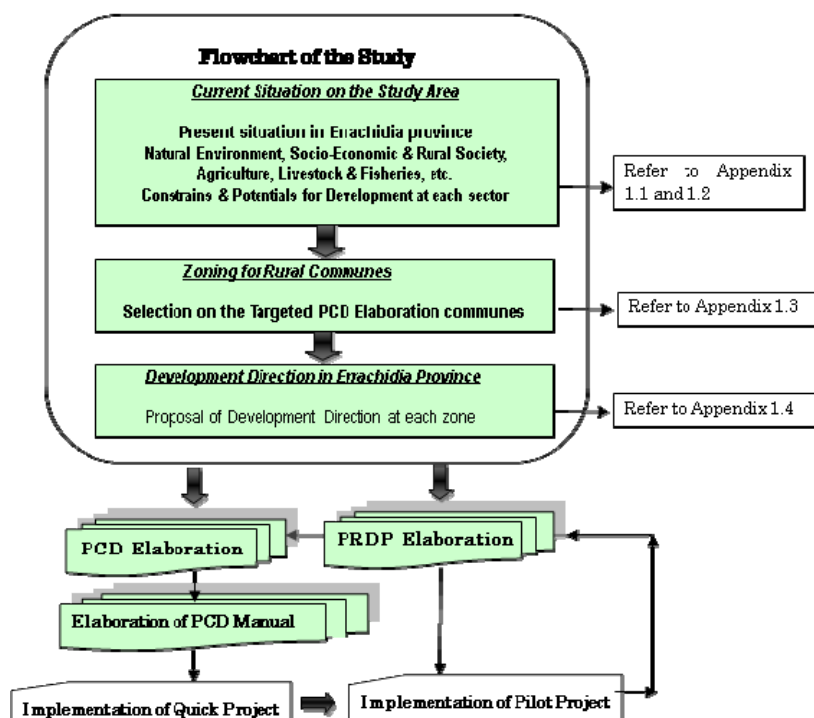
Member List of the Study Team

Name	Field
Mr. Michio GOTO	Team Leader/Rural Development/Local Administration
Mr. Hideo SAKAMOTO	Local People's Organization/Rural Society/Gender
Mr. Kotaro KIKUCHI	Vice-team Leader/Distribution & Marketing
Mr. Toshihide SHIBATA	Farming Plan and Water Saving Irrigation
Mr. Ken KOZAI	Livestock
Ms. Junko KIKUCHI	Environment & Social Consideration/Gender/Pilot Project
Mr. Siro NAKATA	Information Management
Mr. Nobutoshi Eguchi	Coordinator, Information Management, & Irrigation Plan

1.6. Summary of the Study Procedure

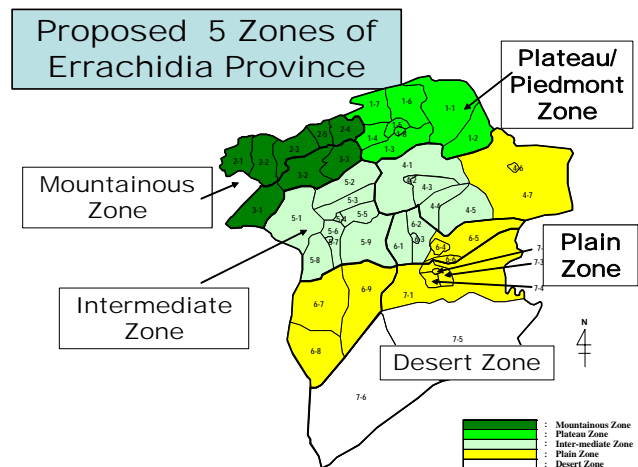
(1) Flowchart of the Study Procedure

In Phase-1 study, current situation of the Study Area, constraints and development potential at each sector, zoning in the rural communes, and development direction in Errachidia province have been made clear. A series of flow for Study procedure is shown in figure below and details are described in Appendix.



(2) Zoning in rural communes

Founded on the result of examination through the Study, a draft of categorization was prepared and finally determined through the consultations with DAS, ORMVA/TF, DAT-POT and other stakeholders to reach a consensus. As the result, an agreement has been concluded with development partners and DGCL on the categorization of the Study Area into 5 zones, namely Mountainous Zone, Plateau/ Piedmont Zone, Intermediate Zone, Plain Zone and Desert Zone. The right-hand figure gives the result of zoning and nomenclature.

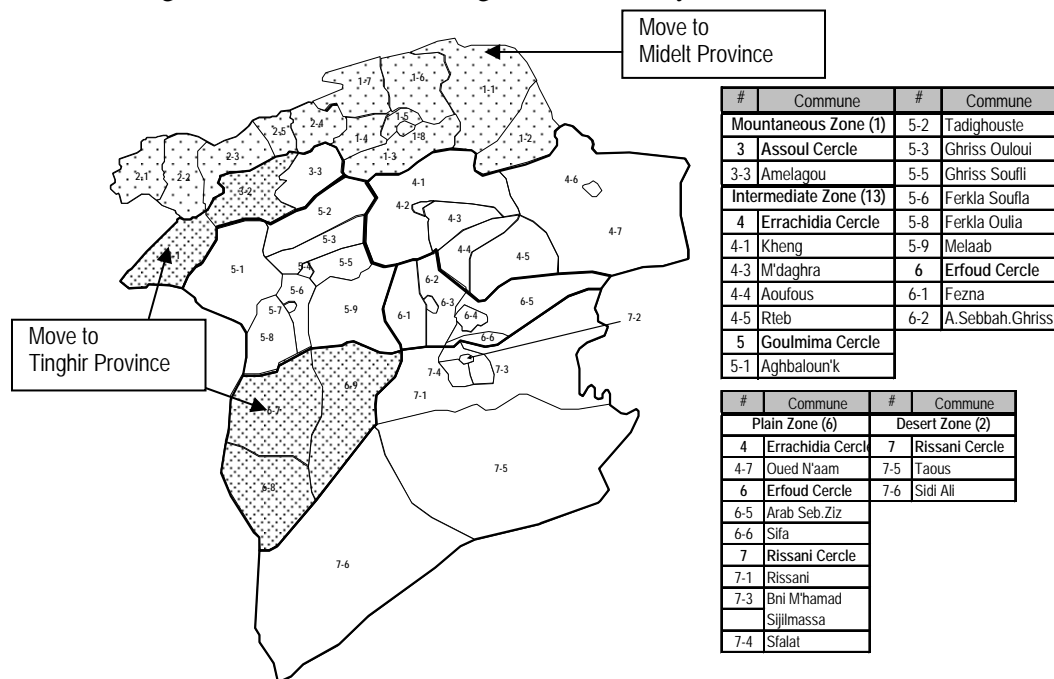


Characteristics at each zone

Zone Name		Area (km ²)	Commune	Ksar	Population	House Hold	Pop. Density
Mountainous	I	3,393	8	80	54,239	9,001	16.0
Plateau/Piedmont	II	4,800	8	144	72,644	13,086	15.1
Inter-mediate	III	25,647	17	168	256,809	42,850	10.0
Plain	VI	16,147	12	248	162,220	23,252	10.0
Desert	VI	15,800	2	19	8,388	1,205	0.5
Total		65,787	47	659	554,300	89,394	8.4

(3) Commune targeted to formulate PRDP

A provincial reorganization was made throughout the territory in March 2010.



As shown in the above figure and table, out of 39 Rural Communes, 12 Rural Communes were shifted to Midelt Province and 5 Rural Communes were transferred to Tinghir Province. As the result, 22 Rural Communes were determined as targets for formulation of PRDP.

(4) Development Strategies at each sector and zone

Based on the above mentioned Study results, Development strategies with program/project at each sector are developed.

Since the mountainous zone and plateau/ piedmont zone are located in the upper reach of rivers, programs and projects for water resources development, flood control, and watershed management are necessary, in addition to income generation projects through promotion of locally specialized products including apples, almond, honey and herbs. A part of mountainous zone retains those areas where many ksars are scattered, and infrastructure development is difficult, introduction of solar power generation system and increase of accessibility to social services including medical care extension to the remote areas.

On the other hand, the intermediate zone is located in the middle of river systems, and programs/projects for flood control and prevention of soil erosion are required. Whereas, improvement of seguia and khattara system for effective use of water resources is required to the intermediate and the plain zone, in addition to oasis products development, such as date and olive, for income generation of local residents. For desert zone, combat against desertification, water resources development through well construction, introduction of salinity resistance and drought-resistant plant, crop diversification, desert tourism development are effective to increase income of population.

Summary of development strategies and programs/ projects for each zone are shown in the table below. To elaborate PRDP, target zones are therefore 4 zones excluding the plateau/ piedmont Zone.

Development Strategies and programs/project by type of approaches

Development Strategies and programs/project by type of approaches (by sector)	Mountainous Zone	Plateau Piedmont Zone	Intermediate zone	Plain ZOne	Desert Zone
Water resources: Conservation of provincial area by water resources development and flood control <ul style="list-style-type: none"> • Water resources development and flood control of Ghriss River basin • Water resources development and flood control of Guir River basin, Promoting integrated water management 	○	○ ○	○	○	
Irrigation: Increased production of agricultural products by improvement of existing irrigation facilities and introduction of water-saving irrigation <ul style="list-style-type: none"> • Improvement of water use efficiency by repairing main/sub canals • Improvement of water use efficiency by repairing Seguias • Improvement of water use efficiency by repairing Khettaras • Introduction of water-saving irrigation • Construction/repair of Flood Harvesting/Spreading facilities for promoting groundwater recharge and preventing salinity • Construction of shallow wells and small-scale pumps for vegetable gardens 	○ ○ ○	○ ○ ○	○ ○ ○ ○	○ ○ ○ ○	○ ○
Strengthening rural infrastructure: improving access to social services and rectifying inter-area disparity through consolidation of basic infrastructure <ul style="list-style-type: none"> • Construction/ repair / consolidation of rural roads/ bridges • Consolidation of rural water supply facilities • Introduction/ diffusion of solar generating system 	○ ○ ○	○ ○	○ ○	○ ○	○ ○ ○
Agriculture, agro-processing: Raised income and promotion of ex-provincial exporting industries by processing/ marketing improvement of specialty products in compliance with zonal characteristics <ul style="list-style-type: none"> • Support for improving farming techniques, processing and marketing of apples, 	○				

<p>potatoes, almond and honey</p> <ul style="list-style-type: none"> • Support for improving farming techniques, processing and marketing of apples, almond and honey • Support for improving farming techniques, processing and marketing of dates and olives • Introduction of Bayoud-resistant varieties of date into Bayoud infested plantation farms • Soil (salinity, water retentive capacity etc) improvement • Introduction of salinity-tolerant/ drought resistant crop varieties and crop diversification 	○	○	○	○	○
<p>Livestock promotion: Establishment of livestock brand by improving quality of meats</p> <ul style="list-style-type: none"> • Regenerative sowing of forage crops (alfalfa etc) for raising yield level of fodders • Incorporation of forage crops (rutabaga, rape etc) into crop rotation system • Increased yields by forage crop diversification and preparation / application of improved compost • Production of fermented fodders (Silage, Haylage) • Measures for preventing parasites and contagious diseases by consolidating wells, installing dip tanks 	○	○	○	○	○
<p>Tourism: Development of international tourism spots in coordination with local / indigenous industries</p> <ul style="list-style-type: none"> • Support for developing tourism program on mountainous areas of summer-resort type • Development of small-scale tourism centered on spa and agro-tourism • Development of a tourism program in oasis of living experience type • Support for developing tourism program targeting foreigner-tourists • Support for developing tourism program of lodging type on a basis of off-road tour in desert areas 	○	○	○	○	○
<p>Quality improvement of social services (education and health/ hygiene),</p> <ul style="list-style-type: none"> • Education: Inhabitant's sensitization/ enlightenment on health/hygiene • Improvement on medical care for maternity in remote areas • Procurement/ deployment of human resources (medical doctors, nurses and midwives) • Rectification of gender disparity on secondary education • Consolidating educational facilities in secondary schools and improved access thereto • Improvement in high rated hang- over and drop-out • Promotion of literacy education toward adult women 	○	○	○	○	○
<p>Livelihood improvement: As to farming-related matters, described in agriculture, agro-processing and marketing</p> <p>Improved income by value addition to off-farm specialty products</p> <ul style="list-style-type: none"> • Strengthening skill-training courses • Empowering women through handicraft activities • Promoting processing/ marketing herbs • Rearing small-typed livestock • Support for processing /marketing of fossil • Support for processing /marketing drought tolerant crops (henna and cumin) 	○	○	○	○	○
<p>Environmental conservation: Symbiosis between human and nature by forest conservation, water resource conservation and desertification control</p> <ul style="list-style-type: none"> • Soil conservation by watershed management, construction of flood control walls, enlightenment activities for reforestation and actual reforestation • Refraining overexploitation of groundwater by excessive pumping through creation of observation well (prevention of abnormal lowering of groundwater level) • Assures of solid waste treatment • Assures of disposed sewage treatment • Conservation of basic infrastructure and farmland by creating sand-dune trapping fences, reforesting sand-dune stabilizing forests 	○	○	○	○	○
<p>Human resource development: Nurturing leaders and organs who are actors of area development through close coordination between public and private sectors</p> <ul style="list-style-type: none"> • Strengthening local administrative organizations (Province, Commune) • Strengthening / supporting organizing inhabitants' organizations (Associations, Cooperatives) • Creation/ fortification of coordinating system between public/ private sectors 	○	○	○	○	○

Chapter 2 Elaboration of PCD and implementation of the high-priority projects

2.1. Backgrounds and objectives of the elaboration of PCD

2.1.1. PCD system and its background

The PCD system was adopted as a system for improving the capability of the Communes, which are the minimum administrative units of Morocco. The administration system of Morocco comprises the Central Government, Regions, Provinces and Communes. Of these, the Regions and Provinces practically serve as local agencies of the Central Government. Only the Communes are autonomous authorities where Presidents are chosen in the elections who are responsible for administrative activities directly relating with resident's living. In recent years, the public administration of Morocco has endeavored for the promotion of local autonomies under the initiative of the DGCL, aiming to reinforce the administrative capabilities of Communes. In concert with this trend, donors are providing support at the Commune level and the UNICEF has started to aid the elaboration of the Commune development plan as early as in 2000. Up to now, the donors including UNICEF, USAID and UNDP as well as the domestic development partners for Morocco including TARGA Association and ADS have aided the elaboration of PCD.

2.1.2. Circumstances involved up to this point

In order to develop the social economy of each domestic region, the Moroccan Government reinforced the role to be played by the Communes, which are the minimum administrative units of the country, and announced its policy to draw up a development plan (i.e. PCD) for each Commune. The Commune Charter revised in 2009 officially defined the concept of the PCD and it was determined that a PCD would be elaborated in every Commune by 2011. Thus, the development survey was started in cooperation with Japan by designating the Errachidia Province as a model area. The attempts to aid the elaboration of the PCD for the Communes in the Province had been made before the Study Team started the survey activities in 2009. Some examples are shown below.

1) Attempts of the INDH for 24 Communes

As part of the INDH activities, the PCD elaboration activities were conducted by the network Association in the Province including the RADOSE etc.

2) Attempts of the USAID for 4 Communes

The elaboration activities were controlled by the Direction of Territorial Planning (DAT) with funds available from the USAID and implemented by a consulting firm located in Rabat.

However, the DGCL and provincial authorities were not satisfied with these PCD and determined to draw up the PCD again for all the Communes in the Province (excluding the provincial capital, Errachidia Urban Commune, under the rules) allegedly on the grounds that "those rather resulted in nothing but current situation analyses than plans" or "those which were not specific enough for realizing the priority projects." Eventually, the Study Team determined to aid the elaboration of PCD for 5 of those Communes and embarked on the support for elaborating the PCD in advance of the ADS team supporting the rest of Communes. Therefore, the basic information was collected and the workshops were held by inviting the relevant parties by the end of 2009, and the draft PCD for 5

communes were completed by the end of 2010. To support the elaboration of PCD, the Study Team abided by PCD guidelines (first edition issued in 2008) drawn up by the above mentioned DGCL. The 5 Rural Communes for which the Study Team supported the elaboration of PCD included Amellagou, Gourrama, Oued N'aam, Ghri Ouloui and Sidi Ali. Of these Communes, Gourrama was transferred to Midelt Province newly established in 2010. However, the Study Team continued its support even after the transfer.

2.1.3. Objectives of the support of PCD elaboration offered by the Study Team

The support for the elaboration of PCD offered by the Study Team corresponds to the national policy regarding the local autonomy of Morocco. The objectives of the support are as shown below.

1) To reinforce the initiative of local authorities in the development of social economy

The Moroccan Government is conducting the reinforcement of capabilities of local authorities in the further development of local social economy. This symbolizes a great conversion from centralism to local empowerment. By elaborating PCD, the Communes will obtain the opportunities for subjectively and voluntarily taking the initiative in the local development activities. The Study Team assisted the elaboration of PCD with an aim to reinforce the roles of Communes and promote the improvement of the living standards of local residents.

2) To understand the local diversity in order to properly draw up the Provincial Rural Development Plans

The Study Team analyzed the natural and socioeconomic status of Errachidia Province and divided it into 5 zones according to their characteristics. By selecting a representative Commune from each zone, the Study Team determined to aid the elaboration of PCD and implement the pilot projects. In the process of aiding the elaboration of PCD and the implementation of the pilot projects, the Study Team identified the factor impeding the development of Errachidia Province and the potential for the development, and specifically indicated the development direction in each zone. Based on such results, it assisted provincial staff to draw up provincial development strategies and project proposals as a Provincial Rural Development Plan (PRDP). That is, the outcomes and lessons taken by supporting the elaboration of 5 PCDs were sufficiently leveraged by fully reflecting them on the Provincial Rural Development Plan.

3) To suggest the methods applied to implement the priority projects

The fact that the budget for the priority projects are not guaranteed, as the Commune development budget is extremely limited, is the biggest issue concerning PCD. To procure funds for the projects selected as priority projects in the PCD, it is indispensable to make adjustment with INDH, the Ministerial delegations in the Provinces, development partners etc. The Study Team suggested the policy for the feasible priority projects and encouraged the Provinces and the Ministerial delegations to respect the PCD.

2.1.4. Selection of the Communes of PCD elaboration

Based on the objectives of the elaboration of PCD, the Communes for which PCD should be elaborated were selected by following the process described below.

In Chapter 4 of this report, the 39 agricultural Communes within the Province are classified according to type and divided into 5 zones. One Commune is selected from each zone and designated as the candidate, for which the PCD is elaborated. A Commune is selected from each of 5 zones envisaging drawing up a proper Provincial Rural Development Plan by reflecting the characteristics of each zone.

The poverty ratio identified through the national census, the frequency of available development opportunities, the synergy effects in conjunction with the projects implemented by the relevant organizations, the difficulty degree of access etc. are used as selection criteria. The grounds for selecting the Commune in each zone, for which the PCD is elaborated, are as shown below.

Table 2-1 Criteria for selecting the Commune for which the PCD is elaborated

	Zone	Commune	River basin	Grounds for selection
1	Mountainous zone	Amelagou	Upper river basin of the Ziz	<ul style="list-style-type: none"> • This is a typical Commune located in the mountainous zone • The access to Errachidia Province is relatively easy. • This is not a target commune of the INDH. • There has been few opportunities for the development.
2	Plateau zone	Gourama	Upper river basin of the Ziz	<ul style="list-style-type: none"> • This is a typical highland and plateau zone. • This is not a target commune for the INDH. • There has been few opportunities for the development.
3	Inter-mediate zone	Ghriss Ouloui	The Gheris	<ul style="list-style-type: none"> • This is one of the poorest Communes in the Province. • Activities are conducted by Japanese volunteers. • The synergy effects are expected from the World Bank project.
4	Plain zone	Oued N'aam	The Guir	<ul style="list-style-type: none"> • This Commune is located in a remote area. • The potential for the agricultural development using groundwater is high.
5	Desert zone	Sidi Ali	Lower river basin of the Ziz	<ul style="list-style-type: none"> • A typical desert climate • Unfavorable conditions for the agricultural and livestock activities • This is one of the poorest Communes in the Province.

2.1.5. Characteristics of the elaboration of PCD assisted by the Study Team and items to be considered

The Study Team chose and advised the following 5 methods for elaborating PCD. Each viewpoint is based on the observations concerning the current status of the agricultural community of Errachidia Province presented by the experts in the community development, who have experienced in the local administration for a long period.

(1) Participatory approach

The first method is based on the participatory approach. The opinions of people at the grassroots level are very important. The majority of officers of the Commune proudly say “We know what the residents need,” “We are making every effort to make the residents happy” or “We are the ones responsible for elaborating a development plan and required to work it out.” However, the elaboration of a development plan by the hands of those who express such views would not suffice. To implement the PCD, it will be necessary to encourage the participation of all the stakeholders including residents, association, cooperative societies, Commune authority, Ministerial delegations, provincial government etc. and those parties should be involved in the process for elaborating the plan from the beginning. The elaboration of PCD based on the participatory approach was implemented by following the steps

described below.

- The Study Team supported the Communes to repeatedly hold the diagnosis workshops at the Ksar level.
- The Study Team supported the 3-day planning workshop to be held at Commune level. The workshops were attended by the Commune Council members, CLDH members, officers of the Ministerial delegations, association members and cooperative members.
- The Study Team promoted the communications between the Commune and Ministerial delegations to ensure that the PCD is implemented smoothly.

The “PCD elaboration guide” issued by the DGCL clearly describes the importance of the participatory approach, but it does not mention any specific methods or ways. The participation of residents in the elaboration of a PCD corresponds to that in the implementation of priority projects of the PCD. As the residents, associations and cooperatives are involved in the process of planning the PCD, a sense of ownership of the PCD is increased among them and they are encouraged to take the initiative and nurture the cooperative relationship. If the residents are not involved in the process of planning the PCD, difficulties are expected to arise when implementing the PCD.

(2) PRA workshops

All the workshops were conducted based on the Participatory Rural Appraisal (PRA) method. The Study Team arranged for some stepwise questions when holding a diagnosis workshop at the Ksar level in an attempt to ensure that the attendees deliver their opinions in a clearly understandable manner. The opinions expressed by all the attendees were written down on cards and posted on the wall. In this way, every person could check the progress of discussions. This method has the following advantages.

- The point of discussion is not off the track of proposed context.
- The weight of the opinion of each attendee is equalized. That is, the opinions expressed by influential persons and those expressed by general persons are reflected equitably.

The Study Team has provided facilitators with the training sessions concerning the workshop management in advance. The facilitators refer to the persons responsible for chairing the meetings smoothly and successfully. In the workshops, the facilitators are expected to disinterestedly lead the discussions to a converged focus in an organized way.



The opinions of attendees were written down on cards and posted on the wall.



The female and male facilitators who understand the Berber language were trained and assigned.

A variety of methods (tools) have been developed for providing PRA workshops and they excel as

participatory methods. In 2010, the Study Team provided the facilitator training session as part of the PRA workshop in the provincial office (See the photo above). In the 3-day training session, the trainee from all over the Province learned sufficient skills. In the areas where the number of residents speaking the Arabic language is small, it would be necessary to providing facilitations in Berber while writing down the opinions in cards in Arabic and read out the cards in Arabic while leading the discussions in Berber. Some trainees were found to have such talents. Also, in the PCD workshop of the model 5 Communes, the trainees were actually in charge of providing facilitations.

(3) Development framework

The 3rd method suggested by the Study Team was the elaboration of the development framework. The framework summarizes the information concerning the Commune development vision, strategic development areas, priority projects, beneficiary Ksars, organs (persons) in charge of priority projects, project cost, supporting organs, relevant years, progress etc. For practical examples, refer to the manual concerning the elaboration and implementation of the PCD elaborated by the Study Team.

The development framework of each Commune may be used also for elaborating a Provincial Rural Development Plan (PRDP). The 5 Communes for which PCD were elaborated this time represents the development zones, that is, the mountainous zone (Amellagou), plateau zone (Gourrama), intermediate zone (Gheris El Ouloui), plain zone (Oued N'aam) and desert zone (Sidi Ali). The provincial rural development plan elaboration method used by the Study Team combines the bottom-up approach and top-down approach. To identify the problems to be solved by a Province, the information provided by the Commune is as beneficial as that provided by the central Government or Region.

The plan document concerning the local development contains a variety of information and the PCD is no exception. Once the PCD is elaborated, a master sheet showing the entire plan and the progress in the priority project at a glance demonstrates significant helpfulness. The development framework refers to the PCD master sheet and serves as the map for advancing the priority project. In this sense, the development framework integrating the contents of the Commune's PCD will assist in the sharp and quick understanding of the PCD.

(4) Priority project sheet

The 4th method adopted by the Study Team was the provision of the priority project sheet. It is desirable that the priority projects under the PCD are planned as concretely as possible. The sheet is attached to the end of the PCD supported by the Study Team. As a rule, each priority project sheet is drafted as a single-page format and describes the details of the project. If there are 30 priority projects, 30 project sheets will be attached. Thus, all the parties involved in each project may share the same information.

By only referring to the list of priority projects in a PCD, it would be difficult to implementing them. In a priority project sheet, the project name, progress, responsible organ, responsible person, contact information, project location, beneficiary Ksars, objective, background, brief information of the project, implementation procedure, relevant year, cost etc. are shown so as to inform the parties involved in the summary of the project. Each PCD accompanied by these sheets needs to be approved

by the Commune Council.

Troubles often occur later unless all the necessary information is clearly shown in the sheet and all the parties involved agree on the description. The “project location” was often a point of dispute while a priority project sheet was being drafted. Specifically, there were heated discussions regarding where schools, healthcare centers, childcare centers, irrigation facilities should be established or improved, that is, what Ksars should be the targets of the project. However, if the details they agreed on are shown in the sheet, disputes will seldom resurge.

Also, as the sheet show the responsible organ, beneficiary, involved stakeholders, implementation procedure etc., the responsible person easily identifies whom he/she should contact and what he/she should do. As a matter of course, there will be cases where the priority projects do not advance as scheduled. Yet, proper measures to be taken should be found by referring to the sheet.

(5) Implementation of the pilot projects

In the 5 Communes the Study Team supported, 13 pilot projects were implemented while the PCD were being elaborated. In principle, the pilot projects were selected from the priority projects under the PCD with the agreement of the parties concerned. Under the PCD, the priority projects were agreed upon only as a matter of form. It was still unclear whether the Communes would actually be able to take the initiative to implement the priority projects, what kind of issues they would face, and what kinds of system, technical know-how and support for human resource development were required. Besides, the Communes lack in specific experience in cooperating with provincial departments as well as Ministerial delegations. However, the parties concerned of the Communes and the Study Team obtained a variety of lessons by implementing the pilot projects.

2.2. Basic policy and method for elaborating the PCD

2.2.1. PCD guidelines

Backgrounds of the PCD guidelines

The PCD guidelines were drawn up by the DGCL in 2008 with support from the USAID etc. In 4 Communes (Aoufous, Rteb, Ferkla Oulia, Arab Seb Ziz) of Errachidia Province, the PCD were elaborated with support from the USAID. In the course of elaboration of the PCD, the principles, roles, procedures and organization system required for elaborating the PCD were identified. These guidelines were established based on the achievements and lessons obtained during the course of elaboration of PCD. These guidelines will be followed by all the Communes to elaborate the PCD.

The guidelines are about 70 pages long and comprise the following items.

Table 2-2 Table of contents of the PCD guidelines issued by the GDCL

Chapter 1	Principles of Commune plans
Chapter 2	Organization system required for elaboration and implementing the PCD
Chapter 3	Preparations for and start of the elaboration of PCD
Chapter 4	Status report and diagnosis
Chapter 5	Plans and consistency
Chapter 6	Information on the parties concerned and PCD approved by the Commune Council
Chapter 7	Supplications and fund procurement
Chapter 8	Adjustment plans

Subsequently, the DGCL had revised the PCD guidelines twice in 2009 and 2010. As of December 2011, the 3rd edition is used as the latest edition. The major differences between the 1st edition used by the Study Team and the 3rd edition are as shown below.

1) Connection with the INDH

Initially, the elaboration of PCD was closely connected with the INDH program aiming to tackle with the poverty issues, and the INDH Headquarters and the DAS Division were responsible at the government level and provincial level, respectively. However, according to the 3rd edition, it was separated from the INDH program, and the DGCL and the DCL became responsible at the government level and provincial level, respectively.

2) Organs directly connected with the PCD at the provincial level and Commune level

The changes in the PCD organization made in accordance with the PCD guidelines at the provincial level and Commune level are as shown below.

Table 2-3 Differences between the 1st edition and the 3rd edition of the PCD guidelines

Organs involved in the 1 st edition		Organs involved in the 3 rd edition	
Provincial level	Commune level	Provincial level	Commune level
The CPDH already established for the INDH was supposed to collect the opinions concerning the PCD from the provincial level and establish the EPA (Provincial Accompaniment Team) within the DCL in order to support the elaboration of PCD for the Commune at the actual working level. However, the EPA was not established in reality.	The CLDH, already established for the INDH, harmonizes views within the Commune and the EAC (PCD elaboration facilitator team) is in charge of the arrangement for elaborating the PCD. Note that the Commune Council's system for approving the PCD is not changed according to the revision of the guidelines.	The CTP (Provincial Technical Committee) was newly established as an organ collecting the opinions concerning the PCD from the provincial level. However, its members are almost the same as the CPDH. The way the EPA is handled under the guidelines remains the same. But, in Errachidia Province, the CPDC was newly established as a similar organ.	The CCPP (Communal Committee for Participatory Planning) harmonizes views within the Commune and the ETC (Commune Technical Team) is in charge of the arrangement for elaborating the PCD. Thus, the PCD was separated from the INDH project.

2.2.2. Organs involved in the elaboration of PCD and their roles

Table 2-4 Organs involved in the elaboration of PCD

	Organ	Organizational structure	Role
1	Commune Authority	Commune Council President, officers	The Commune President gives instructions to the ETC and proceeds with the elaboration of PCD. As the chairmen of the CCPP and Commune Council, the Commune President promotes the participation of residents and adjusts important decisions. The officers engage in the works as ETC or SIC working group members.
2	Commune Technical Team (ETC)	Commune officer, Ministerial delegation officer, Association representatives etc. (Consisting of more than 3 members including at least one female member)	This is the working group appointed by the President and involved in the elaboration of PCD. After the PCD are formulated, this group promotes the implementation of the PCD and summarizes the results at every stage to obtain approval from the Commune Council. The number of members is supposed to be 5 to 7.
3	Communal Committee for Participatory Planning	Commune President, Commune officer, Commune Council members, members of the Equal Opportunity	By promoting the participation of residents at every stage of the elaboration of PCD, this committee supports the participatory local diagnosis and planning workshops. This committee

	(CCPP)	Advisory Committee (CCEO ¹) Also, according to the decision made by the President of each Commune, the traditional groups, youth groups etc. at the Ksar level are added.	plays the central role in the planning workshops. The number of members is supposed to be 15 to 30. For the enlargement of the CCPP for the approval of important issues, the number of members is supposed to increase to 25 to 40.
4	Commune Council	Elected Council members	The Commune Council makes the final decisions concerning the PCD. With regard to the works implemented by the ETC, the Commune Assemblée decides the start of the implementation and approves the local diagnosis results and PCD drafts.
5	Local organizations	Cooperative Association	As local organizations, these parties cooperate with the Commune and participate in the elaboration and implementation of PCD. It is recommendable that the ETC or CCPP members are appointed from active local organizations.
6	CTP (Provincial Technical Committee) Virtually identical to the CPDH	Representatives of the Provincial Council, Ministerial delegations and major prefectural divisions and departments	This committee organized at the provincial level comprises the major Ministerial delegations and provides support to the Communes for development. The Ministerial delegations are the organs specializing in the areas of infrastructure, agriculture, health, education, potable water, electric power, communications etc.
8	CPDC (Provincial Development Plan Promotion Coordination Office)	This division consisting of 5 provincial officers was established within the DCL in June 2011 with an aim to elaborate, implement and adjust the PCD and PRDP, and has been serving as the direct C/P for the JICA Study Team since it was established.	According to the PCD guidelines, the EPA (Provincial Accompaniment Team) is organized in order to support the elaboration and implementation of PCD of each Commune. In Errachidia Province, the CPDC plays the role of the EPA.
9	DAS (Social Action Division)		This division is the initial counterpart of the Study Team within the Provincial Office and engaging in the INDH projects.
10	ADS (Social Development Agency)		ADS Meknès Office is in charge of the elaboration of PCD in 41 Communes of the Province. This team consists of 23 members and has elaborated PCD for 46 Communes in Errachidia Province. (As a result of the revision in 2010, 29 of the 46 Communes remained in the Province and the remaining 17 Communes were transferred to other Provinces.)
11	DGCL (General Direction for Local Activities)		This organ supports and adjusts the works relating to the PCD at the national level. This organ engages in the redaction and issuance of the PCD guidelines and executes a variety of rules. Furthermore, this organ makes adjustment with each donor or internal organ and supports the Communes with an aim to ensure that the SIC and PCD activities are carried out smoothly.

2.2.3. Summary of the elaboration of PCD

The Study Team started to support the PCD elaboration in the spring of 2009. In the summer of the same year, it conducted the participatory diagnosis workshop in each Ksar while surveying the basic information. In autumn, the diagnosis results were approved by the Communes. In the spring of 2010, the planning workshop was held. After the period for compilation, the draft PCD was completed in

2/28/2012_____

¹ The Equal Opportunity Advisory Committee (CCEO) is an advisory team organized as requested by the Commune Charter and provides advice concerning the equal opportunities from the viewpoints of gender equality and socially vulnerable groups

autumn and approved at every Commune Council from winter to spring.

2.2.4. Roadmap for PCD elaboration and implementation

A number of organs are involved in the elaboration of PCD but the Commune always plays the principal role. The Study Team supported the elaboration of the PCD in 5 Communes. However, the PCD guidelines (issued by the DGCL) based on which every work was conducted did not specifically describe the work procedures. As a result of formulating a PCD, it was determined to compile and issue the PCD Roadmap based on experience. The Roadmap for PCD Elaboration and Implementation was issued in French and Arabic, and its copies were distributed to the relevant organs including the Communes within the Province. The PCD Roadmap consists of the following contents.

Table 2-5 Table of contents of the Roadmap for PCD Elaboration and Implementation

Chapter 1	Backgrounds, objectives and structure of this roadmap
1.1	PCD elaboration process in Errachidia Province
1.2	Backgrounds and objectives of the issuance of this roadmap
1.3	Characteristics of this roadmap
Chapter 2	Procedure for the elaboration and implementation of PCD
2.1	10 steps for the elaboration and implementation of PCD
2.2	Detailed procedures for the elaboration and implementation of PCD
2.3	Cost borne by each Commune for the elaboration of PCD
Chapter 3	Structure of PCD
3.1	Contents of PCD
3.2	Classification of development areas
Chapter 4	Issues concerning the elaboration and implementation of PCD and recommendations for improvement measures
4.1	Issues concerning the elaboration and implementation of PCD
4.2	PCD elaboration system and process improvement measures
APPENDIX 1 "Diagnosis Workshop Format"	
APPENDIX 2 "Sample of Diagnosis Workshop Result"	
APPENDIX 3 "Planning Workshop Format"	
APPENDIX 4 "Sample of Priority Project Sheet"	
APPENDIX 5 "Sample of Development Framework" (A3 size)	

2.2.5. 10 steps for formulating a PCD

When the Study Team embarked on the support for the elaboration of PCD in the spring of 2009, the PCD guidelines issued by the DGCL were available but there was no information concerning the specific procedure. The elaboration of PCD was conducted by examining the method through discussions with the relevant 5 Communes as well as the prefectural DAS and DCL held on a timely basis. The procedure which was taken is summarized below. The elaboration of a PCD was conducted through the 10 steps shown below. However, it was advised to note that the 10th step "PCD implementation and monitoring" is currently in progress. For details about how to perform each step, refer to the "the Roadmap for PCD Elaboration and Implementation"

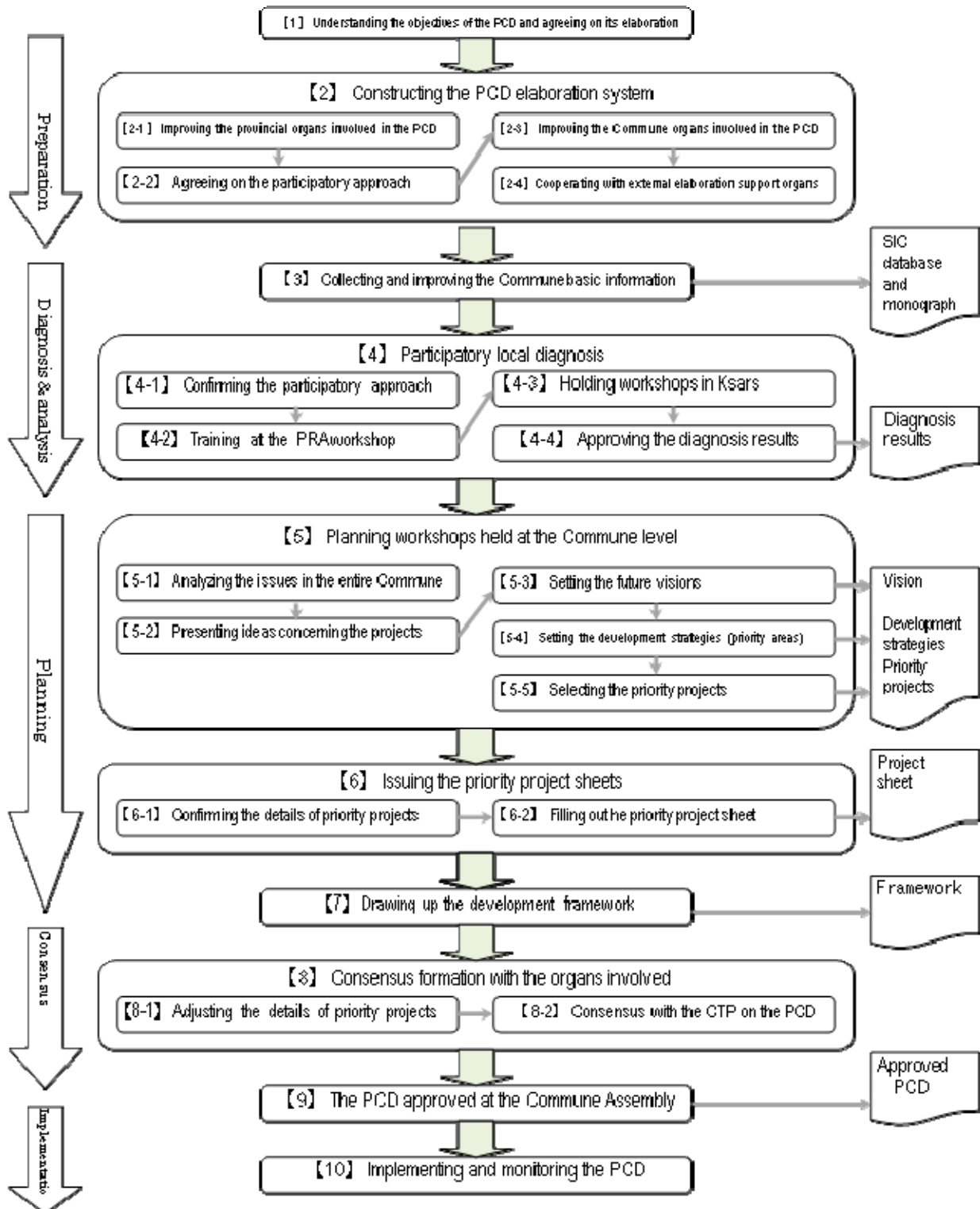


Figure 2-1 PCD elaboration flow chart

2.3. Performance of the works relating to the PCD elaboration support

The Study Team conducted the works relating to the elaboration support and human resource development by using the method for each step with regard to the PCD in 5 Communes. According to the Roadmap for PCD Elaboration and Implementation, the PCD elaboration period is 12 months. In practice, the Study Team started the elaboration support works in May 2009 and the approval was obtained at each Commune Council from December 2010 to March 2011. The following

Table shows the 10-step support period for formulating the PCD and the details of the relevant works.

Table 2-6 Works relating to the PCD elaboration and implementation conducted by the Study Team

PCD support work items	Year	2009				2010				2011			
	Quarter	1 ^{a)}	2	3	4	1	2	3	4	1	2	3	4
1 Understanding the PCD and deciding its elaboration			■										
2 Constructing the PCD elaboration system			■	■	■	■	■	■	■	■	■	■	■
Training of facilitators			■										
Support for the establishment of the ETC ^{b)}											■	■	■
Support for the reinforcement of the ability to establish the CPDC											■	■	■
3 Collecting and improving the basic information			■	■	■								
4 Participatory local diagnosis				■	■								
5 Planning workshops					■	■							
6 Issuing the priority project sheets							■	■	■	■			
7 Drawing up the development framework							■	■	■	■			
8 Consensus formation with the organs involved											■	■	■
9 The PCD approved at the Commune Council											■	■	■
10 Implementing and monitoring the PCD												■	■

a) The quarters numbered "1," "2," "3" and "4" refer to "January to March," "April to June," "July to September" and "October to December," respectively.

b) With regard to the Commune organization system, the establishment of the EAC was promoted in 2009 and subsequently the establishment of the ETC was promoted in 2011 in response to the revision of the PCD guidelines.

2.3.1. Structure of PCD

The table of contents of 5 PCDs which were formulated is as shown below. In principle, the works conducted in practice are listed in chronological order and arranged in Chapters. In Chapters 2, 3 and 4, the outcomes of the planning workshops are directly reflected. Thus, it is easily understandable that the parties concerned in the Commune formulated this PCD based on their discussions. Chapter 5 is not directly related to the elaboration of the PCD but describes some pieces of advice for the implementation of the priority projects.

Table 2-7 Table of contents of a general PCD formulated with support from the Study Team

Introduction (by the President of the Commune)
Chapter 1 Current status of the Commune (Monograph)
1.1 Commune and Commune Authority Geography, structure and budget of the Commune Authority, population and social conditions, working population, local organization etc.
1.2 Agriculture Irrigation, typical agricultural products, related activities etc.
1.3 Livestock Typical products and related activities
1.4 Tourism and other industries Tourism, craftwork, mining, commerce etc.
1.5 Social services Education, health, gender equality, entertainment, common land etc.
1.6 Infrastructure Road, drinkable water, electricity, communication etc.
1.7 Environment and disaster prevention Desertification prevention, river erosion, garbage, sewage water etc.
Chapter 2 Diagnosis of the Commune
2.1 How to conduct the participatory diagnosis workshops
2.2 Analysis of the parties concerned
2.3 Analysis of the resources
2.4 Analysis of the issues
2.5 Analysis of the necessary measures
2.6 Priority issues of the residents
Chapter 3 Analysis of the issues arising in the Commune
3.1 How to analyze the issues
3.2 List of issues at the Commune level
3.3 Analysis of the issues about the Commune
Chapter 4 Framework for the development of the Commune
4.1 How to set the development framework
4.2 Generation of ideas about the project
4.3 Setting of the development vision
4.4 Setting of the development strategies
4.5 Priority project selection criteria
4.6 List of priority projects
4.7 Framework for the Commune development
Chapter 5 PCD implementation method
5.1 Project owner and his/her responsibilities
5.2 Supporting organs involved in the elaboration and implementation of the PCD
5.3 Participation of beneficiaries in the project and costs sharing
5.4 Progress management
5.5 PCD monitoring, evaluation and revision
Annexes: Summary of the opinions expressed at each workshop Priority project sheet

2.4. How to implement and use a PCD

2.4.1. How PCD is used by the parties involved

It is a matter of course that each Commune uses its own PCD as a guideline for the development. However, the organs other than the Commune Authority are expected to make full use of the PCD.

- If the Provincial Council or INDH is going to support a project of the Commune by offering subsidies, one of the decision criteria will be the fact that the project is a priority project of the PCD.
- The Ministerial delegations will make a course correction as necessity arises through checking their own project plans by contrast with the content of the PCD.
- Similarly, the supporting organs including external donors, NGOs, foundations etc. offer support on condition that it is a priority project.
- If there are priority projects containing the same topics and contents in the PCD of most Communes,

the Province and Ministerial delegations will consider the project implementation on a larger scale as an extensive project (Inter-Commune project).

- The supporting organs will understand the capabilities and enthusiasm of the Commune by conducting hearings with the Commune President and ETC with regard to the attitude of their engagement therein and the progress of the priority projects.

2.4.2. How to implement the priority projects

The elaboration of a PCD is time-consuming and requires numerous works. However, the PCD itself is no more than a document. To implement the priority projects and visions included in the PCD, the parties involved in the Commune need to hang together, make efforts step by step and cooperate with external parties. The requirements for the implementation of the priority projects supported and promoted by the Study Team are shown below.

1) Commune's ownership and commitment to the PCD

PCD is the tool used for promoting the development of each Commune as an autonomous community and comprehensively reflect the opinions of residents, administrative officer and related organs. By committing to the PCD, Communes are required to make every effort to implement the priority projects. Conventionally, the development projects such as road construction, school establishment and healthcare center establishment have been conducted by the delegations of the Ministry of Equipment, Ministry of Education and Ministry of Health respectively. As the elaboration of PCD was not accompanied by the transfer of budgets, this structure remains the same. However, as the Communes have selected the priority projects for the PCD, they must have a sense of responsibility for the implementation of the projects by making representations, identifying the supporting organs, assuming the costs etc. The Study Team has stressed the importance of having "a sense of ownership and responsibility" by holding seminars and workshops for the parties involved in the Communes.

2) Adjustment, alliance and cooperation with the Communes, Provinces and Ministerial delegations

The projects requested by residents vary depending on each Commune and its circumstances. Meanwhile, the Ministerial delegations tend to proceed with the improvement of roads, schools, health centers etc. based on the uniform standards throughout the country and does not necessarily understand the priority issues of each Commune. Therefore, it is necessary for each Commune to closely communicate with the Provincial departments as well as Ministerial delegations with an aim to make them understand the priority issues they are facing. As a result, the Provincial Department, and Ministerial delegations will go through the PCD, exchange information with the parties involved in each Commune and reflect those issues in the yearly project plans. Also, in order to promote the implementation of the projects, it will be important to properly share the costs and works as described below. The Study Team presented draft PCD for 5 Communes to the Provincial Divisions and Departments, as well as Ministerial delegations to ask for comments and the President of each Commune participated for presentation to an explanatory meeting of the Provincial Technical Committee (CTP) after the PCD of each Commune is officially approved. Also, when holding a seminar etc. the Study Team strongly advised each Commune to consult with and request the

Provincial organs.

3) Participation of the parties involved in the Communes and cost sharing

For example, if the Ministry of Education plans to construct a school in a Commune, all the costs would not be borne by the Ministry. At least, the Ministry's budget will be appropriated for the construction of school buildings and the employment of teachers. However, the acquisition of premises, improvement of walls, bathrooms and water wells (running water), arrangement for the residences of teachers etc. must be carried out by the Commune. As just described, the priority projects are not automatically implemented or completed simply because the Ministerial delegations are requested to adopt them. In particular, to implement the projects with intangible objectives such as enhancement of living standards and development of human resources, the Commune needs to take more organized measures. But, in reality, the Commune does not have sufficient funds or human resources. Consequently, the local resident groups or associations need to participate in the activities. The organizations of local residents have been promoted by the Study Team through the pilot projects etc. as one of the priority issues.

4) Financial assistance offered by the domestic and overseas organs

As the funds available for the implementation of the priority projects, the budgets for the Provincial INDH projects, Provincial Council, Ministerial delegations etc. are well known in the Communes. However, as the Study Team supported the quick projects and pilot projects this time, the funds may be also procured from donors, financial groups, NGOs, Commune Equipment fund (FEC) etc. When negotiating with or requesting external organs, it is important to stress that "These issues were adopted as the priority projects under the PCD based on consensus of the local population." In practice, the PCDs are used in this way in some Communes.

5) Management of the progress of the priority projects

Under the initiative of a Commune in the rural area with its very limited human resources and funds, the priority projects are not expected to be implemented one after another. However, it is all the more important for the Commune Authority to have a sense of responsibility and to manage to take appropriate measures for identifying current status of, as well for sustaining the progress of the priority projects even if any issues were identified. This role is played by the ETC of each Commune. The Study Team facilitated the establishment of the ETC by encouraging each of the 5 Communes which have received support for the elaboration of PCD. According to the rule, the 5 Communes established the ETC headed by the general director. But they have not embarked on their activities yet. The ETC is expected to take the following procedure to manage the progress of the priority projects.

- To assign the priority projects to the responsible organs and improve the organizational structure
- To identify and negotiate with the organs providing financial and technical support
- To adjust and promote the cost sharing and works as required to the Commune
- To manage the progress of the priority projects, find out the issues and report them to the Commune President and Commune Council
- To report the major issues to the Province (CPDC/DCL), consult with them, and request them for adjustment, mediation and support

2.4.3. Monitoring and evaluation of PCD

No specific works have not been embarked on with regard to the PCD monitoring and evaluation. The system and organizational structure to be constructed are described below.

- The ETC grasps the progress of the priority projects on a regular basis and reports to the Commune Authority and Commune Council on a regular basis (e.g. every 3 months).
- When the Commune President is informed of the progress of the priority projects by the ETC, he takes appropriate actions by negotiating with the Council as necessary. If support from the Province is required, he consults with the CPDC and requests it.
- The CPDC requires each Commune to provide the report on a regular basis and grasps the progress of the PCD.
- If the Commune consults the CPDC about the major issues concerning the progress, the CPDC embarks on adjustment, mediation and support. If the issues are extremely serious, the CPDC inquires the CTP meeting. The CPDC is also responsible for hold CTP meetings on a regular basis as the secretariat of the CTP.
- The CPDC summarizes the progress of the PCD in all the Communes on a yearly basis and analyzes the situations in the Communes where the PCD are advancing successfully and those where PCD are not advancing as expected. For the Communes where the progress of PCD is not so favorable, guidance is needed to find out whether there are problems in the organizational structures of ETCs and Communes.
- The CPDC provides the PCD monitoring seminar on a yearly basis. The Communes making good progress are requested to present the case examples. The Communes which have presented good case example are awarded. The progress in each Commune is made public.
- The CPDC prepares the standardized format used for evaluating the progress of the PCD and each Commune makes a self-evaluation by using the format. The PCD is reviewed every 3 years in accordance with the progress and evaluation results (mainly the replacement of the priority projects), and revised every 6 years. The CPDC provide support and advice for the Communes conducting these tasks.

2.4.4. Implementation of Quick Project (QP) and Pilot Project (PP)

Quick project had been implemented in the first year with the objectives of elucidating local needs, of clarifying current condition of human and organizational resources as a reference of PCD and PRDP elaboration, and identifying a possibility to collaborate with local stakeholders in the regional development. After formulating the PCD and the PRDP, a part of the projects was put into implementation as Pilot Projects. The objectives were; to verify implementation structure of PCD, to formulate practical PCD and PRDP in addition to capacity development of stakeholders. Details in QP and PP are shown in chapter 4 and chapter 5, respectively.

2.5. Approval of PCD and future issues

2.5.1. Official approval of PCD

The PCD of each Commune is officially issued after it is approved by the Commune Council. All of the 5 Communes supported by the Study Team have approved the PCD by the 1st quarter of 2011.

When a PCD is approved, each Commune Authority sends a letter to inform the Study Team of the fact and the Study Team confirmed it.

2.5.2. Future issues

(1) Conditions for the elaboration of a next PCD

A PCD is a 6-year plan. Once a PCD is approved, it remains valid for 6 years. However, it is revised in 3 years after the elaboration. Since the Commune Council members and the President of the Commune serve a term of 6 years, if the timing is adjusted, a PCD may be formulated within 1 year after the President of the Commune and Council members are newly elected, and implemented for 5 years, and then a new PCD may be formulated by the next administration. In practice, the last election of the Commune Council members was held in June 2010. Consequently, this PCD was approved by the newly elected members of the Commune Council.

However, the environment surrounding the election system is changing. Affected by the Jasmine Revolution having occurred recently in the Middle East, the new constitution was established in Morocco and the schedule for the elections of the Council members were set forward to November 2011. The new administration affected the local politics and the next elections of the Commune Council members are expected to be held as early as April 2012 instead of in 2016. Also, a new PCD is expected in each Commune. If this is the case, the system has to be swiftly established to tackle with the issues in the table 2-8.

(2) Issues concerning the elaboration and implementation of PCD pointed out by Communes

After the elaboration of PCD was complete, the Study Team held the workshops and hearings for 5 communities to obtain the opinions concerning the issues arising in the course of the elaboration of PCD. The opinions are listed below. They should be respected as the opinions directly voiced by the parties involved in the Communes, who should take the initiative in formulate and implement PCD in future. It is desirable that these issues are solved by the time when the next PCDs are formulated. Of course, the Study Team contributed to find the possible solutions of issues by holding the relevant seminars etc. after the hearings.

1) PCD elaboration review

In response to the completion of the elaboration of PCD in the 5 supported Communes, the Study Team reviewed the elaboration and implementation of PCD since they started to support the PCD, and held workshops from February to March 2011 aiming to study the impact, to extract the issues and to discuss the measures taken to solve the issues.

2) ETC training and review

With regard to the ETC defined as an organ in charge of the PCD-related activities in each Commune under the PCD guidelines, the explanatory meetings were held to promote its foundation. In July 2011, the 5-day training session was held for the ETC in 5 Communes. Subsequently, in November, the follow-up hearing was held to check the effects brought by the training session. The issues concerning the implementation of PCD listed in the following table also contain those pointed out by the parties involved in the Communes.

Table 2-8 Issues concerning the PCD pointed out by the Communes

Types	Issues pointed out by the Communes
Understanding the meanings of PCD	<ul style="list-style-type: none"> • When this study was started (in February 2009), the Communes did not understand the meanings of PCD. They became aware of the existence of PCD for the first time when the Study Team got involved. The DCLs (Provinces), which also were not aware of the adoption of PCD, did not hold any explanatory meetings about PCD and had not established the cooperative relationship with Communes. To effectively make use of the PCD, it is first necessary to share the meanings of PCD with the parties involved. • When this study was started (in February 2009), The Communes and Provinces (DCLs) were not aware of the existence of the PCD guidelines and had no idea about them. Also, all the persons except 1 commune officer who attended the workshop held in a Commune (Commune council, officers and Association members) were not aware of the existence of the PCD guidelines. Therefore, it is necessary to promote greater understanding of the guidelines in order to grasp the meanings of PCD and the elaboration process. • As the PCD guidelines contain the technical terms concerning the development, it is difficult to accurately and comprehensively decipher them. It would be convenient if any supplementary reading materials are available, which help the readers understand them. • The PCD guidelines only describe the outlines of elaboration methods. Therefore, the elaboration process needs to be described more in detail.
Regarding the PCD elaboration system	<ul style="list-style-type: none"> • There is concern that inconsistencies may arise in the qualities and contents of PCD as multiple organs such as ADS and JICA get involved in the support for the PCD elaboration. For example, Oued N'aam and Boudnib are the Communes bordering with each other and their PCD projects are closely connected and mutually affect. Therefore, the projects should have been selected through intensive discussion. However, it was impossible to discuss the projects in detail because Oued N'aam was supported by JICA and Boudnib was supported by ADS this time. • Being supported by JICA and ADS, the dependency of PCD elaboration activities conducted in the Communes on the external organs is becoming significant. It is important to reinforce the initiative taken by the parties involved in the Communities for PCD. • As the PCD elaboration system (organization) defined in the PCD guidelines has not been constructed or functioning even if it was constructed, it is necessary to reinforce its function.
Regarding the PCD elaboration process	<ul style="list-style-type: none"> • As the workshops have been held under the initiative of the Study Team, it is necessary to reinforce the capabilities of the parties involved in the Communes concerning the elaboration methods in anticipation of the next revision of the PCD scheduled in 3 years. • If the number of attendees to the workshops is expected to increase, it is important to be careful about when to hold them. For example, the workshops should not be held during the summer season (the extremely hot season or summer holiday season in July and August). • Some residents who attended the workshops held at the Ksar level were unaware of the objectives of such workshops. It is necessary to take more time to explain the objectives and meanings of the workshops in order to allow the residents to fully understand them. • The needs of nomads and children should be heard. • As the needs of residents were heard at the workshops held at the Ksar level, they had excessive expectations toward the solution of issues. The issues for which no project was planned gave rise to their dissatisfaction with and ill feeling toward the Communes. Therefore, it is necessary to take more time to explain the objectives and meanings of the workshops to them. • All the residents are not accurately informed of the results of the workshops held at the Ksar level and some of them are having ill feeling toward the Communes. Therefore, it is necessary to examine a better method of feedback. • For multiple Ksars with small populations bordering with each other, workshops were held collectively. As a result, multiple Ksars with different social environments, cultures and traditions were grouped and some residents refrained from attending the workshops due to the difference in their ideologies. Besides, some plans were elaborated by disregarding the needs of some Ksars, a sense of unfairness has arisen among them. Consequently, it is ideal to hold the workshops for each Ksar. If there is no remedy other than grouping multiple Ksars due to the limited budget and time, it is important to sufficiently be careful about the social environments. • The PDK's workshops at the Ksar level were held under the initiative of the ORMVA/TF and the Communes did not get involved from the beginning. As the Commune councilors received explanations for the first time in the workshop approved by the PDK, the Communes are not accurately aware of the outcomes of the workshops at the Ksar level, PDK's activities or the progress of such activities. • In case of the workshops held at the Ksar level when the PDK was formulated, there were significant differences among the proceedings and outcomes of the workshops (analyses of issues and situations) depending on the facilitators. It is extremely important to equalize the qualities of the facilitators and the contents of workshops. (For the PDKs, the promoting officer of the PRMVA/TF worked as facilitators.)

Types	Issues pointed out by the Communes
Regarding the PCD planning activities	<ul style="list-style-type: none"> • It is necessary to exchange advice and opinions from the specialized viewpoints of Ministerial delegations after the plans are formulated by Communes. In particular, the technical officer(s) of the Communes have limited abilities for the preparation of project sheets and the study of feasibility. • As the PCD elaboration workshops were held under the initiative of the Study Team, the abilities of the parties involved in the Communes for the PCD elaboration must be reinforced in anticipation of the next revision of PCD scheduled in 3 years. • There are discrepancies between the needs of residents heard at the workshops and the projects selected by Ministerial delegations, and the projects unrelated to their needs are implemented. Also, the Ministerial delegations should create opportunities for participating in the PCD elaboration process and exchanging opinions in order to reflect the projects selected by them in PCD. • As a representative of the civil society, the Association should proactively participate in the PCD plan elaboration process, fully understand the PCD and make a commitment. • Also the traditional Association having land ownership as well as right and interest in water resources should be invited to the plan elaboration workshops. • As the number of women who attended the workshops was small, the project selection etc. were proceeded with from the viewpoints of male attendees. Next time, the number of female attendees should be increased.
Regarding the PCD approval	<ul style="list-style-type: none"> • For the PCD, Arabic language should be used instead of French. • As the PCD is a development plan for the entire Communes, they should be shared by all the councilors, officers and Association, and the relevant persons who are responsible for the contents and implementation of the PCD. • The approval process should maintain transparency not only for the Commune Council but also the residents.
Regarding the PCD project implementation	<ul style="list-style-type: none"> • Assurance of the source of funds. As the budgets for Communes are so limited, it is difficult to take the initiative to implement the projects. • It is difficult to assure the human resources for implementing the project and financial management. • It is necessary to learn the methods for using the PCD, implementing the projects and conducting the monitoring. • It is necessary to build and reinforce the trust relationship and cooperative system between Communes and residents. • The Association should understand the contents of PCD and respect the priority projects of the Commune. (The Association should not have a sense of unfairness on the grounds that their projects are not selected as priority projects at the Commune level as they desire.) • As there are no legal grounds supporting the establishment of the ETC system, if the President is not interested in any ETC, it is difficult for the Commune officers to arbitrarily or voluntarily embark on the activities. → It is essential that the President understands the ETCs. • If the Ministerial delegations, donors, Provinces etc. implement the projects within a Commune, the parties taking the initiative in implementing the projects are obligated to conduct the monitoring or evaluations, and there is no opportunity for the Commune to participate in them. In such a case, no ETC is allowed to access to the site arbitrarily or voluntarily to conduct the monitoring. If no Commune is involved, there arise problematic cases where low-quality facilities are built and left, the facilities are not managed or maintained securely, or the projects not meeting the needs of residents are implemented. → Every time the projects are implemented for a Commune, the Commune should get involved. Appropriate measures should be taken by designating the roles to be played by the Commune (ETC) under the project implementation contract or agreement etc.

(3) Recommendations offered by the Study Team

The Roadmap for PCD Elaboration and Implementation issued by the Study Team in November 2011 shows their recommendations, which are summarized in the following table. For details, see the PCD Roadmap.

Table 2-9 Recommendations shown in the Roadmap for PCD Elaboration and Implementation

Parties the recommendations are offered for	Recommendations concerning the measures the relevant organs should take
DGCL	<ul style="list-style-type: none"> • To identify the benefits of the elaboration of PCD • To establish the PCD elaboration and implementation system in each Province and Commune • To standardize the PCD elaboration support for Communes • To exchange information with the external elaboration support organs • To promote the utilization of the SIC
DCL	<ul style="list-style-type: none"> • To establish and manage the EPAs • To train the Commune Council members and Commune officer • To provide training sessions concerning the specific project implementation methods for the parties involved in the Communes • To control and support the progress of the priority projects
Each organ supporting the priority projects	<ul style="list-style-type: none"> • To disclose the information concerning the support conditions etc. • To respect the PCD when adopting the projects etc. • To respect the decisions made by the Commune Authority • To offer technical support
Commune Council and Commune Authority	<ul style="list-style-type: none"> • PCD ownership • Communications within other Communes • Information disclosure and accountability • ETC as the parties responsible for the SIC • ETC as the CCPP secretariat
CCPP	<ul style="list-style-type: none"> • CCPP as the coordination organ for the implementation of PCD • To adjust the decisions made by the organs responsible for the priority projects • To manage the progress of the priority projects
Association and cooperative societies	<ul style="list-style-type: none"> • To build the network • To improve the organizational and officer capabilities • To make use of cooperative societies for profitable projects

Chapter 3 Provincial Rural Development Plan (PRDP)

3.1. Background of the PRDP elaboration

Article 36 of the Text Province, provincial charter established in 2003, stipulates that province shall elaborate provincial development plan (PDP) based on the national development plan. However, since the national development plan has not yet been elaborated, the government gives provinces a free hand to elaborate the PDP. Among 71 provinces and prefectures in the Morocco, only few provinces has elaborated the provincial level development plan. When we consider the required environmental protection measures due to the climate change, regional disparity, employment creation, and implementation of the inter-communal projects, elaboration of PDP is quite urgent.

To promote development project effectively to overcome above mentioned transversal issues, it is necessary to shift administrative system from the past vertically-segmented system to the sector-wide collaboration system, in addition to the adaptation of development strategies based on the participatory approaches. To establish comprehensive strategies for regional development, enhancement of administrative capacity of the province, which play central role of the regional development. In particular, establishment of a new administrative body/ structure which shoulder coordination of local actors and procuring development fund from international donors and delegations, so as to implement the inter-communal and inter-sector project.

Based on the above mentioned recognition, the Study Team had worked on the elaboration of provincial rural development plan (PRDP) and the establishment of implementation structure of the provincial development plan. To elaborate the PRDP, 28 PCDs from all communes in Errachidia province, excluding Errachidia municipality, was taken into consideration. To elaborate the PDP, it is recommended to included a development plan of the Errachidia municipality. Hauz province also has a provincial development plan. However, they employed a consulting firm to elaborate their plan, and do not have enough know-how in their own hands. In this regard, it must be noted that the provincial officials in Errachidia had worked harmoniously with all delegation in the province to elaborate the PRDP, from the beginning to the end.

3.2. Objective and Methodology

(1) Objective

The PRDP is a road map of the rural development of the province and offers a tool for consolidating and harmonizing development projects planned and implemented in the Errachidia province. The following gives the specific objectives/ functions of the PRDP.



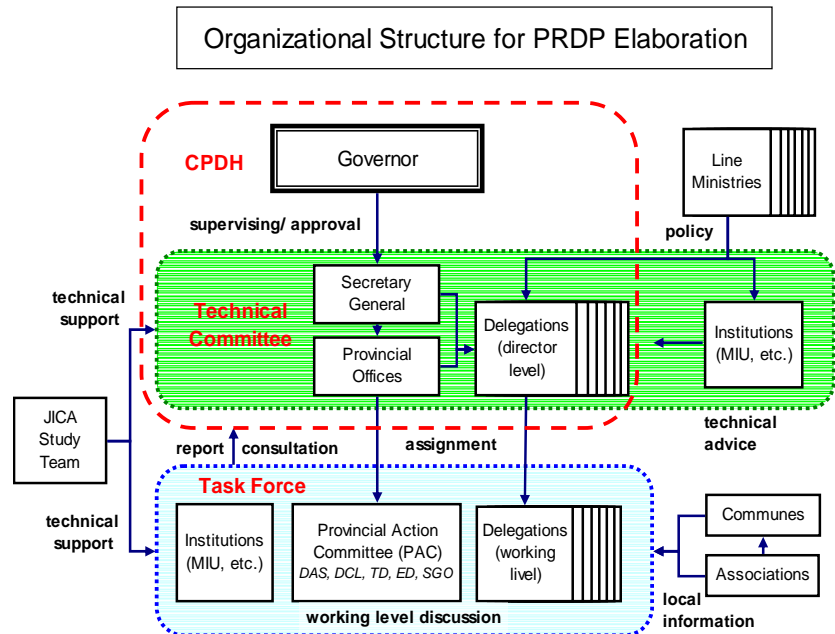
- PRDP defines the global development programs, ongoing and programmed, within the territory of Errachidia province.
- The PRDP shows the interaction between development programs and specifies the links to make them consistent with the axes and strategic national / regional and national with PCDs.
- It shows inter-communal development issues and its solution which can not be covered by the PCDs.

- It empowers local actors in decision-making, implementation and monitoring of actions.
- It proposes a guidepost to establish collaboration structure of local actors.
- It aims at the mobilization of all provincial actors for their participation in sustainable development to realize a common development vision of the province.
- It takes account of the large national sectorial policies.

(2) Methodology

1) Organizational Structure of the PRDP Formulation

The PRDP was to be formulated by the provincial technical committee, supervised by the Governor, chaired by the Secretary General, and consisting of related ministerial delegations and principal provincial departments/divisions. Since the provincial technical committee consists of directors of provincial offices and ministerial delegations, a Taskforce has been established in parallel with the committee, members of which are working staff of the related agencies who had regular meetings to carry out concrete works required for the formulating PRDP. The fruit of the works by the Taskforce is regularly reported to the technical committee to obtain advices and approval.



Since initiative of the Province to the technical committee and the task force is quite important, a Provincial Action Committee (PAC) consisting of the representatives of 7 departments, including Secretary General Office, DAS, DCL, DT (Technical Department), DEC (Economic and Coordination Department), DAR (Rural Development Department) and DU (Urban Development department), has been established under the technical committee, taking charge of routine coordination with ministerial delegations and other institutions including associations. The figure shown above indicates the organizational structure of formulating the PRDP. In this context, though the PAC team was provisionally created for formulating PRDP, the Cell for the Promotion of Development Plans and Coordination (CPDC) has been created in July 2011 to replace the PAC team, The role/ task of this Cell includes development, implementation and monitoring of the provincial plan for rural development, monitoring the activities of PCDs and upgrading the capacities of development actors in the province, etc.



2) Methodology to Formulate PRDP

PRDP formulation started from November 2010, and completed on December 2011 by validation at Technical Committee of the Errachidia Province. During the period, 18 times of workshop were organized including 4 times of the provincial technical committee meeting for PRDP. Also, a study tour to El Haux Province, an advanced province which has experience in formulating a provincial level development plan already, was organized on June 2011 with participation of PAC members. PRDP has been formulated through the following steps.

Step	Work Item	2010			2011												'12	
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	
1	Making a consensus of the necessity of PRDP elaboration																	
2	Organizational set-up																	
3	Presentation of diagnosis result, including development constraints and potentials																	
4	SWOT analysis																	
5	Vision planning																	
6	Development framework																	
7	Action planning																	
8	Inter-sector and inter-commune project																	
9	Priority project sheet																	
10	Documentation and validation																	

(3) Structure of PRDP

Following table shows the structure of the PRDP. Among chapters, chapter 2-4 were finalized by all delegations concerned, whereas from chapter 5 to 7 were compiled at PAC meeting based on the discussion results of the participatory workshops. All chapters including chapter 8 for the implementation structure of PRDP were finally edited and finalized by the CPDC. The PRDP is a 12 year plan, and action plan (project level), development program, and development framework will be revised every 1, 3, and 6 years respectively.

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Contents, Abbreviation
Chapter 1 Objectives and Methodologies
Chapter 2 Overview of the Errachidia Province
Chapter 3 Constraints and Potential for Development
Chapter 4 PCD and National Strategy
Chapter 5 Vision and Strategies
Chapter 6 Development Framework
Chapter 7 Action Plan
Chapter 8 Implementation Structure
Annex
1. Monograph
2. Summary of the PCDs Framework
3. development Framework
4. Priority Project Sheet
5. Products of Errachidia Province
6. International Event in Errachidia
7. Schedule of the PRDP Elaboration

3.3. Vision and Strategies

3.3.1. Development Vision 2023

The vision of Errachidia province in 2023 is stated as follows.

Development Vision 2023:

Errachidia province with a strong and distinct territorial personality through optimum utilization of the local potentials of the province and strengthening of local capacities and support the pillars of good governance to ensure a decent living for populations.

Geographical and biological diversity is one of unique characteristics of the Errachidia province. Northern mountainous area sometime has snowfall in winter season, whereas Southern desert area scarcely has rainfall. Vegetation also varies from the North to the South. The Northern area produces apples, almond, herb products from vast mountain area, and intermediate area is famous for date and olive production, while Southern area is a production center of henna and cumin.



Errachidia is also rich in mining resources, including barium, pyrophyllite (aluminum) and zinc, in addition to fossils of trilobites, ammonites and dinosaurs that ranged from Palaeozoic era to Mesozoic era. The geographical diversity in Errachidia provides dynamic landscape to us, and attracts tourist from both domestic and foreign countries, and Errachidia is one course of world-famous circular tour of Morocco.

On the other hand, Errachidia's geographical diversity sometimes prevents infrastructure development in remote area, resulted in regional disparity of the province. Also, severe weather condition and devastated watershed area causes constant water shortage in the dry season, and flash flood in the rainy season. In addition, lack of direct investment to the province and inadequate employment opportunity causes serious unemployment especially those young people educated at colleges and universities.



In keeping with the strength and weakness of the province stated above, the development vision at 2023 was discussed at the vision planning workshop. The vision should show an objective and positive direction, the desirable future situation of the Errachidia province, taking account of its internal and external environment, and appropriate strategies for further development. Based on the cross analysis of the 'SWOT', several development strategies that have resulted from this work of the various representatives of the provincial delegations, were identified and a number of candidate visions were developed at the vision planning workshop. Then, lengthy discussions have led to unanimously adopt

the vision.

3.3.2. Approaches

For the realization of the vision, the team adopted the following four approaches on which, development strategies have been formulated as follows:

1. Socio-economy and cultural development approach
2. Natural environment and resources approach
3. Basic service approach
4. Institutional development and local governance approach
5. These four axes are complementary to each other.



The first priority is given to the socio-economy and cultural development approaches. The vision can be achieved only by maximizing the strength of province. The major strengths of the province are existence of widely-recognized oasis products including date and olive, and of rich touristic sites that attract both national and international tourists. These two industries, agriculture and tourism, have been a driving force of the provincial economy, and provide various employment opportunities to the local residents.



Protection and optimal-use of natural environment and resources are very important preconditions that should firstly be considered if one really longs to achieve this development vision. Needless to say, both industries including oasis agriculture and tourism can not stand without effective management of natural environment, resources and ecosystems, especially since they are highly vulnerable to anthropogenic activities and climatic hazards. To maximize the provincial strength, the basic services including infrastructure as well as the institutional development including capacity development of stakeholders of the provincial development are indispensable. Based on these approaches, development strategies are developed respectively, and are stated in the following section.

3.3.3. Strategies

(1) Socio-economy and Cultural Development Approach

1) Encouraging and Improvement of the Local Economy through Valorization of the Oasis Products

Errachidia is rich in oasis products including apples, herbs, medicinal plants, almond and potatoes in the northern mountain area, date and olive in the plain oasis area, and henna and cumin in the southern desert area. Since available farmland and water resources are limited, adding value on these products is one of the best ways to generate income and activate local economy.



However, most producers of the oasis products remain in small scaled production, while their financial capacity is vulnerable. Therefore, support by public sectors is essential. Also, diversification of income source is quite important for the people living in arid area. In this regard, development of handicraft sector is quite necessary since it isn't much affected by climate condition. Also, dissemination of improved livestock variety through Artificial Insemination service are effective to increase red meat production and to diversify income source of rural residents particularly those people who live in remote area. Since the AI requires only light weight equipment, it is faster and economically more efficient to disseminate it in the desert and the mountainous area, where Ksars are sparsely scattered over the vast area. Hence, projects for disseminating improved species through AI are also included in the project list.

2) Encouraging and Improvement the Local Economy through Tourism Development

Tourism is a promising sector in the province. Indeed, it has tremendous natural and cultural potential that can attract national and international tourists. The fact is that unfortunately the tourism here is mostly freight with the exception of Merzouga. Therefore, strategy should be developed that enables integrated tourism and attractive program for tourists to spend more than one night at the tourism spots. This is one of the strategic goals.



To promote tourism industry, collaboration with public and private sector is necessary. Public sector should create integrated policy for the land management to support investment, and support development of tourism infrastructure, whereas private sector should follow the government policy for tourism facility classification and develop community tourism program by using all resources available in their community. Among the strengths that can attract many tourists to the area, we can cite for example the simple lifestyle, cultural and traditional Berber tribes, the nomads, etc.

3) Promote and Support Youth and Immigrants



High unemployment rate is serious problem of the province. During formulation period of the PRDP, many young people have demonstrated at the front entrance of a provincial building to seek for employment opportunities. This implies necessity of creating employment opportunities particularly for educated young residents as urgent measures. To this end, a project for establishment of vocational training center has been proposed as effective measures

to tackle this issue.

4) Rehabilitation of Cultural & Architectural Heritage

Errachidia has a host of valuable cultural heritages including traditional music, dance, food, pottery, garments and Ksar buildings. However, these heritages are scattered, left abandoned in the vast

territory of province, and organized promotion for their conservation/ exhibition is required. Collaboration with tourism sector is effective to promote and conserve the cultural heritages. For this purpose, establishment of cultural complexes are proposed.

(2) Natural Environment and Resources Approach

1) Conservation of Natural Environment

Natural environment in the Errachidia province varies reflecting its geographical diversification, and countermeasures to conserve natural environment are also wide-ranging. Watershed in the mountain area needs mitigation measures against flash floods as well



as restoration of pasture area avoiding the damages by demographic and grazing pressure, whereas desert areas including Erfoud, Rissani, Taous and Sidi Ali need effective measures to combat against desertification, including reforestation of drought tolerant trees, and construction of palm grid to trap drifting sand dunes.



Also, the environment in the province is increasingly devastated by wasted plastic bags and other undegradable consumption materials. Several waste-dumping spots are rapidly growing everywhere that prompt us to ask questions about managing them. The liquid waste is often leaking, thus constituting a continuing threat to the environment. This situation of solid and liquid waste should concern everybody because it directly affects the well being of local

population as evidenced by the disease leishmaniasis, which was ravaged in some localities of the province. It is unfortunately due to poor hygiene. Now need arises to develop enlightenment activities to enhance rural resident's awareness as acute emergency measures, simultaneously setting forth the operationalization of a masterplan for managing household wastes.

2) Rationalization of Natural Resources Exploitation



Effective use of water resources is an issue of critical importance for the residents in the oasis area. There are many Suguia and Khettara systems in the province, but many of them are not functioned well due to sedimentation and deterioration caused by flash floods and climatic aberration or have been misused as dumping sites in some areas. Also, it is necessary to reduce leakage and overflow of precious irrigation water through rehabilitation/ improvement of existing facilities, in addition to promotion of water saving measures such as drip irrigation.

Water resources development is also necessary. Hassan Addakhil dam was constructed in Ziz River, and its water resources have been well-managed. However, there is more room to develop water resources from Guir and Ghriss River which causes flood damage on houses,

infrastructure, livestock and farmland along the river side. Therefore, to develop water resources and to prevent flood damages, construction of barrages and dam, flood protection wall are urgently required. Rationalization of natural resources exploitation also includes promotion of the use of renewable energies such as solar/ wind energy, and improvement of management and exploitation of traditional mines.



Basic Service Approach

1) Rehabilitation of Basic Infrastructure



Basic infrastructures including water supply system, rural electrification, and rural road have not been well developed in the remote area in the Northern mountainous area and the Southern desert area. Underdeveloped basic infrastructure makes rural residents difficult in access to safety and sanitary drinking water, healthy and cultural daily life, and income generating opportunities.

The population of these areas also suffers from an isolated life and devoid of hygiene and communication. The opportunities to create income-generating activities are lacking, making local population more vulnerable and poorer. Extension of basic infrastructure to such marginalized and isolated areas will be able to reduce poverty therein on one hand, to lessen marked disparities among the provincial areas on the other. In this sense, this approach is considered having the highest priority.

2) Improvement of Social Services

Social services covers such fields as health and sanitation, education, sports and culture, and various ones to handicapped people. These services are quite important to meet BHN so as to secure healthy and cultural daily life of rural residents. In addition, improvement of accessibility of Nomad to the basic social services is inevitable issue in the entire province. However, it is difficult to grasp actual living conditions of Nomads, since they repeat seasonal migration without settling in fixed places. Therefore, to provide Nomads with adequate and efficient basic services, demographic information of Nomads family is required, and the improvement of social services to Nomad including provision of education opportunities should be listed in the programs.



3) Institutional Development and Good Governance Approach

1) Support the Pillars to Attain Good Governance

One of weaknesses of the Errachidia province was lack of planning and coordination section at provincial level to support communes to manage their PCD, and to elaborate and promote provincial level development plan which covers inter-communal development issues. Through the elaboration of

PRDP, provincial officials recognized the necessity of the planning and coordination section, and the Cell of Promotion for Development Plans and Coordination (CPDC) was established in July 2011 under the strong initiative of the provincial governor. However, the CPDC needs further external support to perform their tasks, including implementing, monitoring and evaluating provincial level development plans including the PRDP, and promoting capacity development of stakeholders at communal level.

Also, at communal level, creation of local committees for implementing and monitoring projects in the PCDs has been called for. The ETC for this objective has been established in some communes, but some do not have yet as of November 2011. The CPDC will play a vital role to support communes to establish ETCs, and further assistance including capacity development training and technological transfer for effective management of PRDP and PCD has been requested in the PRDP.



2) Strengthening of Local Capacities



Human resources are the most valuable capital of the province. Local actors including associations and cooperatives are quite important to materialize rural development since financial and human resources of the public sector are quite limited to implement all projects listed in the PCDs and the PRDP. In this concern, rehabilitation of capacities and improvement of local skills, as a support mechanism for regional economic development, is quite important.

Also, in order to realize the development vision of the Errachidia province, implanting sense of ownership and enhanced regionalism will be needed to avoid further brain exodus to outer provinces and regions. It is not easy issue to solve, but at least necessary to tackle, otherwise educated peoples will immigrate to outer provinces due to higher rate of unemployment in this province. Therefore, supporting measures to create employment opportunities, particularly such IGA projects as listed in the PCDs and the PRDP, should be implemented by mobilizing all available resources in the province.

3) Activating the Role of Scientific Research Institutions in Local Development

The scientific research institutions are also one of important capitals of the province. They can play a vital role to conserve oasis environment, adding value on the oasis products, increasing productivity of scarce farmland, providing skills and knowledge for effective use of water resources, and so on. To meet this aim, owing to efforts of the PAC members and professors in Moulay Ismail University of Errachidia (Faculty of Science and Technology), a Technical Committee was established to support the provincial development based on the PRDP.



3.4. Development Framework

The development framework of the PRDP shows a road map of the provincial development towards 2023, consisting of the development vision of Errachidia province, the development approaches and strategies to materialize the vision, and programs and projects under the development strategies. Development framework of PRDP is shown in the Appendix 4.1.

3.5. Priority Project Sheet

Projects stated in the Development Framework include those which can be managed by single commune and which can not be. Since the single commune projects can be implemented based on the PCD, the PRDP puts higher priority to the inter-communal projects for its implementation. The inter-communal projects can be defined as; those which require involvement of more than two communes. Purpose to implement the inter-communal projects is to tackle inter-communal development issues that can not be solved by single commune and that requires mobilizing natural, human, financial and organizational resources of concerned communes in a rational manner.

Among projects to be implemented inter-communal base, higher prioritized projects are selected and studied in detail. Followings are the indicators of the project prioritization.

- To be an Inter-communal or Multi-sectoral Project
- Assure high Efficiency, Technical Achievement and Financial Feasibility
- Contribution to Oasis Environment Conservation
- Promotion of Effective Use (Wise-use) of Local Resources
- Transferred Project from Delegations to Communes
- Urgency/ To serve as a model of the projects
- The projects positioned as a priority one from so many PCDs

The selected priority projects are summarized in the priority project sheet. The sheets show detail information about the projects, and the information includes project purpose, overall goal, project background, expected beneficiaries, expected effectiveness, risks and risk management methods, in addition to the information stated in the Action Plan. The priority project will be selected annually and new or more information will be provided to enrich the contents of these sheets. The priority project list is shown in the table below, and the priority project sheets are attached in Appendix 4.2.

The priority Project list

No.	Name of Priority Project
1	Empowerment of water resources management, improvement of living /income generating activities for local population in small watershed area
2	Household solid waste management master plan in Errachidia Province
3	Comprehensive tourism development plan in and around the Hassan Addakhil reservoir
4	Rehabilitation and Expansion of Seguia and Khetara System
5	Rehabilitation and expansion on existing main irrigation facilities in Errachidia
6	Oasis- Based Specialty Products Development
7	Rural Tourism Development Project
8	Promotion of Income Generating Activities through Effective Operation of Multi-purpose Center
9	Dissemination of Improved Livestock (bovine, D'man, goats, camel, and horse) through Artificial Insemination
10	Technical Assistant for elaboration on Integrated Errachidia Provincial Development Plan to correct disparities and to reduce poverty reduction
11	Setting up a computer system for monitoring climate change and natural disaster prediction

3.6. PRDP Implementation Structure

3.6.1. Implementation Structure

Implementation structure of the PRDP was discussed among the PAC members after conducting a series of workshops for elaborating the PRDP and a study tour to El Haouz province in June 2011, and the PAC members reached a consensus for the necessity of establishing and enhance a planning organization of the province. Then, the issue was discussed with the Governor and the Secretary General, and owing to their strong initiative, a planning and promoting service namely Cell of Promotion for Development Plans and Coordination (CPDC), was established on July 6, 2011 under the Department of Local Commune (DCL). The CPDC will also support planning and implementation, monitoring of the PCDs at commune level. The diagram of PCD and PRDP elaboration, implementation and monitoring are shown in 6.3.3.

3.6.2. Role and Responsibility of the Stakeholders

Role and responsibility of each stakeholder in the elaboration, implementation, monitoring and evaluation of the provincial development plan including the PRDP and the PDP are summarized in the table below.

Role and Responsibility of Stakeholders in Elaboration, Implementation and Monitoring of the PRDP

Stakeholder	Role and Responsibility
Governor/ Secretary General	<ul style="list-style-type: none"> • Final decision maker of provincial development • Submit provincial development plan to the Provincial Council for validation • Responsible for PRDP implementation • Responsible for assignment of the CPDC members
Provincial Council	<ul style="list-style-type: none"> • Validation of the provincial development plan (PRDP/ PDP) • Approval of budget for provincial development • Support communes to establish inter-communal committee
Provincial Steering Committee	<ul style="list-style-type: none"> • Provision of sector strategies/ policies to the CPDC for elaboration of the draft PRDP • Approval of the development framework of PRDP, which include vision, approaches, strategies, and development program. • Technical advice to the PRDP implementation, monitoring and evaluation
CPDC	<ul style="list-style-type: none"> • Elaboration of the draft provincial development plan (draft PRDP/ PDP) • Monitoring and evaluation of the PRDP • Organize Task Force to elaborate, monitor and evaluate the PRDP • Suggest the development framework of PRDP to the provincial steering committee • Preparation of priority project list and its summary sheet of the PRDP • Assist communes and delegations to establish inter-communal committee through making convention to implement the inter-communal project • Assist the inter-communal committee to find financial sources to implement the PRDP • Organize meeting for the PRDP progress monitoring with Task Force members and report the result to the Provincial Steering Committee
Task Force	<ul style="list-style-type: none"> • Support CPDC to formulate, monitor, and evaluate the PRDP from technical aspects • Assist communes to establish the inter-communal committee to implement the inter-communal project • Support inter-communal committee to implement, monitor, and evaluate the inter-communal project
Committee under Convention	<ul style="list-style-type: none"> • Implementation of the inter-communal project • Organize monitoring and evaluation meeting for the inter-communal projects • Report the monitoring and evaluation results of the inter-communal project to the CPDC and related delegations
ETC	<ul style="list-style-type: none"> • Provision of SIC and other necessary information to CPDC for the PRDP elaboration • Supervision, Monitoring and Evaluation of the inter-communal projects implemented in the jurisdiction • Report the monitoring result to the inter-communal committee and CPDC

3.6.3. Implementation Method

(1) Elaboration of the PRDP

One of the CPDC's major roles resides in elaboration of the draft provincial development plan (PRDP/ PDP), with closer cooperation of the task force consisting of staff of ministerial delegations, other external services, principal departments of the Errachidia province, research institutions including the university, and associations.

The draft PRDP is presented to the provincial steering committee to acquire technical advices from delegations in the province. Then, the draft PRDP is submitted from the governor to the provincial council for validation. After validation of the draft PRDP, the CPDC finalize the PRDP.

(2) Implementation of the PRDP

The governor takes a primary responsibility to implement the PRDP. The CPDC facilitate implementation, monitoring, and evaluation of the PRDP/PDP. The Taskforce is occasionally organized to support the CPDC from view of technical aspects. The CPDC supports communes to organize inter-communal committees to implement the inter-communal projects.

The inter-communal committee is established on project base to manage the inter-communal projects based on a convention signed by stakeholders of the project. The committee essentially takes a responsibility to implement, monitor, and evaluate the inter-communal project.



(3) Financial Resource Finding

Implementation organization, such as the inter-communal committee, as a rule bears a primary responsibility to seek for the financial sources to finance the project. The CPDC assists the committee to find financial sources as a promoter of the PRDP. Ideal funding sources include INDH, concerned delegations, international aid organizations, and NGOs. For this purpose, the CPDC plays the role of advertising tower of PRDP implementation.

(4) Progress Monitoring of the Inter-communal Project

The inter-communal committee undertakes monitoring of the inter-communal project where role and responsibility of each stakeholder in the project monitoring must be clearly stated in the convention of the project. The committee will organize monitoring meeting of the inter-communal projects periodically, one in a month for example. The ETCs shoulder essential role for project monitoring within their jurisdiction concerned. A uniformed project monitoring sheet is used for the reporting purpose. The inter-communal committee collects the monitoring sheet and reports the monitoring results to the concerned delegations to acquire further advices or supports if necessary.

(5) Progress Monitoring of the PRDP

The CPDC organizes meeting for progress monitoring of the PRDP with participation of the task force members. The task force members present their monitoring results of the on-going inter-

communal projects submitted by the inter-communal committee. Ideal frequency of the progress monitoring meeting with the task force members is once in three months. Then, the CPDC reports the progress of the PRDP to the Provincial Steering Committee every six months.

(6) Evaluation of the inter-communal projects in the PRDP

Evaluation of the inter-communal project is carried out by the inter-communal committee supported by the concerned delegations. In this regard, five evaluation criteria developed by DAC/OECD are useful. The project evaluation should be conducted twice in the implementation period of the project; intermediate evaluation and final evaluation. The intermediate evaluation is conducted at the middle of the project implementation, and relevance, effectiveness and efficiency of the project in particular are examined in detail, in addition to the potential impact and expectation of the sustainability. The final evaluation is carried out at the time of project completion, and the project intervention is examined based on the 5 evaluation criteria.



The evaluation results provide necessary information to consider revision of the project activities or extension of the project intervention. The evaluation results are reported to the relevant ministerial delegations for their further consideration. Ideally, the inter-communal committee employs an outside organization, such as association or consultant, to assure objectivity of the evaluation.

Chapter 4 Implementation of the Quick Project (QP) prior to elaborate the PCD and PRDP

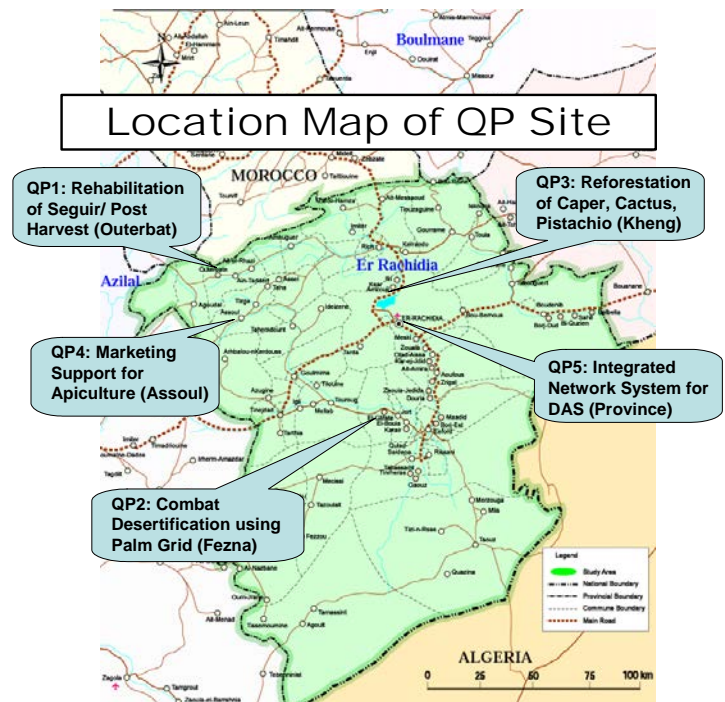
4.1. Objective

One of the outstanding characteristics of this Study lies in the implementation of quick project (QP), as proposed by the Study Team to be implemented in the antecedent stage of pilot project. The objectives of the QP are;

- i) To extract the basal needs of the community to be fulfilled within a short period, then identifying "highly and immediately effective project components that can readily be dealt by the initiative of local population and that do not need sophisticated technology". In other words, proposed components are debated based on the concept that "they should be in a small scale, have low risk, be based on adequate techniques, be able to expand from a spot to area, and also be based on ideas of ready and profitable practices".

- ii) In the process of the training and monitoring through implementing the QP, communication between the local population and administrative agencies concerned will be developed and enhancing potential of human resources, current situation of the community as well as the local organizations. These outputs and lessons learnt will be referred to the PCD as well as to the Provincial Rural Development Plan (PRDP).

- iii) To verify the probability of the collaborations among related ministerial agencies through implementing the project, and the results will be fed back to the formulation of Pilot Projects.



4.2. Evaluation

4.2.1. Rehabilitation/ extension of Seguia System with Post harvest Improvement (QP1)

(1) Objective

The objective is to rehabilitate Seguia for 1,000m, and provides plastic containers for apple transportation/ harvesting to reduce post harvesting losses.



(2) Verification Items

Evaluation of the QP was conducted based on the verification items. Verification items of the QP1 are; a) collaboration with related sectors, b) ability of the O&M for facilities by Association, c) saving irrigation water, d) solidarity of the Association, and e) effectiveness to reduce post harvesting loss for apple.



Followings are the verification items;

(3) Activities and Outputs

- Office of ORMVA/TF in Rich highly evaluated high engineering quality of concrete canal and the implementing capacity of the association that managed to complete the scheduled canal construction within the proposed working period of two months, thus deeming this project as a model and the coordination between the office and this association has become closer than hitherto attained. Also, as this project is the first one that has been implemented by the traditional association in collaboration with EL-Khier Association, partnership between these two associations has ever been tightened.
- A bottleneck in completing the rehabilitation of seguia in a short period (45 days) was arisen from shortage in wooden frame for casting concrete. It was at first planned to hire about 20 workers a day (a rotation with 50 employed workers), but the progress of scheduled work depends on the number of available wooden frames (sized at 1.0m×0.2m, 50Dh/frame). Under current conditions, concrete can be cast at the rate of 20m a day. At first, the association expected an additional financing from the Study Team, but the Study Team has made a decision to make it as a task to be solved by the association itself. To cope with this task, the association made a device to proceed the work with less frames than the preliminarily planned by reshaping the earthen wall by the canal into an upright form.
- At first, 2,000 plastic containers were requested for harvesting apple, but the half the requested amount, 1,000 cartons were procured through the QP. The Study Team has made the procurement of the short cartons as a task of the association, and it requested to DAS for assistance but DAS did not agree the consideration in INDH schemes for procuring the remaining cartons. Finally it decided to collect fee of rental apple containers from the user farmers at the rate of 1 Dh/container/day and it made use of the collected amount of rental fee through the consultation of stakeholders appropriating for their purchase.
- Before the rehabilitation of the canal it had taken two hours to convey water to the terminal point of the canal, but after the rehabilitation it has been shortened to half an hour. Further, water loss through distribution had been as high as 75% due to leakage from earth canal, however, after it has been lined with concrete it has been improved to nearly zero. Owing to this improvement water distribution to each parcel can be conducted much faster, thus saved time can be allocated for other farm practices. Furthermore, irrigable perimeter can be increased from hitherto 20 ha to 34 ha through the alleviated conveyance loss.

- Before the project, farmers in Outerbat had harvested apples using woven sacks, which caused many damages on apples in the bottom of the sacks. During transportation, the woven sacks are piled one after another, and 50% of damages on the harvested apples had been accelerated. The plastic containers introduced by the project reduce the post-harvest damages, and farmers can sell more apples at higher prices.
- As this project has been served as a model of Seguia rehabilitation, Peace Corps established a plan of rehabilitating 500m of existing Seguia starting from November 2010 in Outerbat Commune. Also, accompanied by the extension of irrigation perimeter by 14 ha, ORMVA/TF supplied free of charge 1,000 seedlings of apple tree and 400 of pear to the association in March 2010. Currently, wheat and these fruit seedlings are planted on the parcels of newly reclaimed perimeter.

4.2.2. Combat Desertification using Palm Leaves (QP2)

(1) Objective

The QP of fight against (= control of) desertification consists of installing palm grid on a surface of surrounding area of irrigation facilities.

(2) Verification Items

Verification items of the QP2 are; a) collaboration with related sectors, b) expansion of protection from spot to area, and c) solidarity of the association.

(3) Activities and Outputs

- Especially, Water and Forestry Department has subjectively participated in this project and technical instruction was made in selecting the site and planting Tamarisk seedlings (600 trees) in the palm grid. Also, ORMVA/TF that implements a sand dune fixation scheme by palm grid in the adjacent area agreed on its technical advices based on its experiences acquired through hitherto projects. It was a first trial to plant Tamarisk seedlings in the palm grid at the project site, and the trial was materialized thanks to the collaboration with HEFLCD and ORMVA/TF.
- The rate of survival of the planted tamarisk is found at about 10%. As its high mortality, i) salt concentration in the surface soil remains at high level, ii) the association fails to irrigate sufficient water to the plants and others were pointed out.
- The principal objective of constructing palm grid resides in the prevention of moving sand invasion into Seguia (traditional underground channels). The construction of palm grid has realized the expected effect of checking sand invasion, thus need of removing sand from the water channels has been dispensed and the cost of hiring around 6,000 laborers per annum for sand evacuation amounting to about 70,000 Dh / year could be saved.
- Plantation of almond trees with drip irrigation has currently been planned around the constructed palm grid because they are highly tolerant against dry climate and soil salinity.
- The association is seeking aid organizations to acquire fund for introducing drip irrigation system and in parallel with this approach it plans to apply for INDH project.

- The beneficiary farmers of this Seguia have been disappointed by heavy drought damages occurred during the decade of 2000s that led to a drop in farm production value. However, supporting farmers of La Gfifat Association has recently been increased to 400 from only 7 in 1990 that started its activities possibly because inhabitants have highly evaluated its performances, such as it succeeded in preventing moving-sand invasion into water canals through the JICA project and it has continued challenge for desertification control. It also aggressively tackles new task ordeal as mentioned above, suggesting that the capacity of the Association to strengthen solidarity among its members and to solve confronted issues has farther been enhanced.

4.2.3. Reforestation with Caper in the rocky surface area (QP3)

(1) Objective

The QP intends to plant economic plants, including caper, pistachio and cactus, in the catchment area of the Hassan Addakhil dam, which may materialize environmental protection to soil erosion. The QP aims at verifying survival rate of these economic plants planted in the rocky surface area.

(2) Verification Items

Verification items of the QP4 are; a) collaboration with related sectors, b) adoptability of crops & trees to plant on the rocky surface area, and c) expansion of protection from spot to area.

(3) Activities and Outputs

- In initiating the Project, it was made clear that formal permission must be required for implementing it, after identifying concerned entities including traditional association (Jamma), HEFLCD, DRH/ GRZ, DPET, Superkaid and Kaid, DAS, DAR and DCL, because the site planned for QP1 is located at around the Hassan Adhalkil Dam. Due to summer vacation of the government officials and succeeded Ramadan (August 22 to September 21, 2009), holding a meeting with concerned stakeholders was quite difficult, and project implementation had been delayed significantly.
- Cases have been often observed in this Province that projects have gone stranded due to the failure of approval by the local authority concerned, and this has already been pointed out as a constraint on area development in WS held at communal level. In the QP of this project, the planned project components have been implemented with the consensus of local communities concerned by explaining on the objective of the project and future significance thereof to competent local authority and traditional association. DAS of the Provincial office took charge of the coordination and application procedures, thus the Study Team could learn a lesson on how to cope with similar problems to this case likely happening in Pilot Project.
- On 27th September 2010, survival rate of plantation was studies. The survival rate of Caper showed the highest value in 85%, and Cactus showed the lowest one in 45%. Watering was



carries out at 2-3 times / week. Taking into consideration the bad condition with the dry weather, temperature, and soil condition, it can be regarded that the result is enough satisfying.

- At the initial stage of the project, DAS took an initiative, under the strong support from the general secretary of the province, to hold stakeholders meeting to adjust their interests and to determine the site for implementation. The process is applicable to other projects to be implemented around the dam site, including reforestation, inland fishery, and tourism development project.
- Tazoka association has taken over the project from February 2011 and watering has been done. Tazoka association made a plan to expand the reforestation area from 0.5ha to 1.5ha and INDH budget will be applicable during 2011.

4.2.4. Establishment of marketing channel for Apiculture (QP4)

(1) Objective

Provision of transport means by the QP and strengthening of the apicultural cooperative will be enhanced through various activities including the plan of vehicle operation, establishment of marketing channels and way of quality control, differentiation of the commodity from products by its competitors.

(2) Verification Items

Verification items of the QP4 are; a) ability of the O&M for vehicles by cooperative, b) ability of developing marketing channel, and c) constraints on extending market to urban area.

(3) Activities and Outputs

- Once the project is commenced, the cooperative subjectively utilized the vehicle for extending sale activities in Tinghir, Errachidia, and Goulmima, and in parallel with these sales activities it was engaged in sub-contracted marketing of apple produced in Assoul.
- The vehicle that the project supplied has enabled local farmers to earn more margin from their only one cash crop, apple through the sub-contracting of sale by this cooperative. This experience is worthwhile also for other communes in the mountainous area, thus a chain effect can be expected.
- It yielded net gain of about 36,000Dh/year (1,700Dh/member) in 2009 with net income from sale amounting to 1,700 Dh per annum. This year, due to severe gale during March~ April, flowering of apple trees was poorer than average year, thus expected honey harvest reaches only a half, 100 liter as against 200 liter achieved in the previous year. According to the cooperative report, sale of apple will be limited to the harvesting peak period and the net profit from the sale can hardly be expected. As the result of hearing consultation, opening kiosk by its members that was realized as planned and transparency of cooperative account were verified and it was evaluated that the strengthening of organization has steadily been performed.
- Sale activity outside the commune by the cooperative has been deployed by means of the vehicle provided by the project. Target areas of the sale include Tinghir, Errachidia, and Goulmima,

while pricing of apple as well as clarification of needs including consumers' strata and their preference.

- Based on the business plan, the cooperative was planning to continue to open their stool and display merchandises in date festival in Erford that is held every year and other festivals in Goulmima and Madaik. They have made such efforts to exchange information, to tie up with other honey dealers, thus their effort for steady organizational development can positively be evaluated.
- Improvement of bottle containers and quality of labeling can be expected. As to unit prices of honey bottle, a bottle costs 3 Dh in Errachidia Province while in Casablanca it does 1 Dh, so this cooperative solely purchase bottle containers and labels etc. in Casablanca, thus effort to save sale cost can be identified.
- The cooperative has made a contract on supply of honey to 3 Marjan / markets in Rabat City in March 2010. A problem remains in this contract that flowering of nectar plants is highly variable with climatic vagary leading to unstable marketing procurement due to its consequence of failing to keep stable honey harvest. Besides, it by and by expands marketing outlet to tourist customers from Spain and Netherland.

4.2.5. Integrated Network System for DAS office (QP5)

(1) Objective

To support capacity development for staff on information management and processing operation in DAS in order to supervise INDH projects smoothly as a platform for establishing a network system for monitoring and evaluation,

(2) Verification Items

Verification items of the QP5 are; a) ability of DAS staff for information management, and b) effectiveness & efficiency of the network system (reduction of work and saving time, etc.)

(3) Activities and Outputs

- As a result, 1) development of an internal network inside of DAS office, 2) provision for all the office computers with access to internet service and 3) protection of computers with antivirus software were completed. It enables DAS staff members to share digital files over the network, to utilize the internet and e-mail and to protect their computers against viruses infections. Through a series of discussion with DAS staff members, technical transfer was done on how to improve the efficiency of file sharing and how to protect computers from viruses. Additionally, in order to consider the possibility of the establishment of DAS website to facilitate information dissemination to outside stakeholders. DAS has been working for planning on the needs analysis and information collection for the future website establishment.
- By establishing the network system, information exchange/ sharing among DAS officials and outside parties turns out to be more efficient. Also, risks of damages caused by computer virus, which sometimes hinder DAS officials from operating their tasks, can be reduced owing to the

protection measures with antivirus software. As a result, work performances of DAS officials are improved. In addition, improvement of internet access enables DAS officials to gain necessary information to evaluate, provide advices, and monitor and evaluate INDH projects effectively.

4.3. Lessons learnt and their implication with PCD/PRDP

The issues experienced through the implementation and monitoring of QP projects can be classified into the following: Identification of these issues gave a great contribution to the formulation/ implementation of project program for PP as well as to the formulation of PCD and PRDP.

Importance of communicating with Local Authority

- It is essential to explain the project plan to Local Authority prior to formulating it. Support and cooperation on the projects will be obtained from them through this explanation and prior information to the related delegations of ministries.
- There are many examples of failed plans because of the failure of obtaining approvals from Local Authority in Errachidia province, and this consists of one of the constraints of area development as pointed out in WS at communal level. In QP in this Study, the Study Team explained objectives and future significance of the projects to the local authority and traditional association to obtain agreement by the local community, then shifted the project site to the place located at the beneath of Hassan Adhulkil dam axis. The provincial office of DAS is in charge of proceeding procedures of coordinating and applying projects, from which the Study Team learned lessons in the case of arising similar problems in the course of PP and PRDP. →Refer to the necessity of establishing coordinating organization among development actors at Provincial level.

Understanding on the system of concerted assistance

- Because delegations of related ministries and INDH establish their annual project programs under their own annual budgets, it would be difficult to realize collaboration projects through cost-sharing unless the applicants formulate project plans in tune with these project programs. Understanding on INDH projects: Fund of INDH has greatly contributed to the implementation of area development plans. It manages 4 programs including poverty alleviation project, so it is essential to be thoroughly acquainted with the application norm of each project and scale of the budget for a project. →Support by INDH in providing PCD and PRDP is important.
- As far as funding is concerned, borrowing credits from city banks seems difficult because provision of collaterals in the form of real estates etc is required. In case of micro-finance, borrowing amount in micro-credit is limited at maximum 5,000Dh/year. →For the time being, it cannot be helped for local community to rely on the support by INDH, ministerial delegations, donors, NGOs etc in carrying out PCD and PRDP projects.
- As to formulation and implementation of project programs, it is necessary to coordinate among Communes, local population's organizations and exterior supporting agencies/ groups. At the same time, it is also required to establish at provincial level similar coordinative organization for promoting development. →Strengthening organization and human resource development in

formulating / implementing PCD is desirable.

Support on organizing inhabitants and nurturing human resources

Many of such inhabitants' organizations as associations and cooperatives have just been established and their poor experiences on their activities often lead to poor management ability. Also, their variable maturity in organizational systems/ activities requires support for organizing them and developing human resources among them depending on their maturity levels. →Implying necessity of supporting on nurturing human resources and strengthening organization in PRDP.

Necessity of dispersing risks and adding value

- Procurement of nectar sources is unstable due to variable climatic conditions, often leading to failure of stable honey harvest. →An irrigation system should be introduced in future. Also, new nectar sources should be procured in other areas than currently availed. Similarly, income generating activities should be diversified by introducing sale of apple and handicraft goods, thus strengthening financing measures of the cooperative not merely relying on bee-keeping.
- Because retail prices of apples keep a level of 3 Dh/kg in harvesting season but rising to 10 Dh/kg after three months, thus suggesting that the sales profit should be increased by adjusting marketing season by means of utilizing cooling storehouses. As observed in apple farms in Midelt, the next target is focused on the construction of cooling storehouses because it is possible to maximize the profit from the sale of apple by selling it during January ~ February when the prices tend to soar. →Application to INDH for financial support

Others

- Although tenant fee is free of charge as far as festivals in Erfoud, Goulimima and Tinghir, but the fee is too expensive in agricultural fare in Meknes to open an antenna shop therein.
- Virus of personal computers has currently been prevailing not only in provincial offices, but also in Communes and schools paralyzing their functions. So it is necessary to take this into consideration in introducing SIC.

Chapter 5 Trial run of a part of the priority projects from PCD and Draft PRDP as Pilot Projects

5.1. Objective and Direction of the Implementation

(1) Objective

After formulating the PCD and development framework of the Provincial Rural Development Plan (PRDP), a part of the formulated plan will be put into implementation as Pilot Projects. The objective of the PP is summarized in the following 2 points.

- 1) Through the process of implementing the Pilot Projects, the relevance of the implementation system for PCD is to be verified.
- 2) Finalizing the PCD and PRDP as more efficient and practical plans by means of capacity development of the stakeholders.

Though unexpected issues will inevitably arise in the course of implementing components of the planned Projects, it is a part of the objectives of the Pilot Projects to elucidate these issues and to find the relevant means to overcome / avoid them.

(2) Direction of the Implementation of PP

The Pilot Projects have an approach focusing their objectives on the following 5 points:

- 1) Envisaging capacity development of inhabitants (associations and cooperatives) and staff of the Province, communes and their related agencies through the Pilot Projects,
- 2) Attaching importance to endogenous development in the associations and the cooperatives, thereby examining practical means of managing the Projects where inhabitants' organizations play core role,
- 3) Determining the Projects to be implemented at the Provincial level and proposing means of implementing and managing them,
- 4) Finalizing PCD and PRDP by applying the result of the Pilot Projects thereto,
- 5) Affording incentives to rural residents in the course of demonstrations of the pilot projects

Two major categories will be dealt in the Pilot Projects. One is the Pilot trial to be implemented targeting individual Project, and this category is further divided into the projects implemented in particular villages in the related commune and those required to implement at Provincial (area) level. Examples of the projects to be implemented in particular villages include such concrete activities as repairing of Khettara irrigation facilities and trial-practice of saving irrigation water, livelihood improvement etc, while those of the projects required at Provincial level include equipping collection depots of commodity products within the producing area, fortified system of agricultural researches and extension etc.

The other category of Pilot Projects includes such activities as capacity development of the target government staff on plan-formulation, project implementation, monitoring and evaluation (M & E). Projects of this category do not intend to deal with implementation of particular projects, but aim at improving capacity and system of the target staff so that they can well formulate and revise development framework or they can utilize such tools as database for managing many projects or they can manage to do M & E and feedback. These capacity building activities include not merely OJT

provided during the process of actual plan formulation but also Pilot Projects consisting of independently prepared training courses.

(a) Pilot Projects (in the case of targeting individual project)

In selecting individual Pilot Project, it is required to make a right selection consistent with high-priority projects within the development framework of communes and Provinces. Also, the following conditions should be taken account of on the process of selecting projects:

- 1) Projects with high needs of inhabitants including women and socially vulnerable strata,
- 2) Those consisting of small-scale activity created by the inhabitant's initiative that can also be developed in a sustainable way in future,
- 3) Those targeted at such inhabitants organizations as associations, cooperatives and other inhabitants organizations, led by influential leaders with strong leadership,
- 4) Those with low-cost requirement, with high demonstration effect and possibility of diffusing into other areas (deployable from spot-wise to area-phase),
- 5) Those with high cost-effectiveness,
- 6) Those that can be evaluated during the period of this Study and
- 7) Those planned at provincial level in which the results of "Local Roads Improvement Plan" and "Study on Local Basal Education Improvement Plan" that Japan provided and completed or on-going can be made use of, and synergetic effect can be expected.
- 8) In line with the policy of the "income generating activities (Activités Génératrices des Revenus)", projects are planning /on going promoting by INDH and the development partners. It could be made in collaboration, and synergetic effect can be expected.

Referring to the development framework provided at commune level, candidate activities for Pilot Projects implemented by the initiative of inhabitants can be specified among the priority projects ranked at higher level in each fields. Accordingly, these can be selected as candidates of the Pilot Projects for area-wide implementation throughout the Province.

Whereas, the Pilot Projects require short period for their implementation. Also, limited amount of their project funds may be shared among a large number of selected Pilot Projects. By this reason, the Pilot Projects in this Study should be in conformity with high priority projects listed within the development framework on one hand, but in their actual implementation, some activities in the entire components of the selected projects are picked up as the Pilot Projects, on the other (namely, trimmed or miniature implementation).

(b) Pilot Projects to be targeted at Capacity Development of Administrative Staff

This activity will be provided in consultation with the Study Team and basically realized through OJT, but more concretely, it will be implemented as a Pilot Project in which training etc is included, covering the following contents as the targets of activity:

- 1) **Capacity Building on plan formulation:** the main theme to be provided here concerns capacity of establishing prioritized development framework by participatory forum. It includes how to assemble the entire workshop by the participation of inhabitants and representatives of communes concerned, how to arrange facilitation in every session, how to acquire skill of PCM problem analysis, objective analysis and capacity of integrating

individual problem/objective trees into a comprehensive tree.

- 2) **Capacity Building on the management of development programs:** DGCL has a plan to introduce SIC to 46 communes in collaboration with Errachidia Province. The Province should as a matter of course have individual commune development plans in its database, but besides it will establish another database with commune-wise crosscutting the profile of such communal basic data as population, amount of agricultural production, health indices, educational indices and so on. Such data provision enables the province to clarify which commune are below the average by comparing their indices, thereby providing a precious background data of determining area for concrete development intervention and budgetary allocation.
- 3) According to the current situation in targeted formulation of 5 PCD communes, it will be necessary to support establishment of database as a pilot project component because of lack of commune staff ability as well as of insufficient IT equipment.
- 4) **Capacity Building on M & E of projects as well on feedback of lessons learnt:** In this activity, how to acquire skill on M & E based on this processing will be aimed. Also, the activity targets the capacity building of arranging various parameters (for instance leadership and networking) into a time-sequential chain, and of assembling them into a spider-chart.

(3) List of PP

Following table shows a list of PPs implemented. Among 13 PPs, PP01 to PP05 were transversal project to enhance capacity of local administration and peoples organizations, whereas PP06 to PP13 were priority projects in PCDs.

No.	Name of PP	Target	Summary
PP01	Improvement of Information Management of DCL	DCL	Enhancement of information management ability of DCL
PP02	SIC Introduction	Sidi Ali, Oued N'aam	Supporting SIC introduction with validating effective introducing method
PP03	Project of Supporting Strengthening of Local Organization	All 5 Communes	Capacity development of Associations, Establishment and enhancement of network association
PP04	Extension of Public Health Service at Remote Areas	Amellagou Commune	Improvement of condition on health and sanitary environment at Remote Area through establishment of collaborative relationship between public sector and civil society
PP05	Social Mobilization for Improving Sanitary Environment	DCL	Improvement of health and sanitary environment through establishment of collaborative relationship between public sector and civil society
PP06	Improvement of Livelihood and Income Generating Activities	Sidi Ali	Promotion of community activities on income generating activities (IGAs), health and education for improvement of livelihood economically and socially
PP07	Processing and Marketing Promotion of Henna and Cumin	Sidi Ali	Increase people's income through processing and marketing of Henna and Cumin
PP08	Cleaning and Marketing Promotion of Fossils	Sidi Ali	Increase people's income through cleaning and marketing of fossils
PP09	Optional Tour Development Project in Sidi Ali	Sidi Ali	Increase tourism revenues by diversifying tourism products including optional tours and showcasing a wide variety of products
PP10	Solid Waste Management in Oued N'aam	Oued N' aam	Introduction of solid waste management system and promotion of 3R campaign
PP11	Improvement of water control system for increase of agricultural productivity in the perimeter of Mezl Aghad Seguia	Ghriss Ouloui	Rehabilitation of Seguia to increase production of oasis agri-products including date and olive, and establishment of WUA
PP12	Improvement of Solid Waste Management in Gourrama	Gourrama	Introduction of solid waste management system and promotion of 3R campaign
PP13	Race Improvement of Bovine Through Artificial Insemination	Amellagou	Establishment of effective dissemination method of AI service

5.2. Project for capacity development of local administrative staff and inhabitants organizations: Transversal projects

5.2.1. Improvement of Information Management of DCL

(1) Objective

Information management ability for SIC comprehensive management will be improved in DCL in Errachidia province.

(2) Verification Items

Expected effect on DCL's basic information management ability through establishing the information management System

(3) Activities and outputs

1) Activities

- Procurement and installation of the equipment for information and network system

The project aims to strengthen the information management and operation abilities for DCL staff through establishment of the network system and connection to internet, to provide Anti-Virus measures, to promote internal information sharing on PCD, along with smooth supervision of the project implementation at commune level. Equipment shown in table below were provided in April 2010 to meet the requirement of achieving these objectives.

Items	Qty	Specification (minimum)
Laptop PCs	3	CPU : Intel Core2 Duo 1.4 GHz, RAM 2GB, HDD 250GB, DVD+/-RW, integrated camera, Wireless WiFi Link (802.11a/b/g/n), Microsoft Office 2007 professional, Windows 7 French
Desktop PC (with a monitors)	1	CPU Intel Core 2.0 GHz, RAM 4GB, HDD 500GB, DVD+/-RW, Monitor 20 inch, keyboard, Microsoft Office 2007 professional, Windows 7 French
Voltage Stabilizers	2	Input Voltage AC180V-260V., Output Voltage: AC220V+-4%., at least 2 outlets on front of unit
Anti-Virus Software	4	Norton Antivirus, 3 PC
PC Desks	2	
Printer	1	Network printer, Lazer A4 Color, at least resolution 600x600 dpi,

- Introduction of Internet System

Contract for internet system, one of the items to be borne by the Province, was completed in May 2010. Following the conclusion of the contract, integration of the internet environment and installation of the LAN network were elaborated, thereby establishing new information management system in DCL in June 2010. Thereafter, laws and other information have been collected through this internet system in its routine office work.

- Monitoring performance of the system and supporting the application of the activities

Since DCL of the Province is the target of developing the information network system, after providing the IT equipment, a new staff to manage and operate the system has been assigned therein and he has been in charge of its maintenance and operation management. He is also responsible for coordination with SCI as well for promotion at commune level, so he had been trained on the introduction of SIC by DGCL. Each commune is responsible for the work of

introducing SIC, while DCL is to support and supervise it providing regular follow-up services.

2) Outputs

[Output1: Establishment of Information System]

The implementation of the project has enabled communes to establish the information management system for sharing the information files by LAN, also for collecting various kinds of information, thus a basic information system has been set up and the provided equipment has effectively been utilized. More concretely, such office works as sharing the up-dated information among DAS staff, reporting, filing the documents, and searching the date have actively been carried out. Formerly, computer virus had been prevalent due to exchange of fails via USB memories, however, spread of virus has now successfully been prevented through their sharing by means of LAN. In addition, it has been made to make survey on laws and regulations through internet, to readily communicate with remote commune offices by e-mail.

[Output2: Strengthening the basic information management abilities for DCL]

- A series of routine information management system such as distribution of the data searching, collecting, reviewing through internet system and informing/ mailing them from DCL to communes have practically been enabled. Prepared and collected reports, official letters and contract preparing have been managed /applied as database and utilized for supporting communes.
- DCL's ability of managing information has been improved through the implementation of this project, judging from the fact that DCL's role has been made clear in this Province followed by the provision of TOT training, as well that collaboration system with each commune has been evolved since inputs of SIC database were realized by the initiative of DCL.

(4) Evaluation Result by assessing them with 5 criteria

Criteria	Evaluation Results
Relevance	<ul style="list-style-type: none"> • According to the PCD Guideline elaborated by the DGCL (2010 edition), it has been instructed that collection of the data and monitoring for the elaboration and implementation of PCD should be made by means of the SIC (Communal Information System). DCL in the Province plays a role of introducing and following-up the SIC to the communes. Thus, relevance of the activities to improve ability of information management and operation by DCL is judged very high
Efficiency	<ul style="list-style-type: none"> • It is considered that the activities of this project have timely been introduced since a synergy effect is expected with PP02 (pilot project for the support of introducing SIC targeting communes). • DCL staff has applied the LAN and internet system effectively using all provided personal computer equipment. Operation and maintenance have also pertinently been applied whenever running troubles arise.
Effectiveness	<ul style="list-style-type: none"> • Information management abilities of DCL staff have remarkably been improved through the installation and application of the provided equipment judging from monitoring result on current situation. Hereafter, it will be possible for them to elevate their service efficiency through the additional trainings on how to share information, how to make report etc.
Impact Multiplied effect	<ul style="list-style-type: none"> • It has been made possible to remarkably shorten the service hours since communication with communes located in remote areas by PC and collection of various information including laws by internet, etc have been realized through e-mail. This has gradually led to improved efficiency in dealing with other routine services of DCL inclusive of commune-related management service than integrated management work by SIC, thus enhancing organizing power of the DCL to tackle rural development

Sustainability	<ul style="list-style-type: none"> • A person in charge of the maintenance and operation for provided equipment has been assigned. If problems arise operating the equipment, he is able to manage to ask the staff in DCL in charge of the matter IT office in the Province for the repair or with out-sourced private service agencies on sub-contract basis so that the sustainability of the maintenance is assured from the aspect of maintaining equipment. • As far as the result of hearing from DCL staff, there is some difficulty to procure budget to provide information equipment. Considering self-sustainability of this activity, it is essential to secure the budget for internet connection fee.
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(5) Outputs and Lessons learnt of the PCD/PRDP

- Introduction of SIC to communes has been continued in Errachidia Province. Improvement of the information management system in DCL was indispensable and urgent to solely manage the collected information at commune level with relevant follow-up the commune properly at provincial level. Through this pilot project, DCL in charge of supervision and promotion on PCDs has been able to monitor the PCD effectively.
- DCL staff has fully understood the importance of introducing SIC and they have become able to improve the efficiency of working using by information technology through the implementing the pilot project. Hereafter, this technology acquired through this project will contribute to the revision of the PCD as well as elaboration on PRDP in collaboration with CPDC.

5.2.2. SIC Introduction (Sidi Ali, Oued N'aam)

(1) Objective

- Commune staff acquire capacity of introducing SIC and also of collecting information.
- SIC is introduced and all the initial data are registered at commune level.

(2) Items to be verified

SIC is introduced to commune's computer system, initial data are registered, and they are appropriately managed.

(3) Activities and outputs

1) Activities

Input : training venue, trainers, stationeries, IT equipment, temporary staff

Activities:

- Study tour
- SIC training
- Additional procurement of IT equipment
- Support on initial information collection, and encoding data into IT equipment
- Basic IT skill training. (How to compose, edit and save documents using Word, Excel, and how to calculate, drawing graph and table by Excel)
- Monitoring and follow-up activities

2) Outputs

“Output1: Introduction and registration of initial data of SIC”

- When a questionnaire survey was conducted on the status of data input through SIC during the implementation period of PP02 in Sidi Ali and Oued N'aam Communes, it was

identified that SIC had been introduced and the initial data had been registered in both communes.

- Through a study tour to advanced province of SIC introduction, staff of Sidi Ali Commune and Oued N’eam Commune in charge of SIC management recognized that SIC had enabled more appropriately to elaborate development plan and to monitor progress of the elaboration more appropriate, and moreover, provincial office could grasp each commune’s development plan and current state of the progress in the PCD more easily.

“Output2: Improvement of collection of initial information”

- Initial input data of SIC were collected by door-to-door investigation at Ksar level. Before implementing this PP, communal staff had no opportunity to meet local inhabitants other than such official services as the issue of residential certificates. The collection of initial information of SIC was the first experience for communal staff to visit ksar and to dialogue with inhabitants. The staff were at first anxious about how to dialogue with inhabitants prior to the implementation of this PP, but after experiencing the PP, they retrieved their confidence to make conversation with them.

“Output3: Improvement of IT skill”

- Communal staff in Sidi Ali and Oued N’eam Communes understood the importance of SIC and they acquired the ability to input initial data by the implementation of this PP. On the contrary, communal staff in Sidi Ali were not used to making reports using computer. To cope with this, training on the use of Word, Excel, etc. was carried out and they mastered a basic skill how to compile their reports.

(4) Summary table by 5-step evaluation

Evaluation 5 item	Evaluation
Relevance	<ul style="list-style-type: none"> ▪ In Morocco, it has been ruled out by PCD Guideline (2010) that the formulation as well as the implementation of PCD should be supported by SIC (Communal Information System). It follows that SIC should be introduced into each commune office. Relevance of this project is thus high since SIC was really installed at commune office, and staff understood the importance, purpose, how to input and how to read.
Efficiency	<ul style="list-style-type: none"> ▪ The capacity of installing SIC and collecting information were improved and commune staff took confidence to get in contact with inhabitants. ▪ Commune staff was able to input initial data and readily inspect it, print out, and edit the output data.
Effectiveness	<ul style="list-style-type: none"> ▪ New data of SIC are at any time input and updated (such as registration of inhabitants' certificates of residence). Now it has become very easy, faster to renew and take output than before. ▪ Before implementing the PP, input and inspect database took very long time and it was very hard to keep and put in order because commune's information was written in paper sheets. But after implementing this PP, communal information management has been made more easily using SIC software, thus eliminating tedious work. ▪ Making certificate of residence at ksar level, commune staff made action plan on how to study and process. And the study was completed, summarized as action plan. Through this experience, commune staff took confidence and it was greatly evaluated.
Impact	<ul style="list-style-type: none"> ▪ After implementing this PP, commune staff understood importance of SIC, and they are positively inputting and updating SIC data. Judging from this, their attitude toward getting correct information of commune to elaborate and implement PCD can be recognized. Because of this, multiplying effect can be observed to approach the overall goal.
Sustainability	<ul style="list-style-type: none"> ▪ Sustainable activity can be expected because SIC software is continuously managed by the same staff. ▪ DGCL has a plan to assist installation of SIC to every commune but its detailed plan including contents and term of the support etc is not yet conveyed to DCL. To install SIC, unless DGCL hereafter informs its roll to each province and provides support, it would be difficult to actually install SIC.

(5) Outputs and lessons learnt in PCD/PRDP

- Staffs of Sidi Ali and Oued N'am communes have got their ability to install SIC and correct information, and now they can input, inspect, output initial data after implementation of this PP. But at the same time SIC software is also utilized for formulating, renewing and implementing development programs at Communal level, further for monitoring and measuring their indicators on their effects. Each commune staff could understand the purpose through study trip to an advanced province of SIC all right, but it is not enough for practical use. Hereafter, CPDC should create effective, closer relationship to manage SIC among DGCL ~ CPDC ~ Commune.
- DGCL should hereafter inform its schedule with detailed plan to DCL at each province.
- It will be necessary for DGCL to support to hereafter revise PCD using SIC more efficient and how to measure, monitor and to evaluate indicators in PCD. Further, support is also required so that CPDC can collect and manage the SIC data at commune level to efficiently elaborate and monitor the PRDP.

5.2.3. Project of Supporting Strengthening of Local Organization

(1) Project Purpose

This project aims at capacity-building for Associations/Cooperatives (Abbr: Association) to work optimally for community development, and to establish institutional communication network among Associations.

(2) Verification Items

- 1) Relationship between enhancement of institutional management (Administrative, financial management) and effectiveness of Association activities
- 2) Effect expected on the management of area development projects through creating net-working among Associations.

(3) Activities and Outputs

1) Activities

- (a) Implementation of the technical training for strengthening the institutional management
 - (a)-1. Implementing the Needs Analysis Workshop (WS)

At 5 PP targeted communes, SWOT Analysis and Stakeholder Analysis were conducted to identify the needs of Associations for strengthening their organizations.
 - (a)-2. Implementing the Planning WS

Based on the draft plan provided by the Study team on the basis of the result from (a)-1, training module and detailed contents were discussed and finalized by the participants. The following 2 items were found effective to elaborate training plan in a participatory way.

 - Motivation and ownership for association members of the training program are enhanced.
 - It provides an opportunity for associations to learn know-how on the participatory approach through the OJT.
- (b) Putting the training into practice: Strengthening the institutional management and collaboration among stakeholders

In capacity development training, validating a theory such as constitution, role, institutional management, administrative management, etc. in associations were firstly lectured for each of 5 communes in classroom. After applying round table discussion etc, training result was evaluated and necessary activity to strengthen the organization of associations was discussed in a participatory manner. As a result, the study tour to the advanced area, an OJT for 2 week's to the well-organized association by participants were proposed and exchanging the opinion with associations or related agencies were made.

(c) Support for establishment of Associations

Procedure for establishing and strengthening the organization was supported to the groups who wanted to newly establish associations in the targeted 5 communes.

2) Output

[Output1: Relationship between Management of local organization (Project management, financial management) and project effectiveness]

- After completion of the institutional management training, how to make trainees understand the training contents was assessed applying the questionnaires and it was found that almost 80% of the trainees understood the training purpose and contents. One month after the training, about 70% of associations put what they had learned into practice of managing the documents such as account book, project management and financial management files.
- Institutional management training was carried out targeting all the associations concerning the PP in 5 targeted communes. As a result, the more institutional management ability was enhanced, the more smoothly and timely the project was managed with more transparency on accountant management and information, with more trustful relationship was resulted not only in association but also among outsiders, leading to a tendency of growing ability for realizing highly qualified activities. Judging from such examples in the performance of PP, capacity development for organizational management was deemed essential for achieving higher project effect.

[Output2: Establishment of Networking among stakeholders]

- During a discussion on the training contents scheduled hereafter after classroom lecture of training, lack of communication among stakeholders was pointed out as one of the core issues impeding the activities to develop rural area. In response to this constraint, the Study Team provided a forum promoting communication between associations and development actors as a support of establishing networking among stakeholders.
- Association members participated in the training visited the provincial office and they got the information from the provincial staff in charge on how to apply the INDH and ADS projects. This was the first opportunity for them to obtain such information and this training was very useful not only for them but also for provincial officers who came to know the issues confronted by these associations and their real activities. Some



Discussion between Oued N'aam Association and Provincial Officers

provincial officers confessed that the visit gave them an opportunity of rectifying their images on association's activities as mere fund collectors or as political maneuver. The training was really effective in bringing about the information sharing between association and provincial officers and the latter had a chance of changing their mind to cope with issues faced by the associations in a collaborative way.

(4) Summary table of the 5 evaluation items

5 Items	Evaluation
Relevance	<ul style="list-style-type: none"> • With political support by INDH launched in 2005, area development and decentralization through participatory approach have been accelerated in Morocco. In harmony with this trend, rural civil society along with local government has been deemed as a core of local population's expectation, namely major actor for community development. As capacity building of local government and NGOs has been adopted as one of objectives of this Study, the relevance of implementing the pilot project is considered high. • There exist wide varieties of Associations extending their activities at local level. They serve as platforms to receive support from INDH, ADS and other development partners. However, since some of them have not been chosen as beneficiaries of projects due to lack of their ability of implementing them, strengthening of their organizational capacity of associations has become a pressing need. • Need arises from the beneficiary associations of this PP to promote communication among such stakeholders as administrative authorities, related organizations and other associations, and this implies high significance of the activities of the PP.
Efficiency	<ul style="list-style-type: none"> • Since the activities (training and OJTs) of this PP have been assembled in accordance with the extent of comprehension, needs or degree of intellectual maturity of the participants (contents of training and OJTs), more effective activities could have been applied to the project.
Effectiveness	<ul style="list-style-type: none"> • Because the beneficiaries of the PP learned the base of institutional management through classroom lectures and OJT, this process of learning remarkably contributed to their awareness-raising. Follow-up was carried out continuously so that they can apply such raised awareness to practical management. • It was found in the course of training that one of the constraints for associations' activities was lack of communications among stakeholders. To solve this issue, collaboration among them and improvement of communication abilities were supported.
Impact & Multiple effect	<ul style="list-style-type: none"> • Strengthening of institutional management and establishment of networking among stakeholders were supported in the PP. Besides, following multiple effects were identified. • The PP provided an opportunity for associations to share and discuss one another on their common problems. It was the first case for these associations to discuss on rural development. • They understood the significance of the activities of associations because they had not at all considered the basic principles of associated activities earlier.
Sustainability	<ul style="list-style-type: none"> • It was anticipated that staff trained in the training were replaced, and the information sharing and training contents are no more fed-back to the members. In order to avoid such inconveniences, efforts were made to accumulate the experiences and to consolidate knowledge acquired in the training and seminars, also to promote information sharing within the Association, providing regular circuit for follow-up and monitoring of the training. • Multiple effect for impacts and its sustainability were improved through the effort for establishing starting point of the effect in an attempt to develop capacity of associations, and the following support the strengthening of lateral coordination of the organizations (by networking), thus aiming at transmitting effect of the impact into wider and outer areas (facial extension) as well as improved sustainability of the effect.

(5) Output and lessons learnt in the PCD/PRDP

- Strengthening of the Local Organization and Rural Development

Strengthening of the institutional management and networking among stakeholders implemented in the PP consists of a basic and important approach in fortifying the human resources and institutional functions as observed also in other examples of PP, thus it is essential to tackle capacity development for staff as well for organizations as one of the components in PCD/PRDP. In addition, in order to realize the participatory rural development, it is imperative to widely involve local organizations in the process of elaborating and implementing rural development plans so as to collaborate among actors.

5.2.4. Extension of Public Health Service at Remote Areas (Amellagou)

(1) Objective

Improvement of condition on health and sanitary environment at Remote Area through establishment of collaborative relationship between public sector and civil society

(2) Items verified

- Community People at remote area come to have awareness and behavior modification toward health and environmental issues through DCV.
- Interest of people toward voluntary work and the sustainability at remote area
- Possibility of collaboration between public service and civil society, and the effectiveness, efficiency and sustainability

(3) Activities and outputs

1) Activities

SIAAP gave training on the basis of Training of Trainer for the stakeholders of Community Volunteer (CV), including commune clinic, commune staff, and association, on the activity objectives and detailed contents thereof. (The 1st step of CV nurturing process, see right side Fig).

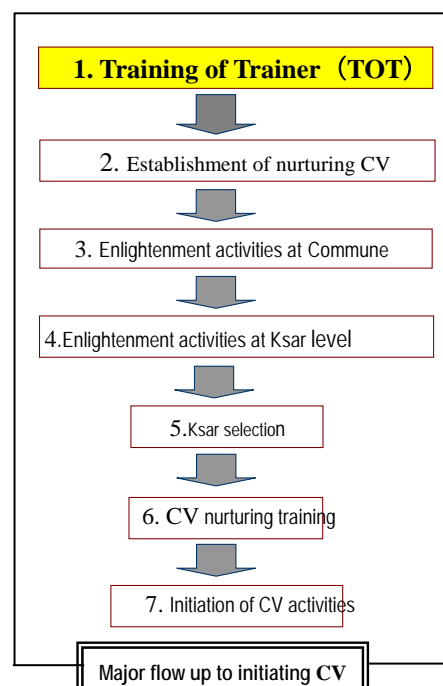
After completing training course, the trainees returned to Amellagou where they establish a CV nurturing committee (members of which are composed of Commune, Local Authority, clinic, associations), thus becoming the implementing agency of the activities of 3 ~ 5 in the above Fig. The lecturers of “6. Training for nurturing CV” illustrated in the above Fig. was dispatched from Provincial Department of Health, and gave a 2-day training about role of the CV to 19 CV candidates.

After the CV activities started (7. of above Fig.) the Committee provided follow-up of activities as well as carried out monitoring activity, thereby wherever local need arose it asked Department of Health for technical support. Throughout these activities the Study Team gave support for capacity development of the stakeholders, strengthening organizations, improving techniques etc, also advices to the activities and monitors/ evaluates activities.

2) Outputs

- **Community People at remote area come to have awareness and behavior modification toward health and environmental issues through DCV**

After the technical training provided by Provincial Department of Health, the selected 19 CVs as representatives from 19 Ksars, went back to their Ksars and started CV activities from January 2011. The Provincial Department of Health visited Amellagou Commune every three months to monitor and discuss about progress and problems arisen from CV activities. According to an interview survey to



103 residents, composed of 48% male and 52% female, conducted on November 2011, 77% of residents recognized a person in charge of their CV (name and contact address) recognizing his role.

In the same interview, 28% of interviewee replied that change in awareness toward health and environmental issues took place, but the rests replied nothing changed. The reason is that number of CV's activity for health and environmental awareness campaign was different from Ksar by Ksar, and positive change took place where more activities had been performed by the CV.

In addition, two types of CV were observed; some were a member of association which nominated him/her to the volunteer work, whereas some were nominated by population and do not have any organizational back ground. When these two types were compared, it was found that the former performed their works in an organized manner, while the latter did the work without any support eventually resulting in stagnant condition due to lack of budget, time and skills.

- **Interest of people toward voluntary work and the sustainability at remote area**

Even though the selection of CV had been left entirely at the disposal of local authority of each Ksar, the selected CVs were all trusted and respected persons, since CV played important role of local health and medical services. Therefore, all CVs took pride in their role of CV, and even after a year from the start, they still showed positive attitude toward the voluntary works.

For the meanwhile, according to the interview survey to the residents, 74% of them indicated that an activity to change in consciousness of medical and health issues to the people was necessary. Even though the selected CV had positive attitudes to their voluntary work, their skills were not enough to perform their duty. Therefore, the Provincial Department of Health has to organize technical trainings by dispatching their trainer such as that of the PP05, and develop effective training materials.

- **Possibility of collaboration between public service and civil society, and the effectiveness, efficiency and sustainability**

A project implementation organization, namely "a Support committee for CV activities", was organized for the PP implementation purpose, and was composed of the Ministry of Health (Provincial Department of Health, and a clinic in Amellagou), Commune, and Associations. The collaboration between public service and civil society, particularly an initiative taken by the Provincial Department of Health and the local authority, ensures the smooth implementation of the project. Amellagou had been a culturally difficult commune where communication between associations and the commune was not smooth. However, the Provincial Department of Health and the local authority contributed a lot through mediating the confronted parties.

(4) Evaluation result base on the DAC's 5 Evaluation Criteria

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> ▪ Health sector was a priority issue at WSS in ksars and the commune, particularly problem consciousness to medical care for maternity /mother and child, and sanitary issue were quite high. At the ksar WSSs, in addition to facility improvement, low consciousness of population, lack of initiative by populations to solve the issue, lack of opportunity to acquire health education were pointed out by the participants. ▪ The provincial department of health promotes nurturing CV aiming at establishing thorough and effective health direction system at local level, based on the national strategy 2008-2012. The PP contributed a lot to implement the national policy particularly at the remote areas where peoples were in difficulty in receiving medical care and health services including routine health and medical checkups to pregnant and parturient women and receiving pills.
Efficiency	<ul style="list-style-type: none"> ▪ Collaboration between public sector and civil society through establishing the Support committee for CV activities contributed efficiency of the project activities. ▪ Sanitary and environment education was conducted in a pilot ksar, and next year the activity will be extended to the entire commune level, after the CV activity shifts into a high gear. ▪ In future, it is expected that the health system will be extended to remote area and Nomads. The established system ensures a well-chosen treatment since local women can consult their medical and health problems to the female CV in local language (Berber).
Effectiveness	<ul style="list-style-type: none"> ▪ Strong initiative by Provincial Department of Health and Local Authority is a key for success of the CV system to work. The prompt actions of the department encourage CVs to work more effectively. Mutual trust between public sector and civil society is materializing through both party perform their own duty.
Impact (Ripple effects)	<ul style="list-style-type: none"> ▪ According to the interview survey to the beneficiaries, it was found that the peoples' consciousness toward sanitary environmental issues was enough high, particularly for underdeveloped sanitary environment, lack of knowledge for appropriate sewage water treatment, and illegal dumping of solid waste into river. Based on the situation, 74% of interviewee insisted that activity to change peoples' consciousness was necessary.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> ▪ Organizational capacity development to the Support committee for CV activities, aiming at ensuring sustainable activity of the CV, is important. ▪ Establishing mutual trust relationship between associations and the commune is indispensable to ensure sustainability of the PP. ▪ To establish project implementation system through acquiring enough budget and human resources, project planning based on the national and provincial strategies is important, in addition to putting importance on the peoples' needs. ▪ Periodical follow-up activity and time passage are necessary to change peoples' mind and behavior, and development of effective system (project implementing structure) and human resources by looking into after 10 or 20 years are important based on the PP's experiences.

(5) Lessons learned and recommendation to PCD/PRDP

1) Interest of people toward voluntary work and the sustainability at remote area

According to the interview survey regarding living condition of residents, it was found that poor sanitary environment, lack of skills and knowledge for sewage treatment, illegal dumping of solid waste into river are problems to be solved. To tackle these problems, the interviewee recognized that activity to change peoples' mind and behaviors are required. In this regard, it should be noted that CV's motivation are enough high, but their skills and experiences are still poor which result in difficulty in successful change of peoples' mind and behaviors. To implement PCD and PRDP, keeping motivation of volunteers is important to sustain their activities. In addition to the motivation, skills enhancement of volunteers to meet local needs are required.

2) Possibility of collaboration between public service and civil society, and the effectiveness, efficiency and sustainability

A project implementation organization, namely "a Support committee for CV activities", was

organized for the PP implementation purpose, and was composed of the Ministry of Health (Provincial Department of Health, and a clinic in Amellagou), Commune, and Associations. The collaboration between public service and civil society ensures the smooth implementation of the project, and this is important whenever regional and rural development are promoted requiring project implementation with limited local resources. The public sector requires promotion of regional development based on the long-term vision and strategy indicated in the PCD and the PRDP, whereas civil society does putting more importance on peoples' needs and utilizing local knowledge and experiences for optimal use of local resources, which may result in smooth acquisition of communal land and collaboration with local actors.

5.2.5. Social Mobilization for Improving Sanitary Environment (Oued N'aam, Ghriss Ouloui)

(1) Objective

Improvement of health and sanitary environment through establishment of collaborative relationship between public sector and civil society

(2) Items verified

- Community People at remote area come to have awareness and behavior modification toward health issues
- Possibility of collaboration between public service and civil society, and the effectiveness, efficiency and sustainability

(3) Activities and outputs

1) Activities

Activity of PP05 Hygienic environment improving project is divided into the following;

- ① Development of training materials (for use of TOT, of WS targeting women, of WS targeting infants)
- ② Development of capacity of training {nurturing lecturers (carrying out TOT), support for carrying out training, follow-up and monitoring }

An action plan for the project activity was developed through discussions with local associations which had experiences in the concerned field. Then, training material was developed in consideration of local needs, and a TOT for sanitary environment education was conducted to the associations. After the TOT, associations went back to their action area, and provided the sanitary environment education to women and children. The PP also included follow-up training to the associations on the course of project implementation.

The activity of this PP was utilized in the education on hygienic environment in PP10 "Project of waste-treatment/ management improvement plan in Oued N'aam Commune" as well in PP12 " Project of waste-treatment/ management improvement plan in Gourrama Commune". More concretely, the Study Team developed materials for training/ WS in providing hygienic environment education in PP10 and PP12, and also provided support for carrying out training/ WS.

2) Outputs

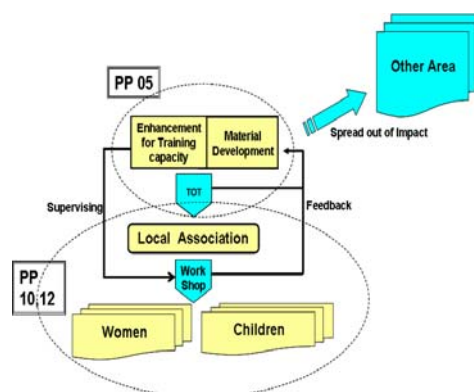
- **Community People at remote area come to have awareness and behavior modification toward health issues**

In the PP, sanitary environment education was conducted as a support activity of the solid waste management PP in Oued N'aam and Gourrama. AOFEP, an implementing association of the PP, developed a training plan of the sanitary environment education, and continuously conducted lectures, seminars, and WSs based on the plan. TOT method was applied to the training, and the training to promote paradigm change for sanitary and environmental issues was conducted to the project implementing association of the solid waste management PPs. After the TOT, the trainee went back to their service area to provide the sanitary environment education, and the AOFEP and the study team follow-up their activities.

The activity was conducted aiming at changing peoples' mind and behaviors, and was carried on for 6 weeks until peoples' change in behavior was observed. In addition to developing training material and supporting training delivery, AOFEP conducted a fixed-point observation at the PP site in Oued N'aam and Gourrama. As a result, it was observed that amount of household solid waste in illegal dumping site was start reducing after 3 month from starting solid waste collection, and after 4 months from starting awareness campaign to the population.

- **Possibility of collaboration between public service and civil society, and the effectiveness, efficiency and sustainability**

A training method established though the PP activity will be disseminated to other areas by AOFEP, and in this manner, project impact as a spot will be expand to wider area. A collaboration structure in the PP is shown in the right. The collaboration structure between local development stakeholders is quite important when we consider generation of project benefit and its sustainability after the project completion.



(4) Evaluation result base on the DAC's 5 Evaluation Criteria

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> ▪ Health sector was a priority issue at WSs in ksars and the commune held on July 2009, particularly problem consciousness to medical care for mother and child, and sanitary issue were quite high. At the ksar WSs, in addition to facility improvement, low consciousness of population, lack of initiative by populations to solve the issue, lack of opportunity to acquire health education were pointed out by the participants. ▪ Oued N'aam and Gourrama has been suffering from poor sanitary environment, and improvement of the sanitary environment is urgent to reduce patients with leishmaniasis. The PP supported implementation of solid waste management PP in Oued N'aam and Gourrama and synergy effect between the PP was generated. In this regard, relevancy of implementing this PP was quite high.
Efficiency	<ul style="list-style-type: none"> ▪ This PP supported the implementation of solid waste management PP, and project implementation associations of these PPs established collaboration relation though the PP implementation. ▪ At the beginning, experience of the associations for the solid waste management PP was poor and organizational and technical capacity development was required. As a result, project activities tended to delay

	due to their project implementing ability.
Effectiveness	<ul style="list-style-type: none"> ▪ Training material was developed as scheduled. ▪ All project activities planned were completed, even though enhancement of training delivery capacity, including TOT implementation, provision of trainings, and monitoring and follow-up, were delayed due to difficulty in scheduling with associations of the solid waste management PP. ▪ It was first experience for the project implementing associations, and abilities to establish collaboration structure between local actors, communication method, project management, financial management, and way of negotiation was acquired.
Impact (Ripple effects)	<ul style="list-style-type: none"> ▪ In the future, it is intended that the training method established through the PP will be expanded to other areas via the project implementing associations.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> ▪ Periodical follow-up activity and time passage are necessary to change peoples' mind and behavior, and development of effective system (project implementing structure) and human resources by looking into after 10 or 20 years are important based on the PP's experiences. ▪ Establishing a collaboration structure between local development actors is quite important to ensure generation of project impact and sustainability of the activities.

(5) Lessons learned and recommendation to PCD/PRD

- **Community People at remote area come to have awareness and behavior modification toward health issues**

Sanitary environmental issues, including infectious disease caused by solid and liquid waste and water pollution, are quite common in Errachidia province. To tackle these problems, activity to change peoples' mind and behaviors are required, and continuous approach is necessary to materialize the changes. Sanitary and environmental issues are also regarded as an important issue in PCDs and PRDP, and inter-communal approach is required. It is true that sanitary and environmental issue is an area-based issue, and area specific countermeasure is required in the periodical awareness campaign.

- **Possibility of collaboration between public service and civil society, and the effectiveness, efficiency and sustainability**

For implementation of PCD and PRDP, establishing a collaboration structure between local development actors is quite important, and the training method developed in the PP is effective to ensure generation of project impact and expand the impact to other area. It is expected that the implementing association of this PP take important role for the purpose.

The collaboration between local actors sometime causes problems. For instance, experience of the associations for the solid waste management PP was poor and organizational and technical capacity development to them was required. As a result, project activities tended to delay due to their project implementing ability. Therefore, the risk management is also required when we promote collaboration between local actors.

5.3. Pilot project targeted to Commune

5.3.1. Improvement of Livelihood and Income Generating Activities

(1) Objective

Promotion of community activities on income generating activities(IGAs), health and education for improvement of livelihood economically and socially

(2) Items verified

- Impact of Association's activities on women's empowerment

- Impact of development of Association's activities on social solidarity

(3) Activities and outputs

1) Activities

- Support for establishment and strengthening of Association which manage the center
- Construction of the center
- Technical support for activities in the center, such as handicraft and kindergarten activities

2) Outputs

[Output 1 : Impact of Association's activities on women's empowerment]

- In this PP, the Study Team supported the establishment of women's association (WA) which was the first association for women and organized by women in Sidi Ali Commune. The number of member has increased from 60 at the beginning to 87 as of December, 2011. WA has learnt association management and project management from the training conducted within PP03' project for strengthening local organization. In addition, WA benefited technical training from Delegation of Education for kindergarten activities. Moreover, they benefited procurement of material and machine from Delegation of Handicraft. In total, 10 women got training in Errachidia and Ouarzazarte.
- At the beginning, office member of WA was automatically selected because of the educational background within Sidi Ali. Some members were not selected willingly and did not come up to the meeting and activities. In this situation, WA decided to change the office member at assembly meeting in July 2011. Selection was made based on self-recommendation who has motivation to management of MPC and WA.
- As a result of interview with member of WA, women mentioned the big change through MPC activities. For instance, through the activities of PP, women have learnt to consider and decide the things by themselves, to be able to have discussion with others, to have come to use paper and pen in daily life, and to have come to make a phone call to the Study Team, Delegation of Education, and the others relating to the activities. Moreover, WA has learnt how to apply for the budget of development partners from Association, called ATMDAS, at PP03

[Output 2: Impact of development of Association's activities on social solidarity]

- Historically, since Sidi Ali consisted of residents of Nomadic origin, society was individualistic rather than associative. However, through association activities people has come to get together for activities at MPC, and to have tea and talking, and to cook together. These activities have led to the solidarity in society.
- Carpet making activity at MPC has created the opportunity to work together and exchange the experience between young and elder people. At MPC, on the one hand, young people have learnt traditional technique and design, on the other hand, elder people have learnt modern technique and design from young people.
- Not only member of women, but also children who attend the kindergarten have been learning the social relationship and group working by daily activities.

(4) Evaluation result base on the DAC's 5 Evaluation Criteria

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> ▪ Sidi Ali Commune is located at the southernmost part of Morocco, which the poverty rate is the worst in Morocco. In the past few years, basic infrastructure, such as electricity and water line, was supplied. On the other hand, it is considered that road, health, education, and IGA have not still reached to the sufficient range. At Ksar level WS (2009), isolation and exclusion from civilization were pointed out as the most crucial issue among people. Following scarcity of road access out of Commune, lack of IGAs resulting in many migrant to other Commune, low health condition and education were taken up by participants ▪ Besides, the number of Association is only 7 (no Cooperative exists) which 6 were just established in 2009. Although these associations are motivated, they still seek for their way to go for making Association work active. On the basis of situation above, the Project was selected and implemented.
Efficiency	<ul style="list-style-type: none"> ▪ WA, at first, relied on the Study Team when facing difficulty in their activity. However, through the series of activities, WA has been learning how to find the solution by themselves. ▪ In collaboration with Delegation of Education, which of Handicraft, INDH and the Study Team, activities in MPC were conducted efficiently in activity cost. In addition, Delegation of Education and Handicraft have been following up the activities in MPC, which will be significant for sustainability of activities.
Effectiveness	<ul style="list-style-type: none"> ▪ This PP has developed the empowerment of WA while giving the opportunity for participation in social activity, independence, responsibility, decision-making. ▪ Through the activities in MPC, communication and solidarity among population has been developed. ▪ At kindergarten, children in 4-6 years old have developed social relationship in the daily activities, such as dance, singing, painting, reading and writing. In Sep 2011, although some children graduated from kindergarten to enter primary school, teacher at primary school mention that they behave themselves and also excellent students with good result at school. ▪ WA has started gaining some small amount of benefit from their activities. This is the first experience for women to get cash in hand. They used the cash for helping family, purchasing small accessory, saving and so forth. It is also first experience for women to decide how to spend money by themselves.
Impact	<ul style="list-style-type: none"> ▪ Many women and children came to get together at MPC owing to the PP activities. Taking advantage of MPC, literacy course for women has started by other association situated in other Commune. Member of WA has benefited from the course. They are encouraged to learn Arabic and French to talk with tourists and clients for selling handicraft. At the almost same time, maternity hospital was constructed in front of MPC. Like this, life environment at the center of Sidi Ali has been changing dramatically for the last three years. These activities are expected to bear synergy effect.
Sustainability	<ul style="list-style-type: none"> ▪ In Sidi Ali, since women tend to get married at age 20 on average, work and responsibility at office of WA should be shared with several people to avoid that one person deals with. ▪ After the Study finish, ETC at Commune, Delegation of Education, and which of Handicraft are expected to conduct monitoring and follow-up of the activities. Moreover, WA has learned how to find solution by themselves while contacting other actors who could assist them.

(5) Lessons learned and recommendation to PCD/PRDP

- Project for women by women

Members of WA have kept high motivation and have developed ownership to the activities, which help project make forward from the beginning, even though the problem happened. One of the key reasons would be that the component of PP was the needs of women in Sidi Ali on the basis of discussion at PCD workshop in Ksar level. Then, after selection of PP, design and planning of activity at PP were discussed with women and decided by women. At the beginning, because of culture and the lack of experience, even though they have motivation, women could not decide anything by themselves and tend to rely on the others including the Study Team. However, with two years experience of PP, women have come to get empowered as mentioned above.

- In this example, the project of PP/PRDP for women can be better selected by women and be implemented by women. Participation and involvement of women at early stage in the process of formulation and implementation of PCD/PRDP need to be carefully considered

5.3.2. Processing and Marketing Promotion of Henna and Cumin

(1) Objective

The objective of the pilot project is to increase people's income through processing and marketing of Henna and Cumin. Sidi Ali is one of poorest commune in Morocco, and commercially based agricultural development is quite difficult due to severe natural environment and undeveloped infrastructures. However, it is possible to develop locally specialized products by adding value on the drought-tolerant Oasis products including Henna and Cumin. Through providing collective processing and marketing services to farmer members, the association is to increase economic welfare of the members.



(2) Items verified

Item to be verified through implementation of the pilot project is; increase in farmers' income by adding value on local products, and by conducting collective marketing of the processed products.

(3) Activities and outputs

1) Activities

- Establishment of Hanna and Cumin Association

At the beginning, it was planned that processing of henna and cumin would be a part of activities of the Women's Association (WA) in Sidi Ali, since milling of henna and cumin are traditionally carried out by women at home. However, when the WA members discussed detail activities of the pilot project on November 5, 2010, they reached a conclusion that the project should be carried out by men, since the project activities include on-farm level quality control, procurement and storing of law materials, processing, packaging, and development of marketing channel, which are traditionally conducted by men. Then, the local authority (vice kaid) and the commune president invited around a hundred farmers to organize an association for the project. As a result, "Association Agricole pour la Production du Henne et Cumin" was established and registered on January 10, 2011, with registration number 172 in Rissani circle under the Taous Kaid.

- Establishment of processing place



A series of meeting for business planning was conducted with main association members and JICA study team during February to May in 2011, and building plan, including location of workshop, area, room layout, building structure, and construction material were decided based on the feasibility of the henna and cumin production. The location was nominated in the Tafrouit center by the local authority, and 780m² lot area was allocated by the traditional association. A brick-made processing workshop (100m²) was constructed by cost sharing between INDH, JICA Study Team and the newly established association. The construction work started on May 30, and completed by the end of July 2011.

However, water supply works and electric work of the processing building were delayed due to internal procedures of the commune. The commune president tended to away from Sidi Ali commune

because of legal trouble, and even when he was in the commune, he kept a reluctant attitude of toward association members due to the political reason.

- Procurement and installation of processing equipment

Scale and type of processing equipment was decided based on a series of business planning meeting with association members and the JICA study team. The most difficult issue to decide scale of production was to forecast annual production volume of henna and cumin since climate condition in Sidi Ali is unstable. Therefore, the association decided to start their processing activity at minimum scale taking into consideration of operational risk from the agricultural production. As a result, production scale of henna and cumin processing were decided on 250kg/hr scale respectively. Based on the production scale estimation, electric mills, electric filter, electric scale and impulse sealer were procured on June 15, 2011.

- Technical training, study tour

Following trainings and study tours were conducted in the course of the pilot project activities.

Date	Topic	Lecturer
1. Technical Training		
Feb. 28, Mar. 7, Mar, 21, 2011	Business planning (Production scale, processing method, building plan, marketing plan)	JICA Study Team
Jun. 23, 2011	On-farm management, Quality control of agricultural products	An agronomist from ORMVA/TF (Rissani)
July 26-28, 2011	Operation and maintenance method of equipment, food processing management, quality control, marketing channel establishment, business management.	A technician from equipment provider and a production and sales managers MAFOODIS
2. Study Tour		
Mar. 1, 2011	Study Tour to Rissani: Production management (quality control, procurement, processing), marketing channel establishment	Mr. Abdelah Hussaini, President of Association Hussaini (Rissan)
Mar. 3, 2011	Study Tour to Alnif: Production management (quality control, procurement, processing), marketing channel establishment	Mr. Bouazama Lahcen, President of Association Bougajer Alaj for Social/Cultural Development (Alnif)
Apr. 27-May 2, 2011	Study Tour to SIAAM (Meknes): Market analysis, marketing channel establishment	Prof. El Rhaffani Lhoussaine from MIU, JICA Study Team
Nov. 9-13, 2011	Study Tour to Date International Festival (Erfoud): Marketing channel establishment	Prof. Lahcen KABIRI from MIU (AOFEP), JICA Study Team

- Processing and collective marketing

A test production was conducted at MAFOODIS, a food processing and distribution company in M'daghra commune, on April 25-26, 2011. MAFOODIS has a same type of processing equipment and a lot of experiences for food processing and marketing channel establishment. Three types of dry food, including henna powder, cumin powder, and cumin sofi, were developed aiming at participation to SIAAM, an international agricultural festival in Meknes.

During construction period of processing place, a garage in center Tafrouit was lent for processing purpose. The procured equipment were temporarily installed in the garage and processing activities, including procurement of raw material from farmer members, storing and selecting the materials, milling and packaging of henna and cumin, were conducted.



Three types of package were developed according to the target customers. Target of selling eco-friendly paper package is set at relatively rich customers since cost of the paper package is dearer, and simple paper box is developed for ordinary customers in competitive market. Plastic package without box is for those customers who do not need decollated packages.

For marketing purpose, technical training for marketing channel exploitation, original logo development, business card and brochure development, test marketing at Rissani and Erfoud, and sales promotion at SIAAM and Date International Festival were conducted.

2) Outputs

“Output 1: Establishment of the Henna and Cumin Association”

- Association Agricole pour la Production du Henne et Cumin was established with 72 initial members farming in Sidi Ali commune. Sidi Ali has been a politically sensitive commune where two political parties divide local population in two potentially-conflicting groups. However, the project provides an opportunity to unite the local population, and to work hand in hand for a common economic interest.

“Output 2: Experimentation of an inter-sector project implementation model”

- Sidi Ali is a remote area where development opportunity is quite limited. In this regard, single sector approach is not effective since synergy effect of development intervention by each sector is hardly brought out. To maximize development effect with relatively limited budget of each sector, the pilot projects attached an importance on cost and work sharing among stakeholders. For example, building and equipment of the henna and cumin association was shared by INDH, Handicraft delegation, and JICA study team. ORMVA/TF was contributed in view of technical advice to agricultural production of materials. Also, local authority and commune were contributed to implement the project smoothly.

“Output 3: A business model of collective processing and marketing”

- Traditionally, henna and cumin are planted, harvested, and marketed by individual farmers, and selling price of these products is underestimated by wholesalers and middleman in Rissani and Erfoud. Through the pilot project activities, the henna and cumin association provides opportunities for technical training of on-farm management to farmer members, and for collective marketing by adding value on their agricultural products.



Now, farmers in Sidi Ali are able to sell their henna and cumin at higher prices to the association. The business model with FIRR 32% is effective to increase bargaining power of farmers in Sidi Ali commune.

“Output 4: Locally specialized Oasis products”

- Sidi Ali is located in the southernmost rural commune in the Errachidia province, in where unique desert plant including henna (*Lawsonia inermis*), cumin (*Cuminum cyminum*), and cumin sofi (*Ammodaucus leucotrichus*) are commonly harvested. Henna in this area is famous for its bright color, and cumin is also popular for high quality flavor. Utilizing these advantages of the oasis products in Sahara area, the project develops locally specialized products by adding value on the agricultural raw materials. The henna and cumin powder produced in the project were introduced in a Meknes-Tafiralet booth in the date international festival in 2011, as a locally specialized products of the region.

(4) Evaluation result base on the DAC's 5 Evaluation Criteria

General overview in the 5 evaluation items

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> • Relevancy of the pilot project implementation is quite high since the project is listed up in the PCD's priority projects. • Population in Sidi Ali is anxious to implement income generating activity since Sidi Ali has been away from commercial based development opportunity. • Since henna and cumin are traditionally harvested in the commune, the project approach to utilize locally available resources to increase people's income is relevant. • Most farmers in Sidi Ali plant henna and cumin and many of them are member of the association. Therefore, it can be said that target group selection is appropriate.
Efficiency	<ul style="list-style-type: none"> • Agriculture-based income generating activity should start as early as possible, since the activity is dependent on unstable climate condition. • Water supply works and electric work of the processing building were delayed due to internal procedures of the commune.
Effectiveness	<ul style="list-style-type: none"> • Procurement price of the association is higher than that of middleman in Rissani and Erfoud, and farmer members' income from henna and cumin was increase. In this regard, project purpose was attained. • Project started minimum scale production and procured equipment was not large scale. As a result, FIRR of the business model is 32%, which is enough feasible for small scale income generating activity.
Impact (Ripple effects)	<ul style="list-style-type: none"> • Overall goal of the project is "capital accumulation through locally specialized products of Henna and Cumin", and is enough possible to achieve if production goes well. • The association employed a permanent employee from November 2011, and several casual workers (women) in harvest season. Therefore, the project contributes generation of employment opportunity. • Agriculture in Sidi Ali is not attractive to young residents since income from the sector is not high enough. However, core members of the association are young generation and the project contribute to attract them to engage in value adding activity to agricultural products. • It is expected that the project provides an opportunity to unite politically divided local population, and to work hand in hand for a common economic interest.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> • Leader of the association is quite active businessman, and it is enough possible to sustain the association's activities. • It is necessary to expand marketing channel to remote market including Marrakech, Casablanca and Rabat for further capital accumulation, based on the sales promotion experiences during the project. • Quality improvement at on-farm level is important to increase production volume of the henna and cumin. • It is recommended that a road to Rissani market should be improved to improve accessibility to local market. • Economic activity should be kept away from political interfere.

(5) Lessons learned and recommendation to PCD/PRDP:

• A model for inter-sector project implementation

To maximize development effect with relatively limited budget, cost and work sharing among stakeholders, including associations, delegations, the province (DAS, etc.), and commune, are quite effective. As JICA Study Team organized a series of stakeholder meeting during implementation of the pilot project, ETC should take initiative to implement projects in the PCD. All concerned stakeholders, including local authority, traditional associations, association and cooperatives, delegations and commune council members, should be invited to the same table to discuss project implementation structure and cost/ work sharing method.

• A model for inter-communal project implementation

The cost and work sharing model among stakeholders is also effective to implement the inter-communal project in the PRDP. CPDC should take initiative to organize the stakeholder meeting for the inter-communal issues. Pilot project utilizing the grass-roots grant aid scheme for example is also effective to establish practical project implementation structure, in which the CPDC takes important role for provincial rural development. The issue was discussed in the CPDC and implementation method of the inter-communal project is stated in the PRDP chapter 5.

- **Importance of infrastructure development in remote area**

It is quite clear that infrastructure development increases development opportunity in the remote areas including desert and mountainous region. For Sidi Ali population, electricity extension was one of big opportunity to start new activities including value adding IGAs. Before electricity extension, most young population leave village for nearby city to acquire employment opportunities. Road improvement stands next issue for the Sidi Ali population and the project implementation gives important chance for further development of this area.

- **Importance of capacity development of stakeholders**

In the course of the project implementation, capacity development including technical training by ORMVA/TF and MIU, study tour, and practical training by private food processing company were conducted. The capacity development activities are quite effective to encourage rural population who sometime can not gain enough education opportunities.

- **Necessity of land use plan at commune level**

It was found that land use plan of even center commune does not exist in Sidi Ali commune. The location of processing places of henna and cumin project and fossil project were decided by the local authority in random order. To insure efficient and effective use of land, particularly in commercial zone of commune center, a land use plan with consensus among stakeholders is necessary. It is also smooth implementation of land-use type development project without any interference from the traditional association. The issue was discussed at the PRDP formulation workshop and a program for “Control Urban Expansion to Protect Oasis Environment is included in the PRDP for this purpose.

- **Necessity to establish food standard to ensure quality of food product**

In Rissani market, quality of henna and cumin powder is not always high since some producers mixed other materials in their products. “Bad money drives out good”, and producers of good products do not want sell at Rissani market because most customers do not trust its quality. To avoid “the market of lemon” situation, it is recommended to establish food standard to ensure high quality products in the food market.



Also, food hygiene regulation is not applied to rural communes when association or cooperative start food processing activity. It is understandable that, if the food hygiene regulation exists, it prevent local populations from participating food processing or marketing activities. However, quality control campaign at least is required to maintain hygiene condition of food commodities in local markets.

5.3.3. Cleaning and Marketing Promotion of Fossils

(1) Objective

Objective of the pilot project is to increase in people's income through cleaning and marketing fossils. Fossil cleaning is one of common activities in Sidi Ali and several craftsmen sell their products at Auberge and to middleman in Rissani/ Erfoud. However, their cleaning skills are quite poor, leading to weaker position to have to sell them at cheaper prices than they deserve. Also some of craftsman sells rude fossils to the outside middlemen, and most chance of adding value goes outside of Sidi Ali. Therefore, if Sidi Ali craftsmen can create adding value on their natural products, they can earn remunerative income from outsiders. Also, by acquiring higher mining skills of fossils, many farm households can earn higher benefit from the industry since they need additional income source during agricultural off-season.



(2) Items verified

Item to be verified through implementation of the pilot project is; increase in farmers' income by adding value on local products, and by conducting collective marketing of the processed products.

(3) Activities and outputs

1) Activities

- Establishment of Fossil Cleaning Association

“Association Konouz pour la sculpture des Fossiles” was established and registered on August 9, 2010, with registration number 506 in Rissani circle under the Taous Kaid. The association was created based on the first generation of PCD to implement its priority project for fossil cleaning. Five board members were selected among 23 craftsman members at the time of registration.

- Establishment of processing place

A series of meeting for business planning was conducted with main association members from February to May in 2011, and building plan with open air workshop, indoor type workshop for precision instrument, storage room, and display room were decided. The location was nominated in the Tafrouit center by the local authority, and 400m² lot area (20m × 20m) was allocated by the traditional association. A brick-made processing workshop (100m²) was constructed by cost sharing between INDH, JICA Study Team and the association. The construction work started on May 30th , and completed by the end of July 2011.

- Procurement and installation of processing equipment

Type of cleaning equipment was decided based on a series of business planning meeting with association members and the JICA Study Team. In addition, a study tour to Tahiri Museum in Rissani was conducted on March 21, 2011 to discuss type of tools to meet technical level and variety of fossils discovered in Sidi Ali area. Fossils in Sidi Ali are discovered from geological formation of Devonian, Carboniferous, and Cretaceous, from where such fossils as Trilobites, Ammonites, and Orthoceras are mined. To clean them, Chicago Tools, Sandblaster, and their peripheral equipment are mainly selected



and procured on June 14, 2011.

- Technical training, study tour

Following trainings and study tours were conducted in the course of the pilot project activities.

Date	Topic	Lecturer
1. Technical Training		
Jun. 5-6, 2010	Laws and regulation for Association, Operation and Management of Association, Project Management, Accounting	Mr. Belkoh Mohammed (ATMDAS)
Sep. 19-21, 2010	Participatory Planning (needs survey, problem analysis, facilitation), Project Formulation (action planning), Project Management (implementation, monitoring, evaluation)	Mr. Belkoh Mohammed (ATMDAS)
Feb. 28, Mar. 7, Mar. 21, 2011	Business planning (Production scale, processing method, building plan, marketing plan)	JICA Study Team
Jul 5-6, 2011	History of earth, Geological condition of Morocco, Fossil development, variety/ structure of trilobites, plate tectonics, etc.	Prof. Lahcen KABIRI from MIU (AOFEP)
Jul. 26-27, 2011	Cleaning skill enhancement (sandblaster, Chicago tool)	Mr. Hocine (Fossil Association in Erfoud)
Dec. 10, 2011	Cleaning skill enhancement (sandblaster, Chicago tool)	Mr. Hocine (Fossil Association in Erfoud)
2. Study Tour		
Mar. 21, 2011	Study Tour to Tahiri Museum (Rissani): Cleaning Equipment (Chicago tool, sandblaster, etc.)	Mr. Brahim Tahiri, Owner of Tahiri Museum
Apr. 27-May 2, 2011	Study Tour to SIAAM (Meknes): Market analysis, marketing channel establishment	Prof. El Rhaffani Lhoussaine from MIU, JICA Study Team
Nov. 9-13, 2011	Study Tour to Date International Festival (Erfoud): Marketing channel establishment	Prof. Lahcen KABIRI from MIU (AOFEP), JICA Study Team

- Processing and collective marketing

During construction period of processing place, a garage in center Tafrouit was lent for temporal cleaning purpose. The procured equipment were temporally installed in the garage, and fossil cleaning activities had been conducted from June to November 2011, until electricity and water works were completed at new processing building.



For marketing purpose, technical training for marketing channel development, original logo development, business card and brochure development, test marketing at Rissani and Erfoud, and sales promotion at SIAAM (Meknes) and Date International Festival (Erfoud) were conducted.

Since one of unique value of fossil is its deep and romantic history, storytelling of fossils including their mode of life, living environment, biological characteristics, and history of earth is quite important in view of sales promotion. However, most fossil craftsman in Sidi Ali does not have enough knowledge for the storytelling, a geologist from MIU was invited to provide 3-day lecture to them.

2) Outputs

“Output 1: Establishment of the Fossil Association”

- “Association Konouz pour la sculpture des Fossiles” was established with 23 initial members living in Sidi Ali commune. Its main activities are cleaning and selling fossils and minerals, organizing fossil hunting tours to the Maider Plain and the Hamada Kem Kem geological formation, so called the trilobite capital of the world.

“Output 2: Experimentation of an inter-sector project implementation model”

- Sidi Ali is a remote area where development opportunity is quite limited. To maximize development effect with relatively limited budget of each sector, the pilot projects attached an

importance on cost and work sharing among stakeholders. For example, building and equipment of the association was shared by INDH, Handicraft delegation, and JICA study team. Also, local authority and commune were contributed to implement the project smoothly.

“Output 3: A business model of collective processing and marketing”

- Traditionally, fossil cleaning is conducted by individual craftsman, and selling price of their products is underestimated by wholesalers and middleman in Rissani and Erfoud. Through the pilot project activities, the fossil association provides advanced tools for fossil cleaning with 5% charge of selling price, opportunities for technical trainings and collective marketing to international customers and tourists. Also, the association provides fossil hunting tour program to tourists in cooperation with Auberges. The business model with FIRR 28% is effective to increase bargaining power of members and to increase their annual income from fossils.

“Output 4: Establishment of alternative income source of agriculture”

- Since commercial based agricultural development is difficult due to severe climate conditions and undeveloped infrastructures, fossils provide alternative income source to residents during agricultural off-season particularly. Determinants of fossil price are variety, size, state of preservation, and cleaning skill, and even though other determinants are same, price level of fossil differs around 10 times depending on the cleaning skill. The cleaning effect is heavily dependant on performance of cleaning tools. After the project, cleaning skill of craftsman in Sidi Ali is remarkably improved, and they have enough ability to sell their products at competitive markets. In this regard, it is enough possible that fossil industry in Sidi Ali will be an alternative income source of agriculture, which is not affected by climatic instability.

(4) Evaluation result base on the DAC’s 5 Evaluation Criteria

General overview in the 5 evaluation items

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> • Relevancy of the pilot project implementation is quite high since the project is listed up in the PCD's priority projects. • Population in Sidi Ali is willing to implement income generating activity since Sidi Ali has been away from commercial based development opportunity. • Since fossil cleaning is traditionally conducted in the commune, the project approach to utilize locally available resources to increase people's income is relevant. • Since climate condition in Sidi Ali is quite severe, alternative income source which does not care unstable climate is needed by the local residents.
Efficiency	<ul style="list-style-type: none"> • Even though cleaning tools are improved by the project, it takes time to improve cleaning skill of some association members. Further practical training is required. • The project started minimum scale since its purpose is to establish a business model of collective processing and marketing. As a result, number of equipment is not enough to cover all members requirement. The association should purchase additional equipment using its profits and/or financial support from Handicraft delegation. • Water supply works and electric work of the processing building were delayed due to internal procedures of the commune.
Effectiveness	<ul style="list-style-type: none"> • Due to cleaning skill improvement, quality of fossil products is remarkably improved, and price of their products are increased. Some craftsman gained more than 1,000DH from one piece of fossil, which was never happened before the project. • Usage charge of tools should be increased. The charge is only 5% of each product, and is not enough to cover operational expense of the association.
Impact (Ripple effects)	<ul style="list-style-type: none"> • Overall goal of the project is “capital accumulation through locally specialized products of fossil”, and is enough possible to achieve the goal if marketing goes well. Since most customer of fossil is international tourists and researchers, information dissemination to international customers is important. • Using electrical tools and equipment for fossil cleaning, technical innovation has just started. • Through the project, it can be said that fossil industry in Sidi Ali will be established as an alternative income source which does not care unstable climate condition.

<p>Self-sustaining development (Sustainability)</p>	<ul style="list-style-type: none"> • Since fossil cleaning is traditionally conducted in the commune, it is enough possible to sustain the association's activities. • It is necessary to expand marketing channel to international market including Europe, USA and Asian countries for further capital accumulation, using internet communication tool and cooperation with tourism industry. • It is recommended that a road to Rissani market should be improved to improve accessibility to local market. • Economic activity should be kept away from political interfere.
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(5) Lessons learned and recommendation to PCD/PRDP:

• A model for inter-sector project implementation

To implement development projects in PCD, cost and work sharing among stakeholders, including associations, delegations, the province (DAS, etc.), and commune, are quite effective. During the pilot project, INDH, Handicraft delegation, MIU, and JICA Study Team had worked harmoniously. Also, the approach is effective to implement the inter-communal project in the PRDP. ETC and CPDC should take initiative to organize the stakeholder meeting for the inter-communal issues.

• Importance of internet connection to the remote area

Internet connection in Sidi Ali is quite weak, and the commune should take initiative to improve the situation. The internet connects Sidi Ali populations to remote area including domestic and international markets without any reference to the remoteness. The internet connection may contribute to the fossil association since their main customers are international tourists and researchers. It is sure that sending periodical e-mail with picture of new products to the international customers, and advertising their activities to the international tourists, helps the associations' marketing activities.

• Importance of collaboration with university and local stakeholders

Since back ground story of fossils adds value on the fossil products, knowledge enhancement of the association members are quite important. In this regard, collaboration with university and local actors at commune and province level is effective. The issue was also discussed at PRDP elaboration and PAC members visited MIU to discuss how to collaborate with the university. As a result, a convention between the Errachidia province and the MIU was signed on December 15, 2011 for further collaboration of local development.



• Importance of collaboration with Tourism sector

Since one of major customer of the fossil industry is international tourists, collaboration with tourism sector including Hotels and Auberges is quite important. Not only fossil products, but also information on fossil hunting tour should be provided in cooperation with the tourism industries. ETC at commune level and CPDC at provincial level should connect these stakeholders to maximize development effect and to generate synergy effect of development in their jurisdiction.

5.3.4. Optional Tour Development Project in Sidi Ali

(1) Objective

To promote the sales and increase the tourism revenues in the area by diversifying the tourism products including optional tours and showcasing a wide variety of products, and develop the cooperative relationship among the parties involved in tourism by reinforcing the roles played by the

Tourism Association which was newly established.

(2) Items verified

- 1) The foundation of the Tourism Association is effective for improving the tourism destination.
- 2) Appropriate market promotion activities need to be conducted also for the community tourism.
- 3) The occupancy rates of the Auberge are improved by arranging and providing optional tours.
- 4) The development of tourism is promoted by issuing tourist brochures.

(3) Activities and outputs

1) Activities

- Setting up the Tourism Association

The parties involved in the Auberge (a restaurant with a hostel) reached the agreement to establish the Tourism Association. As of December 2011, preparations were being made to take the procedure for registering the organization. All the support from the Study Team was provided through this Association. For tourism in Sidi Ali, not only the Auberge but also the Women's Association, Fossil Association, Henna Cumin Association are important organs involved

- Training for the employees of accommodation facilities

The training sessions for the parties involved in accommodation business in Sidi Ali were provided in a hotel school located in Erford. The attendees learned the basic knowledge about guest handling such as courtesy to guests, accommodation services, food services etc. The attendees were very enthusiastic because they had no opportunities for participating in systematic and thorough training sessions before. For now, most tourists only pass through Sidi Ali and seldom stay at Auberge. They reinforced the awareness for the importance of offering full-fledged accommodation services so that the guests never have disappointed feeling even if the number of Auberge guests increased by improving the optional tour programs.

- Tour for studying good practices in advanced areas

The tour for studying good practices was conducted in the resort-areas of Atlas Mountains such as Imilchil, where the community tourism is advanced. The parties involved in the newly established Tourism Association participated in the tour. The participants increased the awareness for the importance of knowing the basic services including courtesy and organizing the Tourism Association by staying in the Auberge located in the good practice area and hearing from the parties involved in community tourism.

- Tours for hearing from the parties involved in the tourism industry about the demands of tourists
- Demands for tourism in Sidi Ali was studied by contacting and asking the major tourism companies and the managers of hotels located in adjacent destinations. The participants successfully obtained the brief information about the American and European tourists visiting Morocco, the segment of tourists visiting Errachidia Province, their flow and objectives, their specific sightseeing activities etc. Also, they discussed with managers of tourism companies and hotels on how the tourism in Sidi Ali may be reinforced to increase the number of overnight guests.

- Planning of optional tours in the area

The training session concerning the planning and designing of optional tours was provided for the members of the Tourism Association, Women's Association and Fossil Association. In the training session, the instructor explained how the tourism resources are explored, introduced and experienced

by residents quoting overseas' examples and requested the participants to suggest some ideas about the tours that may be applied to Sidi Ali.

- Development and training of guides, guides and instructors

Based on the ideas the participants suggested, they actually drew up some tour programs and learned how to design tour-courses/itineraries and provide guiding techniques. Also, the local guides (guides and instructors) were trained. The representative tour programs include experiencing tours on traditional oven baking, traditional music programs, carpet manufacturing, fossil digging etc.

- Planning, creating and issuing the brochures of tours

The brochures were issued in French, English and Arabic to inform the tourists of the attractive characteristics of Sidi Ali. The brochures are handed out to the visitors (especially, guides and drivers) by the members of the Tourism Association or delivered at gas stations outside the Commune.

2) Outputs

“Output 1: Foundation of the Tourism Association”

- Establishment of the Tourism Association led to reinforced cooperative relation among the parties involved in the tourism industry (especially, the manager and employees of the Auberges). Also, it was recognized that its coordination with the Women's, Fossil and Henna/ Cumin Associations could bring beneficial effects to the tourism industry. Furthermore, it was understood that the administration and donors couldn't support individual Auberge but they could support the Associations.

“Output 2: Understanding of the concept of marketing and promotion”

- By conducting 2 study tours (the tours for studying good practices and hearing from the parties involved in the tourism industry about the demands of tourists), the members of the Tourism Association realized the importance of marketing analyses and promotion activities, that is, the fact that no guests will be attracted to the Auberge by merely constructing it and waiting.

“Output 3: Designing of optional tours”

- By designing and arranging the optional tours, providing the training sessions for guides, and issued the brochure of tour programs to attract tourists, they are starting to regard Sidi Ali as a full-fledged destination instead of only passing it through.
- Also, by providing training sessions for the employees of the Auberge in a hotel school in Erford, the participants realized that their services weren't enough to satisfy guests and it's necessary to make desperate efforts to solicit them.

“Output 4: Promotional activities conducted by issuing Sidi Ali tourism brochures”

- By issuing the tourism brochures, Auberges abolished their passive stance waiting for the chances of tourists dropping in their own Auberges on their way to other destinations and embarked on proactively conducting promotional activities outside the area. Instead, they started to trade the local attractiveness of Sidi Ali, not merely trying to attract tourists to their own Auberges. As a result, favorable effects were brought to the management of the Tourism Association.

(4) General overview in the 5 evaluation items

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> • There are 8 world heritage sites in Morocco and the tourism industry is now a great source of revenue. Also, in Errachidia Province, the tourism industry is intensely regarded as an industry as important as agriculture. • Sidi Aki, where the tourism pilot project was supported this time, is the least developed and poorest area of Errachidia Province. Due to its extremely dry climate, it is very difficult to attain a major development in the agriculture or livestock industry in the area. Consequently, the local residents have a high expectation for the tourism industry as an alternative activity. • Although there are as many as 17 Auberges in Sidi Ali, the levels of the facilities and services are generally poor and the occupancy rates are remaining extremely low. Therefore, it may be said that the support for the improvement of the situation is a very timely action.
Efficiency	<ul style="list-style-type: none"> • Under this pilot project, no support is provided for facilities and equipment but for human resource development, tourism promotion etc. As a result, the cost could be minimized. There are 2 reasons for this: <ul style="list-style-type: none"> - There are many tourists participating in the 1-day tour from Merzouga to Zagora through the off-road desert area and the Sidi Ali area is located between the 2 cities. As the tourists only pass through the Sidi Ali area without spending money for accommodations or sightseeing activities. But there is actually a large flow of tourists. - As there are 17 accommodation facilities, what necessary are to offer good tour programs for tourists, to improve accommodation services and to conduct the marketing and promotion. • The cost effectiveness of this pilot project resulted in favorable level because of the good conditions as mentioned above.
Effectiveness	<ul style="list-style-type: none"> • A variety of optional tours were prepared as planned. • However, those optional tours were not often conducted in 2011 for the following reasons. <ul style="list-style-type: none"> ✓ Big efforts were not made to attract tourists because many of the stakeholders spoke the Berber language only and were not socially skilled. ✓ Under the conservative Islamic tradition, there is a feat that women are reluctant to actively conduct the tour programs and invite male tourists to their homes for oven baking tours etc. ✓ As most of the tour programs are conducted in Tafraout, which is the central settlement, some Auberges located in remote places are reluctant. • As the brochures were issued, the awareness that Sidi Ali is one full-fledged destination was reinforced and the "existence" of the Tourism Association was demonstrated. As a result, a sense of unit was motivated among the parties concerned.
Impact (Ripple effects)	<ul style="list-style-type: none"> • As the Tourism Association was founded, the tourism stakeholders have learned how to act as a group. This has changed their conventional ways of thinking and acting. • The concept of community tourism which "converts the daily lives into tour products in which tourists participate and creates tourism opportunities even without abundant tourism resources" was fully understood. This concept is expected to spread and take root in other areas where there are no significant tourism resources. • There are many expectations for the promotion of tourism in a lot of Communes in the Province. This project will serve as a pioneering case.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> • The Province Office and ministerial delegations are expected to offer support as the pilot project was conducted by supporting the foundation of the Tourism Association and promoting the exchange of information between the Tourism Association and the tourism delegation as well as DAS. • The promotion activities are being started voluntarily as some Auberges embark on contacting the parties involved in tourism outside the Commune by using brochures. • Meanwhile, as the supporters of the ruling party and opposition parties are involved in the Tourism Association, problems such as political dispute may arise in the activities conducted by the Tourism Association in future.

(5) Lessons learned and recommendation to PCD/PRDP:

- Dissemination of community tourism

The concept of community tourism, which may be developed by making use of daily lifestyle as tourism resources and does not need almost any initial investments, is sufficiently feasible in other Communes. Therefore, it should also be put into practice as a project at the provincial or inter-Commune level. A priority project concerning tourism was suggested in the PRDP. Some PCDs within the Province include priority projects concerning tourism promotion, for which the tourism delegation should conduct support. As the laws and regulations stipulate standards regarding accommodation facilities and the qualifications of guides, it is necessary to abide by them while received appropriate instructions from the Environment Agency in accordance with

the local situations.

- How to support the stakeholders in the tourism industry

The quality of the daily-life experience program under the concept of community tourism depends on the abilities of guides (who are called “interpreters” as a specialized term of ecotourism). But just everybody cannot become a good interpreter. To be an interpreter, one has to have a deep understanding of his/her own culture, enthusiasm to explain it, capability to speak with confidence in front of people and “the nerve” to sing or dance for them. As these abilities are not obtained by training in a short period of time, it will be important to develop the highly-skilled human resources by conducting the screening properly when the Tourism Agency etc. embarks on providing the support for community tourism.

- Setting up a Tourism Association (or cooperative) at the Commune level

To promote the concept of community tourism as a tool of rural economic development, it is indispensable that the Tourism Associations play their roles at the Commune level as well as the inter-Commune level. Under the concept of community tourism, not only those involved in the tourism industries but also the farmers, livestock people, women’s groups, youth groups and religious groups play important roles. The parties concerned in the area are required to proceed with the development of tourism including the management of tourism resources in a sustainable manner by obtaining agreements and support from the relevant organizations. However, under the current system, the Associations are not allowed to directly engage in profitable businesses (e.g. operation of tours). Also, organizations desiring to directly engage in such businesses are required to establish cooperatives. The public organizations such as tourism delegation that support the community tourism should facilitate the establishment of Tourism Associations from the middle- and long-term viewpoints.

5.3.5. Solid Waste Management in Oued N’aam

(1) Objective

Solid waste is appropriately managed and illegal dumping and littering are reduced through appropriate equipment introduction, its operation and relevant activities of the population.

(2) Items verified

- 1) Awareness change and behavior change of population through the project activities
- 2) Effectiveness of Network Association to local development
- 3) Possibility of collaboration between public sector and associations

(3) Activities and outputs

1) Activities

- ① Support for establishing the association that act as an organization of the waste treatment/ management project: A network association (RACRON) was established consisting of associations extending their activities in ksars in Oued N'aam Commune.
- ② Support of providing a vehicle to collect solid wastes and for formulating a vehicle-operation program: In this PP, a truck for collecting wastes was donated and the provision of a program

for operating the truck under the collaboration between the Commune and RACRON was instructed. Regular collection of solid wastes was for the first experience for residents, but the collection of solid wastes by the truck has been operated once a week covering all the Ksars in the Commune from November 2010.

- ③ Decision on the cost/ work sharing in terms of solid waste collection activity and environment hygiene education: Participatory WSs were held among Commune council members, Commune staff and network association to consult and decide the method of cost/ work sharing among stakeholders. In these WSs, it was decided that the Commune was responsible for operation and management of solid waste collecting vehicle while network association took charge of activity for awareness improvement of residents.
- ④ Support for developing resource-persons in charge of activity for awareness improvement of residents: As to the provision of TOT for training lecturers in charge of environment hygiene education to the association established by ①, the association (AOFEP) that was the implementor of PP05 Hygienic Environment Improvement Project developed training materials for TOT and acted as lecturers of the TOT.
- ⑤ Support for extending activity of improving resident's awareness: The Study Team supported to provide environment hygiene education that was carried out by the lecturers nurtured in ③ targeting women and children in each Ksar and to hold lectures on waste management. In the latter, it made effort for disseminating the campaign for 3R (Reduce, Reuse and Recycle) aiming to minimize the total volume of the solid wastes disposed from households.

2) Output

“Output 1 : Effectiveness of Network Association to local development“

- Since RACRON is the organization that was newly established accompanied with Pilot Project, lack of capacity to manage the project was discussed in the evaluation workshop held in December 2010. Owing to lack of experience and capacity, the activities tended to be delayed as a whole. In this regard, RACRON had tried to have the close collaboration with other institutions, such as delegation, association and commune. Through the collaboration with others, RACRON, itself, has strengthened its own capacity as stated in participatory evaluation workshop carried out in December 2011. Recently, RACRON came to strengthen another local association working at Oued N'aam, engaged in organization development and project management.
- RACRON has learnt how to apply for the budget of development partners, delegation and so forth through Pilot Project No.3, strengthening of local organization. Taking advantage of what was learned at PP No.3, RACRON has started other projects by budgetary support from other institutions, for instance Commune, INDH, PRMVA/TF, and Delegation of Education.
- As institutional characteristic of RACRON, office members of RACRON take strong initiative, responsibility, solidarity, and motivation for local development of Oued N'aam. These were considerable advantages for RACRON to develop organizational capacity in order to make its activities more effective.

“Output 2 : Awareness change and behavior change of population through the project activities“

- In this PP, in the collaboration with PP05, called Social Mobilization for Improvement of Health and Sanitary Environment, RACRON carried out hygiene and environmental education by seminar and workshop at Ksar level. Association AOFEP having implemented PP05 held training of trainer to members of RACRON at first and then RACRON trained local associations at Ksar level. Local associations implemented seminar and workshop for women and children on hygiene and environment issues.
- Awareness was raised through an activity that was continued until not only awareness but also behavior was changed. As an example of changing awareness, as of Feb 2011, residents were against the idea of contributing to a part of management fee on collection of solid waste, such as fuel charge of the truck. However, as of Dec 2011, they came to consider that they wanted the continuous collection of solid wastes, even though they had to raise some operative fee. As a reason for such a change of opinion, they mentioned the enormous undesirable deterioration of the environment conditions at Ksar.

“Output 3 : Possibility of collaboration between public sector and associations“

- In this Study, lack of confidence and mutual reliance between Commune and Association was frequently discussed. Oued N’aam also had the same problem at the beginning of PP. However, during the activities of PP, relationship of Commune and RACRON turned out to be improved. In addition, RACRON has been assisting to keep smoother communication between Commune and population.
- As a reason of this improvement, Commune has been responsible for operating the truck as expected and RACRON has been taking responsibility for activities of raising awareness and change of behavior on environment and hygiene issue. Because of mutual reliability and credibility of Commune and RACRON, it has led to enhanced confidence of population toward local government (Commune) and association.

(4) Evaluation result base on the DAC’s 5 Evaluation Criteria

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> ▪ In Morocco, since 2006, constitution on management of solid waste was actively established as well as environmental regulation. Its regulation emphasizes the activities on environmental protection at Commune level. Therefore, relevance of this PP can be concluded from high demand for area conservation. ▪ At the workshop of PCD formulation at Ksar level, such problems of environment and hygiene cased as solid waste was pointed out by residents in many Ksar. In this context, this PP rightly responded to the needs of population.
Efficiency	<ul style="list-style-type: none"> ▪ One of activities of raising awareness were implemented in collaboration with a campaign of Delegation of Health. In this case, since the activity was planned while taking advantage of activity of other actor, that of PP could be carried out efficiently and effectively in terms of budgetary and technical points. ▪ When the collection of basic data took place for SIC within PP02, Commune explained the activity of collection of solid waste to inform the circulation of the truck to the beneficiary resident . Commune took advantage of the opportunity and raising their awareness on the activity of collecting solid waste efficiently in collaboration with PP02.

Effectiveness	<ul style="list-style-type: none"> ▪ In this PP, rubbishing was distributed at each Ksar. The location of rubbishbuns to be placed, number, and material were discussed among RACRON and population. It caused the feeling of responsibility to RACRON and population. ▪ The truck for collection of solid waste is managed following 'operational plan' that was formulated by Commune in collaboration of RACRON. Commune tried to ensure budget of fuel of the truck, management of the truck to show the responsibility toward the needs of population. This effort has created the confidence of population to Commune.
Impact (Ripple effects)	<ul style="list-style-type: none"> ▪ Through the PP, communication and confidence between Commune and civil society. ▪ By the establishment of network-association, RACRON, projects which benefit at all Ksar came to be implemented. ▪ Through the PP, collaboration and communication with other association at other Commune was established.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> ▪ Budget for management of truck was ensued at assembly of Commune Council in October 2011, which means that Commune Council is aware of the importance of activity of collection of solid waste to be continued. ▪ Population has got used to the circulation of truck. Nowadays, the activity of collection of solid waste is part of their life and indispensable. Therefore, it has given responsibility to Commune to continue.

(5) Lessons learned and recommendation to PCD/PRDP

1) Effectiveness of network-association for local development

- Establishment of network association made effectiveness in a sense of creation collaborative relationship and communication between Commune and civil society. For the purpose of implementation successfully of PCD, it could be deduced that creation of network association at Commune level would be effective.

2) Change of awareness and behavior of population on environmental and hygienic issue

- Environmental and Hygienic problem is hot topic at Communal and Provincial level. The project coping with the problem was stated in PCD and PRDP. As far as environmental and hygienic issue is concerned, improvement of the people's awareness is regarded important. However, in addition to the awareness promotion, change of behavior is also a crucial matter. In this PP, continuous activity was regarded as the key to make repeated effort for changing behavior. Additionally, even though environmental issue was a wide-ranged problem, local issue also exists, such as disease of lieshmania. Therefore, in order to provide approach to environmental and hygienic issue, local situation should be focused on.

5.3.6. Improvement of water control system for enhancing agricultural productivity in the perimeter of Mezl Aghad Seguia

(1) Objective

This project envisages improving farmer's income by supporting for organizing water management association to realize rational management of water use and to improve irrigation efficiency through the Seguia, introducing improved variety seedlings of date-palm, olive and other fruit trees coupled with improved planting method, additionally introducing such value-adding crops as sesame and saffron, etc.

(2) Verification Items

- 1) Strengthening organization and capacity development of office staff in Ghriss Ouloui Commune
- 2) Realizing concerted relationship between traditional AS and modern WUA
- 3) Sharing information among Commune, related delegations of ministries and development partners
- 4) Assisting to strengthen operation /maintenance of water-use system by traditional association and WUA (in collaboration with ORMVA/TF and MCA)
- 5) (Calculation of) water storage volume increased by improving canal section, rehabilitation works of about 510m of main Seguia for minimizing water leakage
- 6) Resulting economic benefit (estimated based on the result of baseline survey and plan of MCA program), soil improvement (by compost), livestock feeding improvement silage and haylage
- 7) Establishment of Integrated Water Use Committee for efficient management of water resources and irrigation facilities

(3) Activities and Fruit

1) Activities

- Rehabilitation works were implemented in two phases dividing the target section 520m of the main canal (270m in 2010 and 250m in 2011). In these works, ORMVA/TF made route surveying, design of canal section and cost estimation, while the Study Team contributed to technical support, tender and selection of the constructor. Staff of technical division of the Commune supervised the works as OJT instructed by the Study Team.
- The Study Team demonstrated methods of preparing composts for improving arable soils and silage/ haylage for enriching livestock feed, and summarized it into a manual that it explained and distributed to WUA etc.
- MCA, DAT/POT and the Study Team held several WS to introduce / report the contents of on-going programs to the participants so that information can be shared among development actors in Ghriss Ouloui Commune and coordination can be made in work- and cost-sharing.
- By the initiative of the Commune, the stakeholders have come to recognize requirement of establishing an organization hereafter responsible for efficient management of water resources and irrigation facilities, then as the result of several consultations “Tamad Masud Association for Irrigation Water Management” has finally been organized.

2) Fruit

“Fruit 1: Strengthening organizational frame and capacity of Communal staff

- This construction work is the first case of rehabilitation of irrigation network that the Commune has taken initiative for implementing construction works, and hereafter similar project will be executed by its initiative. For this reason, a guideline has been provided by the Study Team including a process of the implementation, including tender and selection of constructor, work supervision, process covering from planning to implementation and monitoring etc, thus Communal staff and council members acquired these know-how through their OJT.
- During the construction period, staff of Communal technical division supervised the work at the site with a frequency of 2 - 3 days a week, thereby obtaining such know-how as work progress management, quality control on casting concrete.

- Sand/ silt have been deposited as thick as 1 ~ 2m over the canal floor at about 30m downstream of the rehabilitation section of this Seguia. In the light of importance to remove the deposit, Commune office removed the deposit appropriating 20,000 Dh from its budget of fiscal 2010. This cost provision by the Commune after internal coordination/ consultations can highly be evaluated.

“Fruit 2: Creation of collaborative system with stakeholder/ partner organizations”

- This project has been implemented by 6 organizations including Commune office, ORMVA/TF, traditional association, network association, Local Authority and JICA, thus a system of work- and cost-sharing has been created. In this work, Commune office has borne a part of the cost for Seguia rehabilitation.

“Fruit 3: Establishment of integrated water management committee for efficient water use of irrigation facilities”

- “Tamad Masud Association for Irrigation Water Management” has been established on 17th July 2011 by its 26 members aiming at operation and maintenance of the Seguia, water management, introduction of water-saving irrigation system, conciliation of conflict among Ksars on water use, employment of operators of intake gate and other irrigation facilities etc.

(4) Summary table by 5-step evaluation

Evaluation 5 item	Evaluation
Relevance	<ul style="list-style-type: none"> • Implementation of participatory rehabilitation of irrigations facilities, water-saving irrigation, introduction of recommended varieties of date-palm and olive seedlings as cash crops with promising higher value addition etc are consistent with such superior plan as SDR2020 and Green Morocco Plan. • Mzel Aghad Seguia comprises main- and sub-canals sourced in floods diverted from Ighefnissi Tazrout weir constructed along Gheris River. For this Seguia, MCA carries out rehabilitation of 6 branch canals (about 6 km in length), support for strengthening WUA, that for increased fruit production with date-palm and olive in collaboration with ORMVA/TF. However, the main canal of the Seguia (520m in length) still remains in earthen waterway requiring urgent rehabilitation. Since the rehabilitation of this canal section leads to improving function of the whole Seguia system, high relevance is found to implement this work as a PP of this Study. • This rehabilitation has realized to minimize leakage of irrigation water from the Seguia that was demanded by the Commune and the Province, also capable of minimizing damages caused by floods.
Efficiency	<ul style="list-style-type: none"> • Rehabilitation with concrete lining was considered as an alternative, however, wet masonry has been adopted making use of stone materials that are abundantly available within the construction site. As the result, the work could be completed at the cost about 60% of the requirement for concrete lining. • Effective use of flood water has been made possible through the rehabilitation of the canal. • The expected benefit will be realized from the 6th year from the commencement of the project. EIRR of this project is estimated at around 13%, showing high efficiency of project execution. • Because the work of rehabilitating branch canals by MCA has delayed one year behind the schedule, collaboration with the Study Team in farming support, strengthening organization of WUA etc has not been sufficient • A part of the branch canals other than scheduled rehabilitation of 6 branch canals by MCA still remains intact, where rehabilitation is also acutely needed.
Effectiveness	<ul style="list-style-type: none"> • As to the entire rehabilitation of the Seguia, it consists of 4 projects inclusive of rehabilitation of the existing weirs in Gheris River, repair of intake gates, rehabilitation of main- and sub-canals. The rehabilitation of main- and sub-canals implemented in this Study will allow saving over 90% of water formerly leaked from the canal. Also, the volume of water intake from the weir has been doubled from around 2m³/sec to 4.0m³/sec. • Hereafter, when deposited sand/ silt are removed from the bottom of the canal, water storage capacity of the waterway will be recovered so that water conveyance for several weeks after dry period can be made possible. Also, since repair of intake gate will enable farmers to practice relevant water management, this repair work is indispensable.

Impact/ Synergic Effect	<ul style="list-style-type: none"> • Inhabitants living around the canals were hired as common laborers in the construction works, thus enabled to create hiring opportunities, leading to employment of about 1,500 persons/80Dh/day. • Communication among stakeholders has been improved by the implementation of this project. • Water management committee consisting of the representatives of organizations concerned has been founded with a view to promoting future water resources development as well as efficient water use, thus share of information within the Commune will be facilitated. • Rehabilitation of both main- and sub-canals has also enabled beneficiaries of Gheris El Souffloui located along the downstream of this Seguia system to benefit from flood water. • In this context, establishment of such water management committee is also the first case in Errachidia Province, hence this can serve as a model in other communes.
Sustainability	<ul style="list-style-type: none"> • As the result that the staff of Communal Technical Department experienced supervision of the works in this project at the frequency of 2 ~ 3 times a week, a firm base of promoting such a project with high degree of publicity as rehabilitation of irrigation facilities by the Commune has been founded. • Since this project constitutes the first model that the Commune has taken initiative for the implementation, the Study Team has provided a brochure /guideline covering a series of the process from formulation of the plan to actual implementation including method of sub-contract with constructors. Because this guideline can be applied to similar projects likely to be implemented hereafter, thus it can be contributed to the Commune acquiring self-sustainability. • Taking this project an opportunity, a water management association (AS) has been set up that has a mandate of realizing efficient water management for water resources and irrigation in Gheris El Ouloui Commune. Hereafter, the Commune is desired to strengthen this association by the support of ORMVA/TF. • This association decided hereafter i) to operate and maintain the Seguia, ii) to manage irrigation water, iii) to introduce water-saved irrigation system, iv) to settle/ reconcile conflict/ dispute among ksars in the beneficiary and v) to employ operators of gate and other irrigation facilities. As such, this association is expected to do sustainable water management in this Seguia system.

(5) Fruit and lessons applicable to PCD/PRDP:

- Although rehabilitation of Seguia is placed as top priority project in many Communes, it has actually been performed individually by traditional associations, associations/ WUAs that are in charge of operation and maintenance of Seguias. Accordingly, this is the first case that the Commune has played role of executing agency under its initiative covering from project plan formulation to implementation/ monitoring, and collaboration among JICA, MCA and ORMVA/TF has been provided for supporting the project. The fact that the Commune itself subjectively promoted formulation of the plan and implementation of the project and that the desired form of collaboration with external supporting organizations has been experienced can greatly be evaluated because these experiences can further be applied hereafter to the examination/ decision of methodology in formulating and implementing PCD/ PRDP.
- Since water use in each canal has been maintained according to traditional custom, recognition of beneficiary people and stakeholder organizations on water right remains feeble. This fact has been disclosed through this project. Hereafter, 2 ~ 4 communes will relate as beneficiaries of rehabilitation project for large-scaled irrigation facilities. In this occasion, unless identification and conciliation on water right in each commune concerned are made, the projects would not be able to proceed on, thus requiring thorough consultation among stakeholders and organizations concerned prior to implementing the project. In future, this experience will offer a great lesson in planning and implementing commune-transversal as well as sector-transversal projects.
- The Study Team has come to understand through this project that there is a prevailing tendency of lack of preliminary and on-going information/ explanation to the Commune concerned, and the external supporting organizations have explained the contents of the project merely and directly to the beneficiary people concerned, and that individual supporting projects have sporadically

been implemented by these organization without regarding synergy effect or duplications. Reflecting these situations, it is considered essential that hereafter the Commune should become the direct executive agency of any projects that selects and implements them by taking account of relative priority of rehabilitation in future as well by sharing information with the organizations concerned.

5.3.7. Improvement of Solid Waste Management in Gourrama

(1) Objective

Solid waste is appropriately managed and illegal dumping and littering are reduced through appropriate equipment introduction, its operation and relevant activities of the population.

(2) Items verified

- Awareness change and behavior change of population through the project activities
- Possibility of collaboration between public service and associations
- Relationship between collaboration of local associations and spread-out of effectiveness of project

(3) Activities and outputs

1) Activities

- Rule setting for solid waste management in each ksar
- Hygiene and health seminar for population (cooperation with SIAAP)
- Cleaning campaign by population
- Regular solid waste collection by the dump truck

A 3R solid waste campaign (Reduce, Reuse, Recycle) would reduce the total volume of the waste from households. There is a recycling operator who buys glass, metal and plastic coming to Errachidia city from out side of the province. If this recycling company comes to Gourrama regularly, it would facilitate the 3R solid waste campaign.

2) Outputs

“Relationship between collaboration of various local actors and spread-out of effectiveness of the project”

- The characteristic of this PP is that Association Ighram has been engaging the activities of this PP in collaboration with many deferent actors, such as Commune, delegation of health, education and ORMVA/TF. The activity conducted was mainly raising awareness for environment and hygienic issue at Gourrama Commune. The involvement of each delegation which are experienced and expertise were effective to make people understand the issue. People tended to rely on the explanation of delegations rather than association. On the other hand, mobilization of population was preferred by association which has confidence from population. Therefore, this PP shows that the collaboration among many different actors is crucial to make the project success and effective, as each actor has different advantage.
- In addition to the collaboration with the delegation, Association Ighram has the one with Association AOFEP working for PP05 ‘Social Mobilization for Improvement of Health and

Sanitary Environment’, other local association/cooperative at Gourrama Commune. This relationship has led to the complementation of technical knowledge and spread-out of activities to wider-area at, not only, within Commune, but also, outside of Commune. Also, by creation of relationship with other actors, activities can be more efficient in budget which is important to sustain the activity.

(4) General overview in the 5 evaluation items

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> ▪ In Morocco, since 2006, constitution on management of solid waste was actively established as well as environmental regulation. Its regulation emphasizes the activities on environmental protection at Commune level. Therefore, relevance of this PP can be regarded as high demand. ▪ At the workshop of PCD formulation at Ksar level, problem of environment and hygiene caused by solid waste was pointed out by population at many Ksar. In that sense, this PP was followed the needs of population.
Efficiency	<ul style="list-style-type: none"> ▪ In Gourrama, other than the activity of PP, volunteer from population and parent of school children organized the plantation and cleaning campaign. This PP communicated with population who implemented the environmental activities and collaborated to have made synergy effect. In the series of activities by the collaboration among population, the case of leishmania disease has reduced from 30 cases in 2008, 18 cases in 2009, 0 cases in 2010 (the data from Delegation of Health).
Effectiveness	<ul style="list-style-type: none"> ▪ The truck for collection of solid waste has been worked constantly as expected. At the moment, although 5 Ksar out of 11Ksar are targeted because of road condition, Commune tends to spread the target ksar following construction of road. ▪ Activity for raising awareness has been held repeatedly for women and children repeatedly. For women, illiteracy course, which had been conducted before PP started, has come to be are used for environmental and hygienic education at the same time. For children, school activities are used for environmental education. As a result of monitoring survey in July 2011, illegal dumping site (black point) has been reduced, which shows that not only changing of awareness but also changing of behavior have happened. ▪ Owing to PP, solid waste management at household level has been improved. According to the monitoring survey in July 2011, 100% of household is aware the importance of activity of solid waste collection and uses the truck. However, the issue newly come up is the solid waste from restaurants, shops and market(souk). This issue should be attacked by the initiative of Commune.
Impact (Ripple effects)	<ul style="list-style-type: none"> ▪ Problem of solid waste is cross-border issue in environment. For instance, at Guar Commune situated in the next to Gourrama Commune, there is no activities of collection of solid waste. People throw away the rubbish in the river, which lead to environmental problem at all Commune beside the river. In this situation, association Ighram started the environmental and hygienic education to women from Guir Commune as well as Gourrama Commune who attend the illiteracy course.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> ▪ Budget for management of truck was ensued at assembly of Commune Council in October 2011, which means that Commune Council is aware of the importance of activity of collection of solid waste to be continued. ▪ Commune plans the extension of target area for collection of solid waste. In that case, budget for fuel of the truck and raising awareness activities would be the key issue, whether Commune can afford budget and association can continue the activity in other additional area like now or not.

(5) Lessons learned and recommendation to PCD/PRDP

Relationship between collaboration of local associations and spread-out of effectiveness of project

- Experience of this PP activities shows that in the case of implementation of PCD/PRDP, collaboration between public service and association is expected effective and efficient result owing to the wide variety of characteristic and expertise. In addition, relationships among civil society, such as associations and cooperatives are also effective to spread out the impact of the activities to wider area.

5.3.8. Race Improvement of Bovine Through Artificial Insemination

(1) Objective

Objective of the pilot project is to disseminate appropriate skills for race improvement and livestock breeding of bovine. Supply of red meat in Morocco could not meet people's demand, and annual consumption of the red meat remained at only 12kg/ person/ year in 2011. The government has a plan to increase the rate up to 41kg/ person/ year. For this purpose, the government promotes race improvement of beef-cattle through artificial insemination (AI), and makes the service more efficient through privatization. However, cattle breeders are unsure about the AI since they can not see stud bull, which in turn result in a hardship of the dissemination service. Particularly, it is more difficult to extend the AI service in the inland dry region including Errachidia than in the coastal region of Morocco.

Therefore, the project aims at establishing an effective AI dissemination model, and Amellagou is selected as a pilot commune for the project purpose. Specifically, association takes responsibility to make preparations to receive the AI service at Ksar level and to conduct raising awareness campaign. The project also provides technical training opportunity for effective breeding method of cattle to Ksar level beneficiaries, and training of trainers will be organized for this purpose. Particularly, improving feeding method is quite important, and trainings to introduce high quality of fodder crops and haylage method will also be provided. The PP covers raising awareness campaign and technical training, and the AI service implementation will be conducted under the initiative of the association concerned.

(2) Items verified

Item to be verified through implementation of the pilot project is; 1) establishment of collaboration structure among Association, ETC, commune council, local authority for planning, implementing, and M&E of the project, and 2) establishment of effective AI dissemination method for race improvement and improving breeding method of farmers.

(3) Activities and outputs

1) Activities

- Establishment of collaboration structure among local stakeholders

Project implementation structure at Amellagou commune, so-called project supervising committee, was established on May 31, 2011. Members of the committee were local authority (Kaid as chairman), Commune (ETC), Commune Council (president and vice president), representative of 9 associations, and representative of 2 cooperatives. Among 9 associations in Amellagou, Association Serdrar pour Développement Social et la Protection de L'environnement (President: Mr. Zeddou Moha, Ksar Ait Bouyzeme) was selected as a major implementation body of the project. During the project implementation, a veterinarian from ORMVA/TF and a representative of NAPRM (National Association of Producers for Red Meat, Rich) were also joined to the committee as technical advisors.

- TOT and raising awareness campaign

Three-days TOT training was conducted from June 1 to 3, 2011 at Hotel Tislite in Rich, with participation of 4 representative of Ksars, Kaid and Commune President of Amellagou. Mr. Saïid Akawee from NAPRM served the trainer of the TOT. Topics of the TOT included support policy of AI dissemination, modern cow breeding method, feeding, disease control, economic benefit of AI dissemination.



A series of awareness campaigns were conducted at 15 Ksars out of 19 Ksars during the middle to the end of June, with participation of totally 624 cattle breeders. 4 Ksars which were located in the remote area were joined to nearby Ksars. According to the representative of the association, at the beginning, most breeders showed negative attitude toward AI dissemination. However, around 87% participants changed their attitude to positive by the end of the campaign, and finally 28 breeders indicated their intention to receive AI service by their own expenses.

- Inventory survey for livestock breeding

Inventory survey was conducted from June 21 to 30, 2011. The association Serdrar selected 5 surveyors from their members, and each surveyor handled 3 Ksars. NAPRM supported developing questionnaire to breeders where profile of cattle (age in month, sex, variety), number of cattle breeding, amount of milk produced, livestock products, feeding, market and transportation means, etc. were stated.



- Study tour to advanced associations

Study tour to advanced livestock breeding association to Rich and Errachidia was conducted on July 17 and 18, 2011. Fifteen (15) breeders from each ksar were selected to participate in the study tour. In Rich, AAPVR (name of association) was visited since the association was a member of NAPRM and had a experience to receive AI service from them. Milk cooperative was selected in Errachidia since the association Serdrar has a will to be a dairy cooperative in near future.

- Technical training to cattle breeders

Technical training to farmer members conducted from July 24 to 28 at 15 ksars. Trainer of the training was a veterinarian contracted with the association Serdrar, AI technician from NAPRM, and four TOT members. The main topics in the training were modern breeding skills, sanitary management, livestock feeding, disease control, AI skills and management, etc. Particularly, Mr. Moha, a veterinarian from Marrakech provided lectures on cattle selection for AI service, animal health, disease control, modern feeding method, evaluation. Around 30 breeders from each ksar were participated to the training.

2) Outputs

“Output 1: Establishment of the project implementation structure”

- Project implementation structure, namely the project supervising committee, was established through implementation of the pilot project, and was the first experience for Amellagou commune to have such organized structure. Amellagou had been a difficult commune to unite stakeholders,

including local authority, commune council, traditional associations, and associations/cooperatives, since they had been fallen into a state of mutual distrust. Due to the mutual distrust, Amellagou always lost opportunities for rural development, particularly for the land-use type development opportunities. Based on the bitter experience, a newly assigned Kaid tried to organize all concerned stakeholders and established the project implementation structure for the pilot project implementation purpose. The project supervising committee supported implementation of the project from the beginning, including organizing stakeholder meeting, TOT training, raising awareness campaign, and technical training to cattle breeders.

“Output 2: Experience of Raising Awareness Campaign”

- One of reasons of mutual distrust among Amellagou population lies in that people in Amellagou have not always been involved in decision makings of regional development. PCD is now a platform of communal development, but some Ksar residents still think that they were not involved in the priority project formulation in the PCD. Therefore, to implement the pilot project for AI, the project supervising committee members discussed necessity to involve all population from the beginning of project implementation, and to conduct a series of raising awareness campaign at all Ksars. NAPRM provided a raising awareness campaign program provided for the association members at the TOT. The training kit including presentation materials is now a property of the association.

“Output 3: Inventory of livestock breeding in Amellagou”

- Result of the inventory survey is also an output of the pilot project activity. Before the project, the commune staff and association members didn't know detail profile of cattle's and their breeders' conditions. Now they already know that 1,165 bovins are in the commune, 78% are female, 48% is cross bread and 51% is local varieties, and so on. The survey result is useful to make future plan for AI dissemination and other support activities including collection of milk for collective marketing.

“Output 4: Establishment of effective AI dissemination model”

- Through the pilot project implementation, an effective AI dissemination method was established. It is now sure that all activities in the pilot project are necessary to organize cattle breeders and disseminate AI service to them, even though there were some lessons learned to modify some activities. In addition, all materials developed and used during the project are now a kit for effective AI dissemination to other area in the province. The kit includes TOT material, Awareness Campaign material, questionnaire for inventory, and training material for livestock breeders. Based on the AI dissemination model, 28 breeders received the AI service by their own expenses. Other breeders are waiting to see the 1st results, which will be April or May 2012. If the result will be successful, they will follow to the next batch of AI service.

(4) Evaluation result base on the DAC's 5 Evaluation Criteria

General overview in the 5 evaluation items

5 evaluation items	Evaluations
Relevance	<ul style="list-style-type: none"> • Relevancy of the PP implementation is quite high since the project is listed up in the PCD's priority projects. • The project purpose meet national strategy to increase red meat consumption. • Population in Amellagou is willing to implement project since Amellagou has been away from development opportunity due to mutual distrust among resident. • Most household in Amellagou keep livestock in their home and many of them are member of the association. Therefore, target group selection is appropriate.
Efficiency	<ul style="list-style-type: none"> • Implementation period was too short since the pilot project started on May and must be completed by the end of July 2011. • Timing of raising awareness campaign is not appropriate because it was conducted on June. Since June and July are harvest season of wheat in Amellagou, the campaign should be conducted during winter season (November to February).
Effectiveness	<ul style="list-style-type: none"> • Objective of the project is to establish collaboration structure and effective AI dissemination model, and both are achieved within pilot project period. • The AI dissemination model developed by the project was used in Tadebost commune. The minimum requirement to establish NAPRM's service station is 1,500 heads of bovine, but Amellagou has only 908 female bovine. Therefore, Amellagou needed fellow commune to jointly implement AI service, and Association Sighnis in the Tadebost commune showed strong will to join the project. To organize cattle breeders for AI service, same activities with same materials used in the pilot project are applied. • Since the first baby will be given birth on April or May 2012, many breeders in Amellagou are waiting the first result of AI. After the 1st birth, number of breeder who receives AI service will be increase.
Impact (Ripple effects)	<ul style="list-style-type: none"> • Overall goal of the project is "improvement of quality of livestock", and is enough possible to achieve if 1st result of AI will be good. • According to NAPRM, weight of bovine will increase 50%, and income from red meat also increase 50% after the AI. • After the project, feeding method is clearly changed and sunflower seed is now commonly introduced for feeding. According to ORMVA/TF, sunflower seed will increase quantity of milk. • The pilot project is the first experience for the Amellagou population, they are now motivated to implement next project with making consensus among all Ksars. Their next issue is to establish communication network through internet. For this purpose, they apply INDH program to purchase personal computers.
Self-sustaining development (Sustainability)	<ul style="list-style-type: none"> • Feeding and sanitary condition is quite important to improve race of bovine in Amellagou. • When bovine get pregnant by AI, ORMVA/TF will provide subsidy (4,000DH) to the cattle breeders. This system will encourage the breeders to keep the baby in a good feeding and sanitary condition. • After the project, an official from ORMVA/TF visit Amellagou once a week (every Tuesday) to monitor the progress of the AI receivers. This situation encourage Amellagou population to feel closer to ORMVA/TF and make consultation to the official. • NAPRM Rich is a bit far from Amellagou, and Serdrar has a plan to collaborate with an association in Tadebost commune to invite NAPRM to establish their service station in Amellagou. This plan will ensure sustainability of the project activity.

(5) Lessons learned and recommendation to PCD/PRDP:

• A model for effective AI dissemination in rural area

Since the AI requires only light weight equipment and vehicle for transportation, it is faster and economically more efficient, when we compared with natural crossbreeding, to disseminate the service to the desert and the mountainous regions, where Ksars are scattered in the vast area. Moreover, natural crossbreeding requires careful attention on the bull to avoid such risk as animal disease. Therefore, the AI model is useful in such rural province including Errachidia.

The usefulness of the project approach, in addition to the national strategy to increase red meat consumption at national level, was discussed at the time of PRDP elaboration, and a project to improve race of livestock through AI dissemination was included in the priority project of PRDP. The project sheet was developed based on the experience of the pilot project in Amellagou.

• Effectiveness of project implementation for regional solidarity

Amellagou had been a difficult commune to unite stakeholders, including local authority, commune council, traditional associations, and associations/ cooperatives, since they had been fallen into a state of mutual distrust. Due to the mutual antagonism, Amellagou always lost opportunities for rural

development given by the development donors including JICA, particularly for the land-use type development opportunities.

For example, a rosemary processing project, counted as one of high priority projects in Amellagou's PCD, had once been approved by the commune council meeting as a pilot project of the JICA Study. However, the project was cancelled due to a coordinated opposition movement conducted by the residents of three Ksars.

Based on the bitter experience, a newly assigned Kaid tried to organize all concerned stakeholders and established the project implementation structure for the pilot project implementation purpose. The project implementation structure included ETC, communal council, delegations concerned, and association and cooperative as a main actor of the project. This structure was a model when CPDC and JICA Study Team discussed about the project implementation structure at commune level and provincial level. Also, the experience encourages stakeholders in Amellagou, and they took next action to materialize projects in PCD.

- **Necessity of gender consideration in AI campaign at remote area**

A lesson learned regarding gender consideration is observed through the implementation of pilot project. Livestock is bred in household backyard in mountainous region, and women take important role for the breeding. When we disseminate AI service to each household, women must be involved in the raising awareness campaign and other practical training. However, the breeding training includes sexually sensitive issues such as pregnancy period and how to find maturity degree of female cow. When the project started, both men and women were invited the same training venue, and women could not raise their voice due to their traditional hesitation toward the issue. Then, the association trained women to conduct separate training to women breeders. This experience must be shared among stakeholders of the regional development at commune and provincial level.

- **Necessity of land use plan at commune level**

Up to now, international NGOs and delegations including the tourism and the water and forest have tried again and again to support development in Amellagou. In any cases, as regards land use, they have failed to obtain understanding of traditional association that holds decision making right on the utilization of communal land, eventually leading to the failure of launching projects. Similar situation again arises in the PP suggested by this Project (Rosemary processing/ marketing support project). As a result, interests among inhabitants have become more complicated, making inhabitants disappointed and exhaustive towards the area development activities, leading also to an inert atmosphere in the activities of associations.

To insure efficient and effective use of land, particularly in communal land surrounding the residential area, a land use plan with consensus among stakeholders is necessary. It is also ensure smooth implementation of land-use type development project without any interference from the traditional association. The issue was discussed at the PRDP formulation workshop and a program for "Control Urban Expansion to Protect Oasis Environment is included in the PRDP for this purpose.

Chapter 6 Capacity-development of local actors and organization for planning / implementation of development plan

6.1. Target for Capacity Development

Targets for capacity-development are the local actors and organization concerning planning and implementation of developmental plan, while in this study they are PCD and PRDP at Communal and Provincial level. The table below shows the target. This study focused on , not only individual capacity of local actors, but also, institutional development.

Target	Provincial level		Communal level	
	Province / Delegation	Commun Council	Commune Staff	Association / Cooperative
Capacity to be developed	(1) Capacity for planning of provincial plan (2) Capacity for support for PCD formulation / implementation	(1) Capacity for planning of PCD (2) Capacity for implementation of PCD	(1) Capacity for planning of PCD (2) Capacity for implementation of PCD (3) Capacity for monitoring and evaluation of PCD	(1) Capacity for support for PCD formulation (2) Capacity for PCD implementation (3) Capacity for project management of association / cooperative activities (4) Capacity for Organizational management

6.2. Component of Capacity Development and Output

6.2.1. Capacity Development at Provincial Level

【Component】

Capacity development was conducted mainly through On the Job Training (OJT) in daily work on planning of PCD, implementation of Pilot Project (PP) and Quick Project (QP), and planning of PRDP. Other than OJT, series of workshop, seminar and study tour were also carried out. The table shows the summary of activities on capacity development of each actors.

Target	Errachidia Province			Delegation
	DAS/DCL	Provincial Action Committee (PAC* ¹)	Cell for Promotion of Development plan and Coordination (CPDC ²)	
Capacity to be developed	(1) Capacity for support for PCD formulation (2) Capacity for planning of provincial plan (3) Capacity for information management (4) Capacity for project management	Capacity for planning of provincial plan	(1) Capacity for planning of provincial plan (2) Capacity for support for PCD formulation / implementation (3) Capacity for information management	(1) Capacity for planning of provincial plan (2) Capacity for project management
Components for capacity development	(1) OJT in the process of PCD formulation at 5 target Commune (2) OJT in the process of formulation of PRDP (3) Capacity development for information management through QP01, PP05 (4) OJT in the process of implementation of QP and PP	(1) OJT in the process of PCD formulation at 5 target Commune (2) Study tour to other province	(1) OJT in the process of formulation of PRDP (2) OJT through the daily activity with the Study Team on follow-up of PCD formulation / implementation and capacity-development, and formulation of PRDP	(1) OJT in the process of formulation of PRDP (2) OJT in the process of implementation of QP and PP
Structure for capacity development	- -	PAC was established as working group for formulation of PRDP (Nov, 2010)	CPDC was established as an organization to be engaged in promotion and coordination for development plan (July, 2011)	Working group was established to assist for formulation / implementation of developmental plan (July, 2011)

(PAC¹ : established from representative of DCL, DAS, DEAC, DT, Secretary General Office, UC, DAR))

(CPDC² : established as an organization to be engaged in promotion and coordination for development plan (July, 2011))

【Activities】

Activities, objective, target and date for capacity development are as below.

Activities	Objective	Target	Date
1 Weekly meeting with DAS,DCL	To strengthen capacity for information sharing and information management with related actors	DAS,DCL	Feb,2009-Nov,2010
2 Implementation of Quick Project 05	To improve information management skill	DAS	May,2009-Nov,2010
3 Implementation of Pilot Project 01	To improve information management skill	DCL	Mar,2010 -Dec,2011
4 Establishment of Provincial Action Committee (PAC)	To strengthen the structure for planning of provincial development plan	PAC	Nov,2010
5 On the job training through PRDP elaboration	To strengthen capacity for planning of provincial development plan	PAC, Delegations	Nov,2010-July,2011
6 Study tour to Houz and Jerada Province	To exchange and learn the experience of other province in order to identify the way for improving the current situation on development plan in Errachidia	PAC	3-7, June,2011
7 Establishment of Celle for Planning of Development Plan and Coordination(CPDC)	To strengthen the structure for planning of provincial development plan	CPDC	July, 2011
8 On the job training through PRDP elaboration	To strengthen the capacity for planning of provincial development plan	CPDC, Delegation	July, 2011-
9 On the job training through PCD follow-up	To strengthen the capacity for capacity-development of Communal actors on PCD elaboration/ implementation	CPDC	July,2011-
10 On the job training through information management	To strengthen the capacity to introduce SIC to Communes and to manage web-site of Errachidia Province	CPDC	July,2011-

(1) OJT in the process of PCD formulation: See Chapter 2 for the details

(2) OJT in the process of PRDP formulation: See Chapter 3 for the details

(3) OJT in the process of QP: See Chapter 4 for the details

(4) OJT in the process of PP: See Chapter 5 for the details

(5) Study Tour

PAC member participated in study tour to other province in Houz and Jerada in June 2011 for the purpose of exchange of experience on formulation of PCD and provincial plan.

(6) Establishment of structure for development plan at Provincial level

After study tour at (5), participant of study tour and the Study Team analyzed the process and structure on PCD and PRDP formulation in order to identify the agenda to be overcome. After reviewing the activities, lessons learnt and recommendations were made to submit to Mr. Governor. Issues identified were shown as below.

【Issue on planning / implementation of developmental plan】

Through the activities No.1-6 shown at table above for capacity-development at Provincial level, three major problems were identified. These are (1) the lack of communication among all actors at provincial and communal level, (2) the lack of capacity for formulation of development plan at Province, and (3) the lack of collaboration with delegation. For the purpose to overcome these issues, some solutions were clarified as a result of discussion with PAC member as below.

Issue	Solution	Action
(1) lack of communication among all actors at provincial and communal level	Mechanism for communication among local actors, such as Province, Delegation, Commune, Association, and Development Partners.	<ul style="list-style-type: none"> ▪ Establishment of mechanism for communication among actors
(2) lack of capacity for formulation of development plan at Province	Capacity development of actors and organizational development concerning planning / implementation of development plan	<ul style="list-style-type: none"> ▪ Establishment of mechanism for formulation/ implementation of development plan ▪ Establishment and capacity development of CPDC ▪ Capacity development for actors concerning formulation/ implementation of development plan through the training
(3) lack of collaboration with delegation	Clarification of role and responsibility of Delegation, establishment of structure for collaboration between delegation and others	<ul style="list-style-type: none"> ▪ Establishment of working group by representative of delegation ▪ Establishment of mechanism for assistance on PCD/PRDP formulation/ implementation

6.2.2. Capacity Development at Communal level

【Component】

As pointed out by DGCL, human resources development and empowerment at Communal level have also been a major task at national level. “Too few opportunities for Commune staff to be trained” has pointed out in WS for PCD diagnosis at Commune level. Hence, nurturing human resources/ capacity development at Commune level has been recognized as a very important task in formulation/ implementation and monitoring of PCD. Taking this importance into account, the target of technical transfer in Communes concerned was decided in the following in this Study.

1) Commune staffs

13 ~ 26 Commune staff have been assigned in each of 5 Communes targeted in this Study. The staff in charge of programming and financing or those assigned in Communal development promotion team (EAC; l'équipe d'animation Communale) are mainly responsible for playing their role/ pursuing their duties of formulating/ monitoring and reviewing PCD and also formulation and implementation of priority projects in PCD. In addition, making use of SIC, renewal of data in it etc are included in their servicing duties. Projects characterized with public service in PP, such as large-scaled rehabilitation of Seguia (in Oued N'aam) and construction of multi-purpose center (in Sidi Ali) have generally been put under the service by Technical Department in Commune Office, however, it has been made clear that there have been very few cases/ experiences of handling with these projects up till now by the initiative of the Commune. In this context, Sidi Ali Commune has only 13 staff in its office, and the Technical Department has not yet organized in the Commune because no such project was hitherto implemented in the Commune.

2) Communal Council

Members of Commune Council are elected by the election held every 6 years, playing role of deciding validation and priority of projects. The table shows the summary of activities on capacity development of each actors.

Target	Commune level	
	Commune Council	Commune Staff
Capacity to be developed	(1) Capacity for formulation of PCD (2) Capacity for implementation of PCD	(1) Capacity for formulation / implementation of PCD (2) Capacity for project management
Components for capacity development	(1) OJT in the process of PCD formulation (2) OJT in the process of planning and implementation of PP (3) Series of seminar and workshop on PCD formulation / implementation	(1) OJT in the process of PCD formulation (2) OJT in the process of planning and implementation of PP (3) Series of seminar and workshop on PCD formulation / implementation (4) Technical training for ETC on planning and implementation of development plan
Structure for capacity development	—	Establishment of structure for PCD formulation/. Implementation at Commune level

【Activities】

In the Study, capacity development at Communal level started with 5 target Communes. Then, in accordance with the establishment of CPDC, the target was expanded to the all Commune at Errachidia Province. It took place on the basis of the experience at 5 target Communes. It took place on the basis of lessons learnt by experience of 5 target Communes.

Target area	Activities	Objective	Target	Date
5 Communes (Gourrama, Oued N'wan, Ghiss-Ourbou, Sidi Aïb)	1 On the job training (OJT) through PCD formulation and implementation of pilot project	Capacity development of Associations in project management and financial management	Communal Council Commune Staff Association	Mar,2010 -Dec,2011
	2 PCD Evaluation workshop at 5 Commune (staffs, CC, association)	Evaluation of process and structure on PCD elaboration and implementation	Communal Council Commune Staff Association	Feb-March,2011
	3 PCD follow-up seminar with 5 Communes in Errachidia (Commune Staffs, CC, associations)	Follow-up of PCD elaboration and implementation, with communal actors based on the result on PCD Eva WS at 'Step2'	Communal Council Commune Staff Association	30th April,2011
	4 Support for strengthening of structure on PCD at Communal level (creation of ETC and Committee for equality and equity of opportunity)	Strengthening of Communal structure on PCD elaboration/implementation	Communal Council Commune Staff Association	June-July,2011
	5 Needs survey for Commune staffs	Diagnosis of the needs of Commune staffs on capacity development	Commune Staff	Nov-Dec,2010
	6 Support for creation of ETC	Creation of ETC at 5 Communes in study area	5 Communes	May-June,2010
	7 ETC training (strategic planning) for 5days	Technical capacity development of ETC by understanding development plan (PCD), project cycle	ETC	July,2011
	8 Evaluation of ETC Training	Assessment of effectiveness on ETC training and follow-up of ETC activities on the ground	ETC	Oct-Nov,2011
All Communes at Errachidia Province	9 Seminar for raising awareness of PCD	To have common understanding on PCD, responsibility of each actors, and collaboration between Province and Communes	Commune President Secretary General	30, Nov,2011
	10 Support for creation of ETC	Creation of ETC at all Communes in Errachidia Province	ETC	By the 2nd week of Dec,2011
	11 Seminar for raising awareness of ETC (at 4 circles)	Raising awareness on role and responsibility of ETC, explanation of communication plan, and needs survey of training for ETC	ETC	the end of Dec-beginning of Jan

(1) OJT in the process of PCD formulation : See Chapter 2 for the details

(2) OJT in the process of QP implementation: See Chapter 4 for the details

(3) OJT in the process of PP implementation: See Chapter 5 for the details

(4) Series of PCD follow-up workshops and seminars

After the completion of PCD formulation in 5 target Communes, the Study Team carried out review workshop at Communal level to identify the impact and difficulty of PCD formulation. At the next seminar, 5 Communes got together to discuss the issue to be for implementation of PCD. Through the series of these workshop and seminars, lessons learnt and recommendation were shared among participants.

(5) Establishment of structure for development plan at Communal level

After study tour at (5), participant of study tour and the Study Team analyzed the process and structure on PCD and PRDP formulation in order to identify the agenda to be overcome. After reviewing the activities, lessons learnt and recommendation were made to submit to Mr. Governor.

Issues identified were shown as below.

【Issue on planning / implementation of developmental plan】

Through the activities No.1-5 shown at table above for capacity-development at Communal level, three major problems were identified. These are (1) the lack of communication among all actors at provincial and communal level, (2) the lack of capacity for formulation of development plan at Commune, and (3) the lack of collaboration with delegation. For the purpose to overcome these issues, some solutions were clarified as a result of discussion with PAC member as below.

Issue	Solution	Action
(1) the lack of communication among all actors at provincial and communal level	Mechanism for communication among local actors, such as Province, Delegation, Commune, Association, and Development Partners.	<ul style="list-style-type: none"> ▪ Establishment of mechanism for communication among actors
(2) the lack of capacity for formulation of development plan at Commune	Capacity development of actors and organizational development concerning planning / implementation of development plan	<ul style="list-style-type: none"> ▪ Establishment of mechanism for formulation/ implementation of development plan ▪ Establishment and capacity development of ETC ▪ Capacity development for actors concerning formulation/ implementation of development plan through the training
(3) the lack of collaboration with delegation	Clarification of role and responsibility of Delegation, establishment of structure for collaboration between delegation and others	<ul style="list-style-type: none"> ▪ Establishment of working group by representative of delegation ▪ Establishment of mechanism for assistance on PCD/PRDP formulation/ implementation

6.2.3. Capacity Development for Association / Cooperative

【Component】

Lack of capacity and experience of associations for local development are considered as crucial issue. While associations are expected by development partners to play key role for local development, lack of capacity has become the obstacle for association to work optimally. The table below shows that the component of capacity development of association.

Target	Association/ Cooperative
Capacity to be developed	(1) Capacity for support of PCD formulation (2) Capacity for PCD implementation (3) Capacity for project management of association (4) Capacity for organizational development (5) Capacity for establishment of collaboration and cooperation with development partners, associations, Communes, Province and delegation
Components for capacity development	(1) OJT in the process of PCD formulation (2)(3)(5) OJT in the process of implementation of QP • PP (3)(4)PP03 project for strengthening local organization
Structure for capacity development	- Establishment of structure for PCD formulation/ implementation - Strengthening of the structure for association/ cooperative to work optimally

【Activities】

Activities done for capacity development of association/ cooperative are as table below.

Target area	Activities	Objective	Target	Date
5 Communes (Gourrama, Oued N'nam, Gharras Oulou, Sid, Ait)	1 Need survey for Association (PP03)	Diagnosis of the needs of Association on capacity development	Associations Cooperatives	Mar-Apr,2010
	2 Training, study tour, and seminar for Associations through Pilot Project (PP03)	Capacity development of Associations in project management and financial management	Associations Cooperatives	June-July,2010 Sep-Oct,2010 Nov-Dec,2010
	3 Follow-up of Association's training carried out at '2'	Follow-up for Association's activities to practice the training on the ground	Associations Cooperatives	Feb-Dec,2011
5 Communes (Gourrama, Oued N'nam, Gharras Oulou, Sid, Ait)	1 On the job training (OJT) through PCD formulation and implementation of pilot project	Capacity development of Associations in project management and financial management	Communal Council Commune Staff Association	Mar,2010 -Dec,2011
	2 PCD Evaluation workshop at 5 Commune (staffs, CC, association)	Evaluation of process and structure on PCD elaboration and implementation	Communal Council Commune Staff Association	Feb-March,2011
	3 PCD follow-up seminar with 5 Communes in Errachidia (Commune Staffs, CC, associations)	Follow-up of PCD elaboration and implementation with communal actors based on the result on PCD Eva WS at 'Step2'	Communal Council Commune Staff Association	30th April,2011
	4 Support for strengthening of structure on PCD at Communal level (creation of ETC and Committee for equality and equity of opportunity)	Strengthening of Communal structure on PCD elaboration/implementation	Communal Council Commune Staff Association	June-July,2011

【Output of capacity development】

(1) Capacity development by PP03 strengthening of local organization

PP03 took place for the purpose of capacity development of association/ cooperative in organization management, such as institutional management, project management, and financial management. The details of the activities are shown in Chapter 5. At PP03, all association/ cooperative at 5 target Communes were targeted.

(2) OJT in the process of PCD formulation

In the process of PCD formulation, representative of association participated at Ksar and Communal level. The details were cited in Chapter 2.

(3) OJT in the process of PP • QP implementation

In this study, 13 pilot projects and 5 quick projects were implemented. As executive agency or as beneficiary of PP and QP association and cooperative were involved in the PP/QP. In the process of implementation of PP/QP, association/ cooperative were trained in project management, such as needs survey, data collection, data analysis, planning, implementation, and monitoring and evaluation. The details of capacity development for association/ cooperative can be referred to in chapter 4 and 5.

(4) PCD follow-up workshop and seminar

After the completion of PCD formulation, series of review workshops and seminars for formulation / implementation of PCD were held at 5 Commune. In the workshop, impact, obstacle and agenda on PCD were discussed among Communal Council, Communal Staff and associations.

6.3. Establishment of mechanism for local development

6.3.1. Background of proposal on establishment new mechanism

As mentioned above, lack of communication among local actors, weak structure to manage the development plan at Communal and Provincial level, and weak collaboration with delegations were identified as core problem at Errachidia province. Also, since these issues were discussed at national

level in the development partners meeting organiazed by DGCL on 19th May, these can be regarded as as common issues in Morocco.As a one of solutions for these issues, establishment of mechanism was seen to be done as a result of discussion with PAC. The proposal was submitted to Mr.Governor in June 2011 as below, then it came to be realized in July, 2011.

Proposal for new structure at Provincial level (as of June,2011)

	CPDC	CPDH/CTP	Taskforce Team
As of June ,2011	PAC was in chaeged for planning development plan at Province	Committee for policy-making. Members are selected depending on the purpose of meeting	There exists temporal working group only for formulation of PRDP
New structure (Proposal)	New organization should be established with permanent staff	Follow the same struture	Working group should be establishe for not only formulatiomn of PRDP, but also implementation of PRDP, and support for PCD
Reason and expectation of new structure	<ul style="list-style-type: none"> -Although PAC was temporal working group, in order to manage development pplan, parmanet organization is needed. -Since PAC member had the task in their own department, it was difficult for them to concentrate on the work for development plan.Establishment of CPDC will solve this issue. -Strengtheniing the function of planning of development plan means the strengthening of function of local governnane of Province. -By the establishment of CPDC, communication will be facilitated among actors at Provincial and Communal level. 	/	<ul style="list-style-type: none"> -To clarify the respoinsibility of Delegation -To clarify the person in charge for communication -To enhance the collaboration between sector strategy and PCD/PRDP strategy
Taks	<p>1. Development Plan</p> <p>(1) PRDP • PDP</p> <ul style="list-style-type: none"> - Prepares the draft of PRDP with participatory approach - Prepares the draft for annual Action Plan - Takes in charge of the implementation and monitoring of action plan - Coordination with Commune, Task-force Team (EPA, representative of Delegation), CTP and other concerned actors <p>(2) PCD (follow-up, monitoring) Following PCD Elaboration Guideline(2010)</p> <p>(3) Capacity-development Coordination, preparation of activities supporting for capacity-development of local actors on developmental strategic planning</p> <p>2. Informantion management</p> <ul style="list-style-type: none"> - SIC promotion and follow-up at Communal level - Promotion of information sharing among National, Provincial and Communal level - Management of provincial statistic (collection of data, analysis, data reduction, documentation) Development and management of Homepage for Province 	<p>(PRDP • PDP)</p> <p>Approval of Vision, Approach, Strategy</p> <ul style="list-style-type: none"> - Validation of PRDP <p>(PCD)</p> <p>Following PCD guideline (2010,DGCL)</p>	<p>(PRDP • PDP)</p> <ul style="list-style-type: none"> - Formulation of draft PRDP and Annual Action Plan - Coordination between PCD and sector strategy <p>(PCD)</p> <ul style="list-style-type: none"> - Technical advise for project estimation - Technical support for feasibility study concerning PCD - Technical support for implementation of project

6.3.2. Establishment of CPDC

(1) Responsibility of CPDC

As mentioned above, CPDC was estanlished in July 2011to promote formulation/implementation of development plan and to coordinate many different kind of atocrs at National, Provincial, and

Communal level. Responsibility of CPDC is as below.

Cell for Promotion of Developmental plan and Coordination (CPDC)	
Responsibility	<p>1. Developmental Strategic Planning</p> <p>(1) Provincial developmental plan (PRDP, PDP)</p> <ul style="list-style-type: none"> ▪ Prepares the draft of PRDP with participatory approach ▪ Prepares the draft for annual Action Plan ▪ Takes in charge of the implementation and monitoring of action plan ▪ Coordination with Commune, Task-force Team (EPA, representative of Delegation), CTP and other concerned actors <p>(2) PCD (follow-up, monitoring)</p> <ul style="list-style-type: none"> ▪ Ensures the proper implementation for the operation of communal planning ▪ Follow-up by mobilizing the technical assistance for ETC ▪ Constitutes a link between the communal structures and provincial level ▪ Follow-up and monitors the implementation of triennial programs and informs all the concerned parts via appropriate channels according to the progress status of implementation ▪ Prepares and implements the programs of continuous training for all concerned actors concerning with PCD elaboration <p>(3) Capacity-development of local actors</p> <ul style="list-style-type: none"> ▪ Coordination, preparation of activities supporting for capacity-development of local actors on developmental strategic planning <p>2. Information and statistic service</p> <ul style="list-style-type: none"> ▪ SIC promotion and follow-up at Communal level ▪ Promotion of information sharing among National, Provincial and Communal level ▪ Management of provincial statistic (collection of data, analysis, data reduction, documentation) ▪ Development and management of Website for Province
Common Criteria of Personnel	<ul style="list-style-type: none"> ▪ Necessity of high coordination, negotiation, management and communication skills with other actors ▪ Necessity of reporting and documentation skill ▪ Necessity of language skill for writing, speaking and listening in Arabic and French
Condition for Organization	Budget should be particularly allocated for Planning Service

(2) Capacity development of CPDC

The study has been working for capacity development of CPDC since CPDC was established. Office of CPDC is situated in the same office as that of the Study Team.

• OJT in the process of daily activities of the Study Team

The Study Team has made effort for technical transfer to CPDC in the activities of PRDP formulation, support for Communes in formulation/implementation of PCD and capacity development of communal actors.

In addition to daily activity as mentioned above, technical transfer seminar (Errachidia in July 2011), international date festival (Elfoud in Nov 2011), and regional technical transfer seminar (Meknes in Dec 2011) were organized together with CPDC.

• Introduction of CPDC to development partners

Introduction of CPDC was carried out in many occasions to many different kinds of actors in order to let people know the responsibility and function of CPDC.

Meeting	Date	Place	Participant	Number of participant
Technical transfer seminar	July2011	Errachidia	Mr.Governor, provincial department, delegation, target 5 Communes, 6 Communes supported by ADS, development partners, JICA Morocco office and the Study Team	Around 80
Introduction of CPDC with division in Province	Oct 2011	Provincial meeting room	Division and Service at Province	Around 40
International Dattefestival	Nov2011	Elfoud	Province, Delegation, Commune and visitors in date festival	Around 200
Introduction of CPDC and progress of PRDP with Delegation	Nov2011	Provincial meeting room	Mr. Secretary General of Province, Delegation, CPDC, and the Study Team	Around 60
PCD follow-up and introduction of CPDC with Communes	Nov2011	Provincial conference room	Mr.Secretary General of Province, Commune president, Commune secretary general and representative of Commune, CPDC and the Study Team	Around 50
Regional technical transfer seminar	Dec2011	Meknes	Mr.Wali at Meknes, Mr.Governor of Errachidia Province, Mr.Secretary General of Wilaya, provincial officer, delegations, Communes, development partners, JICA Morocco office, CPDC, the Study Team	Around150

• Training in Japan

CPDC is expected to play important role as responsible organization for promotion of development plan and for enhancing function of the province as local government. In this context, JICA conducts two weeks training in Japan for member of CPDC and provincial officers. In the training, participants supposed to learn the local governance and decentralization in Japanese context by lecture and site visit at two Provinces which are active in local development on the basis of development plan at Province.

(3) Effectiveness of establishment of CPDC

Effectiveness of establishment of CPDC for 5 months since it created in July 2011 is shown as below.

• Enhancement of communication among local actors

CPDC has led to the positive change in communication with DGCL, Delegation, Commune and so forth. It also facilitates the information sharing, discussion, consultation, and advice on PRDP/ PCD among local actors.

• Capacity development for all Communes

Establishment of CPDC made support for all Communes in Province possible in a same methodology. Before CPDC was created, the Study Team and ADS supported Commune in different methodology and structure for formulation /implementation of PCD. However, with CPDC, ADS came to agree to follow the same methodology and structure as the Province wants, which made CPDC possible to conduct capacity development in a same way at all Communes.

• Promotion of collaboration for local development

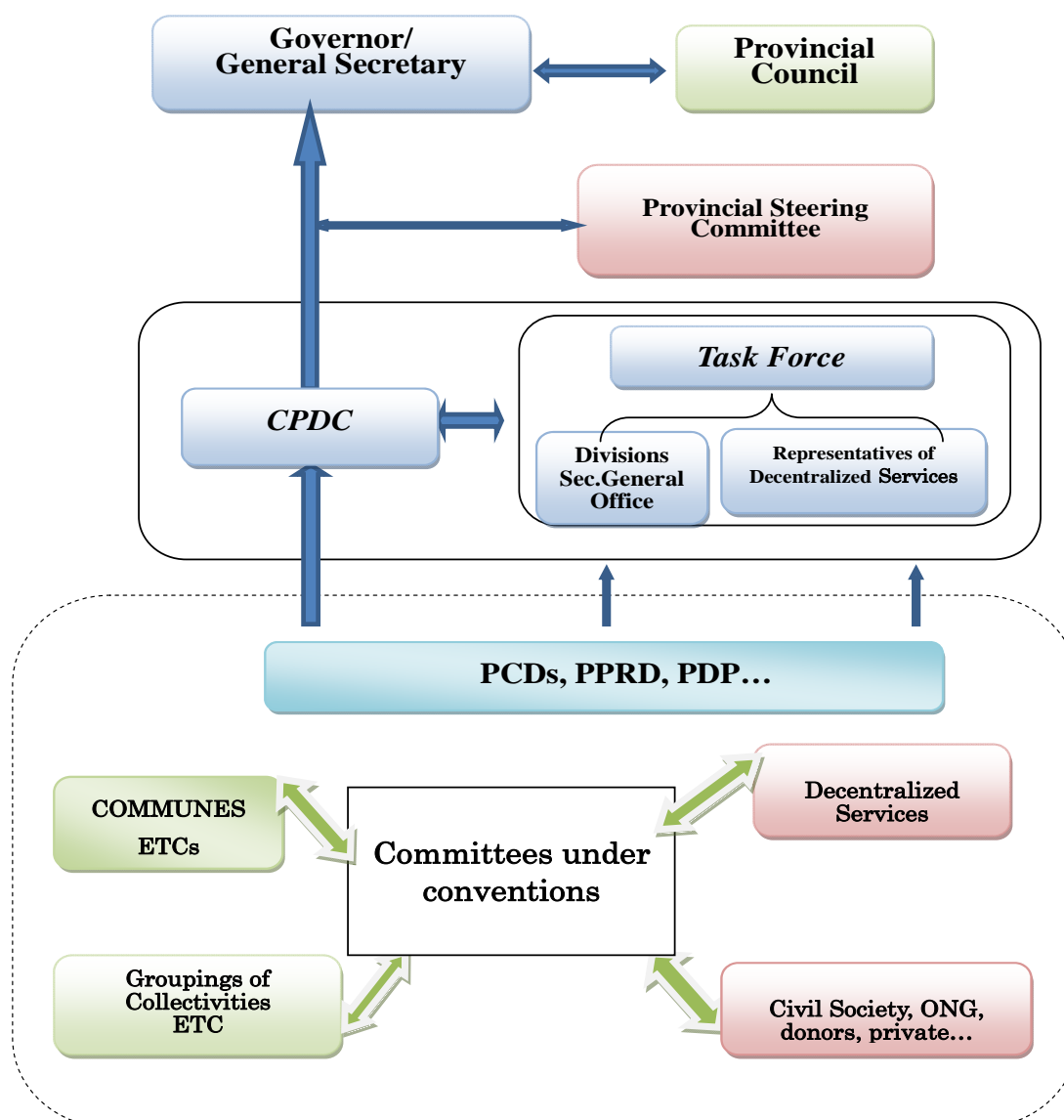
CPDC has created enabling environment for Province and many different kinds of actors to collaborate. For instance, Province made convention with Moulay Ismail University to make an engagement to collaborate for local development in Errachidia Province in Dec 2011. CPDC was

functioned as a coordinator and made arrangement for convention. From now on, CPDC will play crucial role to promote collaboration for local development.

6.3.3. Output of capacity development for local actors and organization

In this study, as stated in 6.2.1,6.2.2, capacity development was carried out at Provincial and Communa level. At the bigining of the Study, capacity development was held for local actors at individual level. Then, at the end of the Study, establishment of structure and mechanism for Errachidia province and Commune to enhance capacity for planning / implementation of development plan was focused on. At provincial level, CPDC and at Communal level, ETC are the key institution for the future to promote development plan while coordinating the collaboration with other actors.

The figure below shows the mechanism proposed by Study Team and CPDC. In this Study, mechanism and structure were established as a first step to enhance the capacity for local development. At the next stage, strengthening the the mechanism to be foncutioned should be tackled.



Chapter 7 Conclusions and Recommendations

7.1. Conclusions: Contents and Outputs in the Study and Achievement Level of the Objectives

Following table shows contents and outputs in the study and achievement level of the objectives.

Contents	Outputs and Achievement Level
Survey on the present condition and analyzing development direction	Development constraints and potentials were analyzed in the Study Area based on the socio-economic survey and implementation of quick projects (QPs). Then, the Study Area was classified into 5 zones based on the results of this analysis and also from the aspects of natural and social conditions. The direction of the development at each zone was made clear.
PCD Elaboration	A targeted commune was selected from each of these zones where PCD elaboration has been supported by the Study Team. In prior to other communes supported by ADS, PCDs in the 5 pilot communes were elaborated by early 2011, which gave them chances to acquire development opportunities from the development partners including DAT/POT.
PP Implementation	As for pilot projects (PP), one project site was selected per each targeted commune and other sites were also selected as transversal sector wide projects in provincial level and they have been implemented at both communal and provincial levels. Through the activities from 13 PPs, strengthening the local administration was supported introducing such activities as test trials for closer coordination among local development actors, holding regular and study meetings, study tour to advanced areas, holding joint seminar, facilitator training (problem analysis, SWOT etc.). Outputs and lessons learnt from these activities greatly enabled local actors to elaborate PCD as well as PRDP by themselves. At present, ETCs established in 5 target communes for PCD take initiative of elaborating implementation and monitoring of their PCD.
PCD Roadmap Elaboration	Based on the lessons learnt from this PCD elaboration and PP implementation process, the PCD Roadmap was formulated. The Roadmap was edited in more realistic and easily accessible way including project implementation and monitoring process that are not described in the other PCD manuals so far formulated by other development partners. The PCD Roadmap was distributed and explained to the 28 communes in Errachidia province so that it can contribute to their ability to review, monitoring & evaluation of PCD in future.
PRDP Elaboration	Task Force was established in the presence of provincial staff and ministerial representatives and it formulated PRDP through complete participatory way. In the course of the PRDP elaboration process, the establishment of "Cell of Promotion for Development plan & Coordination, CPDC" as the first trial in Moroccan organizations, in charge of promotion of provincial development plan was proposed by the Study Team.
CPDC Establishment	Then, the CPDC has officially been established with a powerful initiative of the governor in July 2011. The mission, the role and the action plan of CPDC, its organization and system for elaboration, implementation & monitoring of PRDP were presented at International Date Festival, Technology Transfer Seminar, and workshop in Meknès, in which the representatives of 6 provinces in Meknès-Tafilalet Region, donors and development patrons participated. Lessons learnt from elaboration of PCD and PRDP, as well as the PCD Roadmap, formulation of PRDP through a series of workshops and seminars will contribute to these actors for their future activities

7.2. Proposals on the outputs, lessons learnt from Pilot Project, recommendations and ways of disseminating the models into other communes

- (1) Outputs, lessons learnt from Pilot Project, recommendations
 - (a) Outputs, lessons learnt
 - The implementation of the PP was very effective for Study Team to grasp interrelation among development actors, to find resource persons in rural area, local population's view on provincial administration. Through implementing the PP, the Team identified the necessity for strengthening of the capacity development of actors belonging to the associations or cooperatives with different

maturity. Associations concerning the PP have become aware of PP activities as their own issues and they have taken the initiative in solving problems as their own issues and also they have considered and tried to stepwise implement other new activities than the PPs. Especially, it is observed that network association in Oued N'aam and women's association in Sidi Ali newly established in the course of implementing the PP have started to proceed their own way as independent organizations.

- It was fully recognized that the distrust between local population and administration has resulted from the existing hostility among the rural area or local populations that isn't superficially visual and it is very difficult for outsider to detect such dispute through implementing the PP. The PP plan of processing and Marketing Promotion of Rosemary processing and marketing in Amellagou was a typical example of such mutual disbelief between administration and local population, due to which the Commune obliged to cancel it. Reflecting on their past conduct, population of Amellagou who were observing the smooth progress in other PP made a request on the "Race Improvement of Bovine through Artificial Insemination". This project was successfully completed in a short period by the initiative of Kaid and commune president through sufficient dialogue among local development actors. Above mentioned fact implies that communication and dialogue among development stakeholders are essential to promote rural development.
- As to the Seguia Rehabilitation PP in Ghriss Ouloui, it was disclosed that the commune was not engaged in the project with its initiative, it lacks know-how and its staff has no experience of formulating /implementing the projects. Also in the case of projects supported by donors, only the targeted beneficiaries and organizations were involved in the project and the commune was so far kept insulated from the projects. On account of such situations, the Study Team provided a flow chart for the required process from the planning to implementation stages and the method to make a sub contract with undertakers as a guideline brochure. It also assisted the establishment of a water management association at ksar level that has become the first organization to comprehensively manage the water resources by themselves in Errachidia province.
- In the case of the PP implemented in Sidi Ali commune, the establishment of the women's, henna-cumin and fossil associations with a construction of multipurpose center triggered aggressive activities of associations, in particular, gradually enhancing commitment of women to participate in social activities. In addition, these association deepened and strengthened mutual cooperation through the subjective, joint participation in the Date festival in Erford or Agricultural festival in Meknes
- Implementing agencies such as commune and associations discussed and determined the cost- as well as work- sharing among related agencies concerned by closing a contract agreement among them as a necessary procedure to efficiently and smoothly implement projects with the support of related agencies or in collaboration with the Ministry of Artisan, ORMVA/TF and INDH, etc. Also, it was found that obtaining understanding of the traditional association is essential regarding the land acquisition of communal sites for project use.
- Conscious mind of ownership and initiative to the project and solidarity among development actors have been strengthened through the implementation of the PP.

(b) Recommendation

- Representative the SIAAP and Prof. Kabiri from MIU proposed the necessity to support the operation and management of facilities and MPC constructed through the PP by the agencies concerned and all participants were agreed it in the Technical Transfer Seminar held in July 2011. Hereafter, the Commune concerned should monitor and follow-up for sustainable operation and management of these processing and irrigation facilities and consult with the CPDC and stakeholder agencies whenever problem arises therein.
- In addition to trainings for operating provided processing equipment, study tour to advanced area etc, facilitation skill for meetings and also book keeping technique, how to use Excel and Word in PC, etc. have also been transferred to the commune and association through the implementation of the PP but still not enough for them to operate/ manage PP. Accordingly, the CPDC in collaboration with the ADS should support to strengthen the organizations and to develop capacity of associations, network associations and water management association, etc.
- Remote ksars are scattered amidst isolated areas such as Sidi Ali commune in dessert and mountainous areas in Errachidia province. In these areas, basic infrastructure such as access road, water supply system, and electrification, etc. have not been integrated due to cost-ineffectiveness. Accordingly, populations in such areas obliged to live in harsh living environment. In the light of BHN, the CPDC should take improvement measures for them in collaboration with the ministerial delegations concerned in the PRDP elaboration.

(c) Recommendation for disseminating models into other communes

- Outputs and lessons learnt from the PP formulation and implementation were summarized in the PCD Roadmap elaborated by the Study Team. The CPDC should support the effective use of it to the 6 provinces in Meknés-Tafilalet Region.
- The importance of the support to organize the women's association activities in accompanying with construction of the MPC was clarified and understood by the participants in the Technical Transfer Seminar in July 2011. At present, 5 communes; namely Oud N'aam, Aoufous, Arfoud, Rissani and Sifa have formulated to implement the projects in PCD to support women's activity through the construction of MPCs following the Sidi Ali model in the PCD. CPDC in collaboration with Department of Artisan and INDH (DAS) to support these projects of establishing MPC.
- CPDC should review the afore-mentioned outputs, lessons learnt and issues concerning the WMA, MPC etc. in collaboration with the ETCs in the Communes concerned to disseminate these models into other communes as an information provider.

7.3. Outputs, lessons learnt, recommendations of PCD elaboration and lessons learnt and recommendation for disseminating the models into the other communes

(1) Outputs, lessons learnt, recommendation through PCD elaboration System

(a) Outputs, lessons learnt through PCD elaboration System

The PCD guideline contains too many technical terms to be decipherable at commune level, leading to a problem that has arisen from the inconformity between the PCDs elaborated by JICA and those by

ADS. Thus, the necessity has been recognized among development actors to provide a manual or roadmap written in simpler and more familiar terms. It has also been elucidated through this Study that the necessity of strengthening organizations and developing human resources to solve insufficient experiences and knowledge of staff members of Communes, especially those in ETC and CCPP on plan formulation, implementation and monitoring & evaluation, also to improve distrust between associations and commune. Similarly, it was made clear through this Study that the assignment of EAP staff was delayed and hence not functional at provincial level.

(b) Recommendation

- The unit of promoting and coordinating Provincial development policies (CPDC) has been established in July 2011 as the Study Team recommended that is expected to play role and has obligation to fulfill/improve the above-cited tasks. 2 members of ADP in charge of capacity development for communes assigned in the CPDC will be expected to carry out the follow up of seminars and trainings, etc. in the following recommendations.
- The Study Team assisted the evaluation by the Commune staff on the system and process of PCD formulation and shared the extracted issues and consulted measures to improve / solve them. Also, it shared the lessons learnt with CPDC, the supervisory agency for PCD formulation, thus consulting supporting measures to be taken hereafter so that Communes can formulate their PCD by their own capacity. From now onward, DPDC should further and more often consult with ADS, making use of the opportunities of seminars and training scheduled by ADS to clarify the expected role of each development actors at Commune level (Commune staff, Commune council, ETC, CCPP, associations) in PCD formulation and at the same time continues monitoring on training programs for the staff of Communes.

(2) Outputs, lessons learnt, recommendation throughout the process of PCD elaboration

(a) Outputs, lessons learnt throughout the process of PCD elaboration

It has been made clear that Communes lack necessary information for elaborating PCD such as population, household composition, vocation, etc, they confront difficulty in applying the basic data to PCD and still remain in poor understanding on the importance of inhabitant's participation due to deep rooted tendency of top-down system. To cope with these issues, introduction of SIC and a project for supporting capacity development on information management of DCL were implemented as a PP. Throughout the PCD elaboration process, lack of facilitators (CCPP/ETC) to facilitate WS for the diagnosis and plan formulation, lack of experience in project formulation, difficulty in filling items of components in project sheets in a concrete way due to lack of experience, lack of technical expertise and of team work and expertise necessary for formulating plans were elucidated. To solve these issues, the Study Team has proposed the system of assigning and registering ETC members coupled with the ability nurturing / development and supported strengthening capacity building on plan formulation of Communal staff, introducing case study on soft components and training on plan formulation, implementing PP aiming at establishing the system, learning skill/methodology on participatory planning and building network (out-sourcing) as well as collaborating system.

(b) Recommendations

- Introduction of Commune Information System (SIC) followed by data input for basic information by DGCL has been completed in November 2011. However, since almost all Communes are not yet ready for accepting SIC, DGCL should support identification of information management system, provision of information management equipment, provision of basic training, budgetary procurement for information collection, training on the OJT basis in terms of data management and method of calibration etc. For the Communes that are not ready to use SIC, actions needed may include diagnosis of information management system of the Commune, procurement of equipment for information management, implementation of basic training, budgeting for information collection, OJT training for data collection and etc.
- Owing to the support for introducing SIC into 2 target Communes for the PP, DGCL, CPDC and the Study Team share information on the method of collecting basic information, their method of input and analysis as well as cost amount. Also, it supported IT unit of the Province and CPDC on compilation, integration and method of utilizing their outputs. As to introducing SIC as implemented by PP, its result has been summarized in a guideline through the support of the Study Team. Coupled with the method of making use of the above shown outputs, CPDC should hereafter support other Communes by means of making full use of these results.
- Methodology and advantages of participatory workshop at ksar level were clarified in the Roadmap for PCD Elaboration and Implementation provided by the Study Team. CPDC should instruct Commune staff concerned to try to efficiently utilize this PCD Rpadmap hereafter.
- The Province should provide ETC members opportunities of mastering knowledge and techniques required for formulating PCD. From the system point of view, it should procure and promote establishment of ETC institutionally by assigning ETC in all the Communes and making them registering in the provincial office. CPDC should monitor the state of establishing ETC in 28 Communes, thus supporting its establishment if not established as soon as possible.
- Communes should arrange study trip(s) to observe nearby successful project sites as model examples, thus providing references in concretely formulating their projects. In this context, INDH has an awarding program to award good practices of rural development projects and also provides excursion program to learn from them. DAS should support to execute the study tour for Communes.
- The CPDC in collaboration with DGCL and DCL should train members of Commune councils, commune officers and ETC depending on their function expected, should support for capacity development in the field of strategic planning, project formulation and communication skill etc.

(3) Outputs, lessons learnt, recommendations through PCD implementation and monitoring process

(a) Outputs, lessons learnt through PCD implementation and monitoring process

During the process of PCD implementation and monitoring process it was found that abilities regarding project implementation and communication with the development actors for associations and cooperatives are still very low, development budget is very limited in commune offices,

communes have almost no experience of implementing the projects, communication among development stakeholders are insufficient, and communes have no monitoring and evaluation systems, etc. In order to mitigate these issues, the Study Team supported strengthening the ability of local organizations, preparation of application forms to be submitted to INDH for example, training the strengthening of ability for making development plan and project management on OJT basis through PP, establishment of collaboration system among development actors, and provision of OJT as well as a guideline in terms of monitoring & evaluation through PP.

(b) Recommendation

- As for development budgets, they consist of investment budget (surplus of the general budget of the previous fiscal year), subsidies from central government as VAT, subsidize and out-sourcing budgets, such as INDH, ADS, DPs, FEC, budgets of Ministerial delegations etc. To procure these budgets constantly, it will be necessary for CPDC to support to strengthen the commune staff's ability. CPDC should provide assistance for the Communes to prepare application documents for acquiring resources supplied from INDH and various ministerial delegations. Further, CPDC should support for organizing seminars, study tours, OJT etc for the purpose of assisting Communal staff to acquire basic knowledge as well as to deepen consciousness on services in terms of the formulation of financial management plans, account management (financial operation), financial analysis, monitoring etc.
- Whenever the projects are implemented at Commune level, the Commune (office) should be involved. Appropriate measures should be taken, for example to specify the roles to be played by the Commune (ETC) in the form of the project implementation contract or agreement etc.
- During implementation of pilot projects, the Study Team has provided a guideline in which such clerical skills that Commune officers seemingly have to acquire as "procedures of land acquisition in accompany with the construction of public facilities", "steps to be cleared in sub-contract agreements in the occasion of constructing public facilities" were summarized. CPDC is advised to distribute it to stakeholders so that it is made full use in transferring skills.
- Traditional Association as traditional inhabitant self-governance system may constitute one of the main constraints for rural development. On the other hand, this system has played a role to maintain various functions for mutual cooperation such as decision making at ksar level, reconciliation of conflicts among inhabitants, arrangement of mutual help in the occasion of fests and ceremonies. Considering this, necessity would arise from the implementation of projects accompanied with land use/ the use of water sources to consider how to keep dialogue with such traditional inhabitants' organizations, how to involve in the projects and collaborate with them.
- It is recommended that CPDC urgently supports for strengthening ETC's capacity on monitoring and evaluation of projects. Once the Commune itself becomes able to monitor its own projects, it will also be able to revise and adjust project activities as well to efficiently allocate its budgets thereto.
- In the target Communes where PP have been implemented, the Study Team transferred techniques to ETC including the method of monitoring the projects by a table of schedule to identify the

progress of the projects making use of development framework of PCD and also by applying monitoring sheets. It is advised that hereafter CPDC formulates a guideline for monitoring and evaluate PCD in collaboration with DCL and other provincial actors as well as with Commune actors by integrating lessons learnt from the activities and recommendations, thereby supporting execution of monitoring and evaluation at Commune level.

(4) Lessons learnt and recommendation for disseminating the models into other communes

- The Study Team transferred techniques to two pilot Communes through the SIC pilot project on how to input and analyze basic data. So far, the data aggregation system DGCL is now preparing employed in SIC is designed to calculate development indicators, CPDC and IT unit should take initiative of training officers in other Communes based on this data aggregation system
- In order to create trustful human relations, to procure wide-ranged disseminating effect of project impact and sustainability of the activities, smooth communication as well as transparency of information should be promoted. As to the collaboration system in the PP, one of the main tasks among development actors such as province, ministerial delegations, commune, association and cooperative has been tried to establish. The Study Team proposes hereafter to create consultative windows at every provincial, associational, cooperative, Communal~ inhabitants organization with a view to reinforce communication system among actors/stakeholders, thus realizing functional communication/ collaboration system.
- The PCD Roadmap formulated by the Study Team can be counted as a major output obtained from this Study, describing the key points to keep in mind on the project implementation based on PCD and monitoring that are not contained in other development partners' ones. CPDC as well as Communes should effectively use this Roadmap for PCD Elaboration and Implementation or its review.

7.4. Outputs, lessons learnt, recommendations on the formulation of PRDP in Errachidia Province and lessons learnt and recommendations for disseminating models into other provinces

(1) Outputs, lessons learnt, recommendations on the formulation of PRDP in Errachidia Province

(a) Outputs and Lessons learnt in the course of formulating PRDP

Lack of relevant system to promote provincial development plan and insufficient collaboration among province, ministerial delegations and communes were the major impediment in elaborating and promoting development plans at provincial level. To cope with these constraints, the Study Team has examined test trial organizations and systems in charge of formulating development plans at provincial level. As a result, the system of formulating, implementing, monitoring system of provincial development plans embracing the Steering Committee (CTP), CPDC, Task Force and Communal level agencies but still there remains a host of issues hereafter to solve.

(b) Recommendations

- Establishment of Organization/Regime on development plan in Provincial Level

Two organizations namely Steering Committee (CTP) and CPDH have resulted at provincial level

playing similar roles and membership. It is recommended hereafter to amalgamate into one organization, namely the Steering Committee. Task Force members should act not only as a real working group for elaborating PRDP but also have to monitor its implementation. CPDC, as a coordinator, should hold monthly, regular Task Force meetings. Members of ministerial representatives have to report in these meetings the progress and issues arisen in the course of project implementation in PRDP and consult how to formulate commune- or sector-transversal projects on the basis of their monitoring results.

- Publication of information and strengthening of organizational system and role of CPDC for the promotion of provincial development plan.

Hereafter, CPDC should link up and collaborate with donors and development partners, thereby informing and opening its structure and roles public in and out of the province so as to aggressively promote PRDP. Yet, its activities including invitation of task-force members to meetings, approval on annual action plans, procurement of its budget, consultations with donors and development partners are limited because CPDC is subordinated under the DCL. Therefore, position of the CPDC should be upgraded as high as Governor or Secretary General Office or provincial division level. And also provision of a vehicle is indispensable to secure its activities in parallel, recurrent-based activity budget should be allocated to the CPDC.

(2) Outputs, lessons learnt and recommendations through the PRDP elaboration process

(a) Outputs of the Study, lessons learnt through the PRDP elaboration process

It was made clear through the PRDP elaboration process that no basic information of commune level is available in province, basic information at each sector is not integrated therein, there is no system to share the development directions and its indicators by sector, no assigned position in charge of PRDP elaboration, lack of development strategies in province, communication among agencies concerned is lacking, and there is no coordination agency to implement inter-communal or transversal sector wide projects.

(b) Recommendations :

- It should be proposed to establish a section (such as Provincial division of statistic information etc) that takes charge of information management so that information can solely be managed. In future, managed information is summarized into a statistical yearbook of Errachidia Province, thus officially making it open to stakeholders including those who are engaged in development administration, research organizations and Provincial inhabitants.
- In addition to hold Task Force meetings to make development principles by sector clear, CPDC should clarify Provincial development principles coping with sector-transversal issues. In parallel with this clarification, criteria of making plans into implementation should be made public, thus providing data so that Communes and associations can refer to them as criteria for formulating project plans.
- It should be essential to procure financial budget from INDH, development partners, and donors for replenishing currently insufficient development fund in province. It follows that CPDC should

make contentious business efforts towards these agencies so as to secure the financial support.

(3) Outputs, lessons learnt and recommendations through PRDP implementation and monitoring process

(a) Outputs, lessons learnt through PRDP implementations and monitoring process

Lack of development strategies in province, distrust to the provincial projects by local populations (on necessity and/or urgency), lack of transparency for selection process of projects proposed by development stakeholders (such as INDH), that of monitoring and evaluation system, etc. were made clear.

(b) Recommendations:

- Along with making development strategies and priority sectors clear in PRDP, transparency must be kept for example by explicitly describing the process of selecting such development projects as INDH. At the same time, CPDC should serve as a consultative window for exchanging information between administration (DAS, DCL etc.) and inhabitants informing the starting period of accepting application for INDH projects and feeding actual process of project selection back to related inhabitants in quick response to the requests of those who are interested. Further, it should put the contents of development activities by donors and NGOs in order through the works of Task Force etc, thereby making such orderly information public.
- CPDC in collaboration with ETC and Task Force should secure monitoring of development projects based on the system of monitoring and evaluation of development projects implemented in the province. In monitoring, progress of projects should be traced on monthly basis and the state of progress is solely managed in a common database, thus promoting projects through the coordination among sectors concerned. At the same time, it should examine the establishment of a database for project monitoring. Lessons learnt in monitoring/ evaluation is to be fed-back into PRDP on the occasion of reviewing it three years later.
- CPDC should hold regular, monthly Task Force meetings to identify the state of progress on the provision of PRDP and to elucidate its issues. It should report the result of monitoring to the steering committee, thereby presenting issues and coping measures eventually creating a system to decide countermeasures to be applied in this meeting. Likewise, as it is also imperative to provide effective contents of debate including sector transversal development strategies, it should manage to hold regular meeting in the Steering Committee once in three months.

(4) Lessons learnt and recommendations for disseminating them into other provinces

A seminar for introducing the PCD Roadmap, PRDP and mission and organization of CPDC was held (in December 2011) in Meknes. Wali, Secretary General and governors of other provinces, ministerial delegations, representatives of Communes and Associations from Meknés-Tafelat region, governor, representatives of ministerial delegations, and commune representatives from Errachidia province participated therein. Also from Rabat, permanent representative of JICA, donors including USAID, various development partners etc were participated and the seminar was successfully completed. It was disclosed that other 6 provinces in Meknés-Tafilaret Region have not elaborated the PCD. It is

sincerely hoped that this seminar can trigger the introduction of PCD and PRDP formulation as well as effective utilization of our PCD Roadmap by the provinces within Meknés-Tafilaret Region and development actors in other provinces in Morocco. Besides, CPDC has additional important task to support other provinces and other Communes based on this experience.

7.5. Outputs, Lessons learnt, and Recommendations regarding the Capacity Development for C/P, related agencies and local populations

(1) Outputs, Lessons learnt

As mentioned above, it is essential to strengthen the organizations and provide capacity development (CD) at provincial, communal and local populations' levels. DGCL and CPDC should henceforth organize the systematic workshops and seminars, etc. to meet this requirement of fortifying organizations and developing human resources.

(2) Recommendations

- Further ownership and higher initiative of Commune council members as well as office staff are desirably sought on one hand, quite a few of them have already been engaged in their services applying their wisdom and ideas as professionals of community planning with marked images of their future Commune on the other. Thus, it is human being that is served as the motive force for area development. It is imperative for DGCL to gear toward developing capacity of local administrative staff, thus developing resource persons who can take their leadership in local areas.
- Organizational strengthening and CD for CPDC is also one of the most important issues. In consultation with DGCL as well as High Commission of Planning (HCP) in Meknés-Tafelaret Region, formulation of organizations strengthening and of CD should cover not only CDPC but also other administrative agencies at local level.

7.6. Recommendations on the Direction of Japanese Official Development Assistance for Errachidia Province

• **Necessity to follow-up the Study**

JICA's hitherto assistance through JOCV activities, technical cooperation of "the Development Study on Rural Commune Project in Semi-Arid East Atlas Regions with Khettara Rehabilitation (Feb.2003 to Oct. 2005), followed by this Study, has profoundly been penetrated into the provincial office, ministerial delegations and communes. Also, the governor of Errachidia Province has highly evaluated the outputs of the Study and has intended to serve this province as a pioneer one for formulation and implementation of the development plan at provincial level. Follow-up the formulation & implementation of the PRDP as well as the strengthening the organization and ability of staff in CPDC have been therefore strongly requested to Japan. In response to such strong request from the governor, JICA should support on this matter contentiously.

The character of JICA's assistance different from that by other donors is: it has assisted, acting as a team, to implement PCD projects as PPs, thereby succeeded in reflecting a host of outputs and lessons learnt through these activities at Communal level into the elaboration of PRDP. This procedural system

received the high appreciation from the Governor, provincial officers, ministerial representatives and communes. It is therefore desirable to apply the same system to further assistance.

- **Ways of disseminating the lessons learnt into other provinces**

The CPDC and the System/Organization for formulating, implementing and monitoring PRDP have newly been established as the first case of trial in Morocco. Therefore, not only the DGCL but also development partners, donors, etc. have evidently interested in the progress of the PRDP/PDP in Errachidia province. Hereafter, in close collaboration with DGCL, these outputs and lessons learnt should widely be disseminated into many actors in many provinces throughout Morocco. Considering that Targa association, UNICEF etc have been assisting to elaborate PCD in over 100 Communes plunging huge financial and human resources, highly cost-effectiveness can be expected from further diffusion of this system into other provinces. Accordingly, it is advised that intensive support should be provided for “Technical Assistant for elaborating Integrated Errachidia Provincial Development Plan to rectify disparities and to reduce poverty reduction” as shown in table below.

- **Active participation of the JOCV and Senior Volunteers in the Priority Sectors in PCD**

Taking due account of the policy to further strengthen the JOCV activities in Errachidia province, it will be exceedingly effective for Communes to put the PCD in 28 communes in order, to select the priority sectors from these PCD components, thus providing support for realizing them. At the same time, this is also effective to disseminate the established system into other provinces as mentioned above. The Study Team proposes to provide support by JOCV and Senior Volunteers for PCD formulation and implementation through the above cited system.

- **Support on the creation of the provincial development system with CPDC as the core**

Strengthening of the organization and capacity development for CPDC is urgently needed. To this end, it is advised to assist to implement a model project with inter-Communal or sector- transversal program as mentioned below, and to verify mission/role of CPDC and Task Force, collaboration between CPDC and Communes concerned etc through the implementation thereof, thereby leading to a fortified provincial development system. As regards the resource of this project implementation, Japanese grass root fund can be considered as a source.

- **Support to implement inter-communal or sector-transversal projects**

Apart from the above-cited technical cooperation project, the Study Team has proposed other 10 below-tabulated inter-communal or sector-transversal projects to be urgently executed (As to the detail of each project, they are summarized into project sheets attached to the Annex). They include coping measures to mitigate impact of climatic change induced by the globally prevalent thermal effect and also to conserve environment that are fairly useful as a model not only applicable to this Province but also to diffuse into other provinces in Morocco. The Province should assist CPDC so that it can acquire financial support from donors and development partners.

Table 7.1 Proposed lists for Inter-communal or transversal-sector wide priority projects

1. Enhancement of water resources management and improvement of living/income generating activities for local population in small watershed.
2. Household solid waste management master plan in Errachidia province
3. Comprehensive tourism development plan in and around the Hassan Addakhil reservoir
4. Rehabilitation and expansion of Seguia and Khetara Systems
5. Rehabilitation and expansion on existing main irrigation facilities in Errachidia
6. Oasis- Based Specialty Products Development Plan
7. Rural Tourism Development Project
8. Promotion of Income Generating Activities through Effective Operation of Multi-Purpose Centers
9. Dissemination of improved varieties of livestock (bovine, D'man sheep, goats, camel, and horse) through Artificial Insemination
10. Technical Assistant for elaborating Integrated Errachidia Provincial Development Plan to rectify disparities and to reduce poverty reduction
11. Survey on the issue of drastic climatic changes in Oasis Areas triggered by global thermal effects