

**GENERAL DIRECTION OF THE LOCAL
AUTHORITIES (DGCL), MINISTRY OF INTERIOR
OFFICE FOR PROMOTING DEVELOPMENT
PLAN AND COORDINATION (CPDC), PROVINCE
OF ERRACHIDIA
KINGDOM OF MOROCCO**

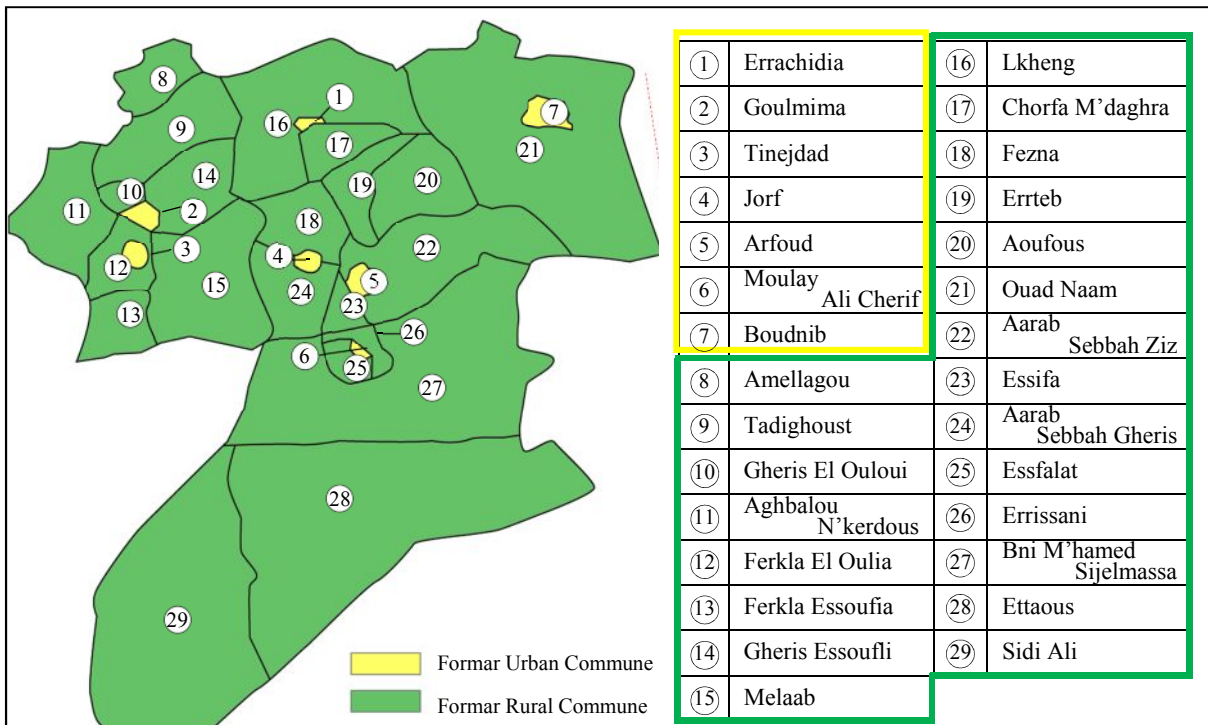
**KINGDOM OF MOROCCO
THE PROJECT FOR ENHANCING
THE CAPACITY FOR RURAL
DEVELOPMENT IN THE PROVINCE OF
ERRACHIDIA IN THE KINGDOM OF
MOROCCO**

COMPLETION REPORT

AUGUST 2018

**JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA)**

NTC INTERNATIONAL CO., LTD.



Source: Project Team based on the final report of the Study on the Rural Development Project in the province of Errachidia (JICA,2012). Urban commune and Rural commune became not distinguished by the amended law in 2015.



Source: Project Team based on the webpage of the Ministry of Foreign Affairs and International Development of France (<http://www.diplomatie.gouv.fr/fr/dossiers-pays/maroc/>)

Map of Locations of Target Areas and Demarcation of Communes

Activity Pictures



Consultation committee (December/2014)



Meeting with communes of SPP (Fenruay/2015)



Site visit with the relevant departments (April/2015)



First JCC (May/2015)



Visit an indoor pool of another commune (January/2016)



Survey of rural communes by CPDC (April/2016)



Training of IPP for the heads of communes
(April/2016)



TV interview in the training for communes
(April/2016)



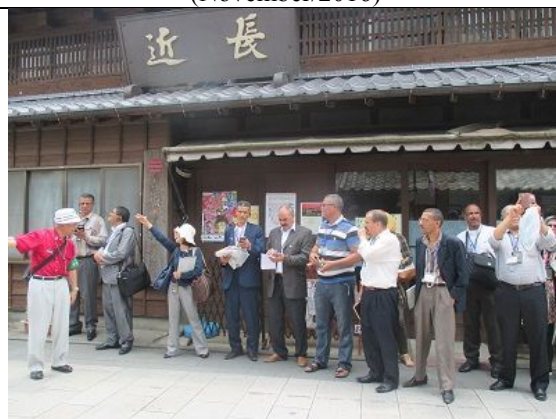
Waste disposal site (October/2016)



Training of PAC for the staffs of communes
(November/2016)



Second JCC (January/2017)



Second training in Japan (Kawagoe-city, July/2017)



Visit proposed site of SPP in Ettaous (July/2017)



Visit site of solar power light (November/2017)



Seminar of technical exchange (March/2018)



Final seminar (June/2018)

PROJECT FOR ENHANCING THE CAPACITY FOR RURAL DEVELOPMENT IN THE PROVINCE OF ERRACHIDIA IN THE KINGDOM OF MOROCCO

Completion Report

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Abbreviations

Abbreviations	English	French
ABH	Hydraulic Basin Agency	Agence de Bassins Hydrauliques
ANDZOA	National Agency on Development of Oasis and Argan Zone	Agence Nationale pour le Développement des Zones Oasiennes et de l'Arganier
C/P	Counterpart	Homologue
CPDC	Cell for Promoting Development Plan and Coordination	Cellule de Promotion des Plans de Développement et de Coordination
CTP	Provincial Technical Committee	Comité Technique Provincial
DCL	Division of Local Communities	Division des Collectivités Locales
DFCAT	Directorate of Training for Administrative and Technical Executives	Direction des Formations des Cadres Administratifs et Techniques
DGCL	General Directorate of Local Communities	Direction Générale des Collectivités Locales
DPE	Directorate of Planning and Equipment	Direction de la Planification et de l'Équipement
DRH	Human Resources Division	Division des Ressources Humaines
ENA	National Research Institute of Agriculture of Meknes	École Nationale d'Agriculture de Meknès
ETC	Communal Technical Team	Équipe Technique Communale
GDP	Gross Domestic Product	Produit intérieur brut
HDI	Human Development Index	Indice de développement humain
IPP	Inter-communal Polite Project	Projet Pilote Intercommunal
JCC	Joint Coordination Committee	Comité de pilotage mixte
JICA	Japan International Cooperation Agency	Agence Japonaise de Coopération Internationale
JTI	Japan Tobacco International	Japan Tobacco International
MP	Master Plan	Plan directeur
MYS	Ministry of Youth and Sports	Ministère de la jeunesse et des sports
ORMVAT	Regional Office for Agricultural Development of Tafilalet	Office Régional de Mise en Valeur Agricole du Tafilalet
PAC	Commune Action Plan	Plan d'Action Communale
PCD	Communal Development Plan	Plan de Développement de Commune
PD	Project Director	Directeur du projet
PDM	Project Design Matrix	Matrice de Conception de Projet
PRDP	Provincial Rural Development Plan	Plan provincial de développement rural
R/D	Record of Discussion	Procès-verbal des discussions
SG	Secretary General	Secrétaire général
SPP	Single Commune Pilot Project	Projet Pilote Communale
UNDP	United Nation Development Program	Programme des Nations Unies pour le Développement

Chapter 1 Project Outline

1.1 Outline of Target Area and Background of the Project

Morocco is a kingdom of a constitutional monarchy. This is an important traffic hub facing Europe and is separated from it by the Mediterranean. Morocco's economic growth in the areas of industry or service continues to rise with the arrival of other foreign companies, attracted by the advantages of the geographical position of the country. According to the data before the start of the Project in 2013, the gross domestic product (GDP) in 2012 was the sixth of the African continent and reached 9.6 billion US dollars. Although the World Bank classifies Morocco as a "middle-income country", it was ranked 130th place out of 187 countries on the Human Development Index (HDI) of the United Nation Development Program (UNDP) in 2012. This rank was rather low compared to neighboring countries. Moreover, the disparity among regions was becoming increasingly accentuated by the development of urban areas centered mainly on coastal areas. Indeed, the poverty rate in 2007 in urban areas was low, at a rate of 4.8%. On the other hand, it was 14.4% in the rural, remaining at a fairly high level. Thus, there were many people, especially in rural areas, who did not benefit from the country's economic growth

In the Province of Errachidia targeted by this project, there were areas where the poverty rate exceeded 40%. The policy of Japan to support the development in Morocco considers "correcting regional and social disparities" as one of the main areas of cooperation. The Japan International Cooperation Agency (JICA) was supporting for development of the Province of Errachidia diligently. In this context, between 2009 and 2012, JICA conducted a technical cooperation study entitled "Study on the Rural Development Project in the province of Errachidia". In this study, JICA had supported five pilot communes which were selected among the 22 rural communes within the Province of Errachidia in order to formulate their communal development plans (PCD) while achieving the strengthening of the administrative organs' skills at the commune, province and civil society, through the implementation of pilot projects. As a result of the study, a provincial rural development plan (PRDP) for the province of Errachidia was formulated under the initiative of the Moroccan party.

The importance of strengthening the administrative structure for development was confirmed in the framework of the development study. Thus, the development study recommended the creation of a structure in the Province of Errachidia which would be dedicated to monitoring and evaluation of PPDR and PCD, and development of human resources capacities at the level of the province. Accordingly, the "Cell of Promotion of Development Plans and Coordination (CPDC)" was established. As this was a first experience for the province, this new structure had necessitated strengthening of its human resource capacity so that CPDC could play their roles and train human resources for supporting communes. The Province of Errachidia requested assistance for strengthening the capacities of the CPDC from the Japanese government and JICA established the framework for the project by sending two missions to study the establishment of the detailed plan in December 2012 and June 2013. The minutes of the discussions' report was subsequently signed in November 2013, and this project was formulated.

1.2 Objective of the Project

This project aims to establish the effective model for implementation of a rural development plan by the province of Errachidia throughout supporting to conduct the regional projects and communal projects based on PDM, contributing to dissemination and utilization of the model for implementation of a rural development plan within the province of Errachidia and other provinces.

1.3 Project Outline

The Project Design Matrix (PDM), which shows the project outline, has been changed twice; Version 1 was agreed between Moroccan and Japanese sides soon after the project started, in October 2014. Initially, it had been considered that CPDC could count on Provincial Technical Committee (CTP), however, it was unrealistic since organization and management of CTP were the responsibility of the governor. Therefore, it was decided that the project operation would be consulted by the consultation committee. Thereafter, the Output 1 and the activities related to CTP were discussed and the changes on the PDM Version 1 were approved in the 1st Joint Coordination Committee (JCC) on May 27 2015 (Version 2).

The status of CPDC in the Province of Errachidia, which had been indistinct for a long time, was clearly designated in October 2016. Subsequently, the new direction of the Project, such as the expansion of Single Commune Pilot Project (SPP) up to 5 communes, was discussed, and the changes on the PDM Version 2 were approved in the 2nd JCC on January 25 2017 (Version 3). The PDM version 3 is shown below, and the version 1 and 2 are attached as Annex 1.

Table 1.1 PDM Version 3

Version 3, 2017 Jan. 25

Project Title: The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia
 Implementing Agency: General Direction of the Local Authorities (DGCL), Ministry of the Interior /
 Office for Promoting Development Plan and Coordination (CPDC), Province of Errachidia
 Target Group: Officials of Errachidia Province, local communes and civil society related to Implementation of PCD
 Period of Project: 3 years and 6 months (October 2014 - March 2018)
 Project Site: Province of Errachidia

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal			
Supporting mechanism of planning and implementing communal and inter-communal development projects, developed in the Province of Errachidia is applied to other provinces in the Draa-Tafilalet Region.	1) One or more provinces in the region organize exchange visits to Errachidia to learn about their experience. 2) At least 1 province in the region creates a CPDC to support its communes.	1) Projects report of Errachidia Province 2) Interview to DCLs of provinces in the region	
Project Purpose			
Capacity of communes in terms of planning, implementing, monitoring, evaluating and funding for development projects is strengthened through coordinated efforts of CPDC in Errachidia Province.	1) More than 60% of communes admit their capacity for development projects is improved through project activities. 2) More than 2 communes find financial source for development projects due to support of project activities.	1) Survey result 2) Project document	Policies and orientations of the government of Morocco on the advanced regionalization (La Régionalisation avancée) are not significantly changed.
Outputs			
1. Coordination system by CPDC among external services and divisions of the province is strengthened to support communes in the process of planning, implementation, monitoring and evaluation of development projects effectively.	1) Consultation committee meetings are held twice a year. 2) CPDC is officially positioned in the government structure.	1) Minutes of meeting of the consultation committee 2) Project document	
2. Supporting system of the province through CPDC is strengthened to enable communes to implement development projects following the PDCA (Plan, Do, Check, and Action) management cycle.	1) CPDC can support formulation of PAC for 5 communes/year. 2) CPDC can conduct seminars and trainings for 100 participants/year.	1) Project document 2) Project document	
3. Management capacity of CPDC is strengthened to enable to implement inter-communal projects.	1) CPDC can conduct seminars and trainings for 60 participants/year. 2) CPDC can conduct a technical visit/year to an inter-communal project.	1) Project document 2) Project document	

Activities	Inputs		Important Assumption
	(1) Input by JICA	(2) Input by the Province	
<p>1-1 To propose operational procedures for technical services and divisions to be involved in the development project</p> <p>1-2 To coordinate a meeting of Provincial Technical Committee (CTP) for establishment of a consultation committee for communal development</p> <p>1-3 To establish the consultation committee to assist communes in implementing development projects</p> <p>1-4 To hold the consultation committee meetings regularly</p> <p>1-5 To monitor technical assistance of the consultation committee</p> <p>1-6 To clarify and review the tasks and missions of the CPDC for bottom up communal development</p>	<p>(a) Dispatch of Experts - Team Leader / Organizational Management - Regional Development / Planning, Follow-up, Monitoring and Evaluation</p> <p>(b) Training The detailed plan of training in Japan or other countries will be determined later.</p> <p>(c) Machinery and Equipment The detailed list of machinery and equipment to be provided will be determined later.</p> <p>Input other than indicated above will be determined through mutual consultations between JICA and the Province during the implementation of the Project, as necessary.</p>	<p>(a) Services of the counterpart personnel of JICA Experts administrative personnel;</p> <p>(b) Suitable office space with necessary equipment;</p> <p>(c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;</p> <p>(d) All the necessary measures for implementation of the Project;</p> <p>(e) Expenses necessary for transportation within Morocco of the equipment as well as for the installation, operation and maintenance thereof</p>	
<p>2-1 To select a target commune</p> <p>2-2 To clarify the role of the communal organizations in charge of planning and implementing communal projects</p> <p>2-3 To support the formulation of commune development plan (PCD) and/or Action Plan and monitor its implementation</p> <p>2-4 To hold annual meeting for PAC follow-up by CPDC</p> <p>2-5 To select additional target communes</p> <p>2-6 To select pilot projects in target communes</p> <p>2-7 To support the target communes to secure budget for pilot projects</p> <p>2-8 To conduct training course on management of the development projects based on PDCA to persons concerned in province and communes, and establish training system to support communes</p> <p>2-9 To support elaboration of the implementation plan of the pilot projects</p> <p>2-10 To monitor the pilot projects</p> <p>2-11 To examine the pilot projects periodically by the consultation committee</p> <p>2-12 To evaluate the pilot project</p> <p>2-13 To analyze lessons learned of the pilot projects</p> <p>2-14 To organize seminars on implementing PCD and/or Action Plan following the PDCA methodology</p> <p>2-15 To organize technical exchange to introduce good practices to the other provinces in the Draa-Tafilalet Region</p>			Pre-Conditions
<p>3-1 To analyze relevant cases and laws to the inter-communal projects</p> <p>3-2 To select a pilot project</p> <p>3-3 To clarify the role of related entities and institutions to the inter-communal project</p> <p>3-4 To make legal arrangements for inter-communal project stipulated in the Communal Charter</p> <p>3-5 To conduct training course according to the target pilot project to persons concerned in province and communes</p> <p>3-6 To conduct technical visits for good practices of inter-communal projects</p> <p>3-7 To organize seminars on capacity development for an inter-communal project</p> <p>3-8 To organize technical exchange to introduce good practices to the other provinces in the Draa-Tafilalet Region</p>			The Governor assigns the enough number of active personnel concentrating to promote PCDs and their budget in Errachidia Province.

Chapter 2 Content of Activities

2.1 Activities of Output 1

2.1.1 Establishment of Implementation Structure (Activity 1-1, 1-2)

CPDC, the counterpart (C/P) organization, was established by the former governor and secretary general (SG) with 5 members based on the proposal of the former JICA study. However, since its status was not clearly designated, it had been practically dormant and the number of staff decreased to only 1 in the end of 2015. On the other hand, CPDC was positioned directly under the SG of the province at the beginning, but all activities required decisions of the SG. However, since the SG was too busy to take a time for consultation, the project could not conduct the activities at that time. After JICA Project Team requested the SG to improve the situation in several times, CPDC was composed of two members after July 2016 and officially positioned under Division of Local Communities (DCL). As a result, CPDC became to be managed by the director of DCL, the deputy head of CPDC, and 2 other members. This system capable to conduct the activities has been maintained, although it should still be improved.

2.1.2 Holding of Regular Consultation Committee (Activity 1-3, 1-4, 1-5)

In the Moroccan administration, the agreement with the executives of the Province and other departments was needed to start the activities by CPDC and JICA experts. Therefore, in the initial PDM, it was planned that CPDC would manage CTP to make a decision of the Project. However, the discussions of CTP covered even the security management, and organization and management of such a committee was the responsibility of the Governor, which meant that the management and organization of CTP by CPDC was unrealistic. Thus, it was decided to establish a consultation committee which is limited to the end of the Project in accordance with the Governor's proposal to implement the activities. The results of the consultation committee are shown in the following table.

Dated	Forum for discussion and contact	Outline of discussions
28 January 2015	1st meeting	The project team had been widely explaining the outline of the project the person concerned, but needed to explain the context once again and request the person concerned to make comments on the criteria for pilot project selection. The team also said they would visit the persons concerned to collect the data. Since the participants were varied and uneven among each occasions, there were still basic questions and comments. As sessions were held repeatedly, however, there were several participants who expressed that they had started to finally understand the content of this Project. Since the consent of all participants regarding the selection criteria of the pilot commune could not be obtained, it was decided to organize a meeting to re-explanation and discussion with the concerned people.
20 February	2nd meeting	The commune for the pilot project was selected according to information obtained by the persons concerned.
14 April	3rd meeting	This meeting was held to share the proposal of the pilot project in the target commune with the departments concerned, and to discuss financial support.
17 January 2017	4th meeting	Since CPDC was formally positioned under DCL in October 2016, the direction to increase the number of supported communes was agreed. Therefore, the 4 th consultation committee was held in order to formalize the addition of Rissani and Touz to support SPP. As a result of discussion, the addition was approved.
20 April	5th meeting	The addition of 2 communes was approved, and the contents of SPP in total 4 communes were discussed. The representatives of each commune explained their SPP and those were approved respectively by the consultation committee. Therefore, it was decided that CPDC would take an initiative to support the

Dated	Forum for discussion and contact	Outline of discussions
		implementation with regards to secure budget and conduct additional studies.

2.1.3 Designation of Annual Work Plan of CPDC (Activity 1-6)

Throughout the implementation structure of the project and the project activities, the role and activity objective of CPDC were defined as below.

➤ **General Objectives of CPDC**

1. Work to raise the awareness of decision-makers (elected officials) of communes about the major importance of planning for the implementation of development projects;
2. To work for the integration of the local population in decision-making concerning its development;
3. Impulse projects of territories allowing the effects of synergy, subsidiarity and sharing of efforts between groups of neighboring communes (inter-communal).

➤ **Specific Objectives of CPDC**

- 1) Construction of a «local general interest» carried out by the communal institution and supported by other local actors and the basic organizations.
- 2) Capacity building of communal project ownership.
- 3) Development and facilitation of partnerships between neighboring communes (inter-communality around the management of a legacy or common interest).
- 4) Harmonization of the expectations and needs of populations and local economic actors with the higher level development plans (provincial, regional and national).
- 5) Benefit from advantageous clauses contained in the various international agreements signed by Morocco regarding development and human rights (environment, woman, children child etc.).

As activity plans contributing to objectives of CPDC shown above, we discussed the role of CPDC, which should be carried out, and then the Moroccan side designated the annual work plan of CPDC modeling 2018, the final year of the project (Table 2.1). Four main contents of the work plan are as follows. In the final seminar held on June 21 2018, it was confirmed among the participants that CPDC would continue those activities in the future under the supervision of DCL.

(1) Support for PAC preparation

CPDC would monitor the progress of Commune Action Plan (PAC) preparation, and request necessary revision for completed PAC. In the situation that the General Directorate of Local Communities (DGCL) has not finished the PAC formulation guideline, most communes requested training on the formulation of PAC. Therefore, CPDC would support PAC preparation of commune through seminars and trainings.

(2) Support for SPP

For implementation of SPP, CPDC would guide the formulation of project based on requests from the residents in the commune, and support the preliminary survey to collect necessary information. After that, CPDC would mediate between commune and considerable donors in order to obtain funds for the project. Since the fiscal period of public institute is from January to December, CPDC would support the PAC preparation and application document so that commune could apply budget during September to November.

(3) Training for communes

Although the capacity development of communal staffs is needed as the process of decentralization has been progressed, it has not been well conducted. In order to improve this situation, CPDC would

cooperate with the Directorate of Training for Administrative and Technical Executives (DFCAT) and Human Resources Division (DRH) of the province.

(4) Organize seminars

In order to extend the knowledge regarding supports for PAC preparation and SPP to the inside and outside of the province, CPDC would hold the seminar in the province, seminar of technical exchange, final seminar and so on.

Table 2.1 Annual Work Plan of CPDC

Detailed Schedule		As of June 2018											
Activities	Timing	2018											
		1	2	3	4	5	6	7	8	9	10	11	12
2.2.1 Support for PAC Formulation													
(1) Monitoring the progress of the PAC preparation (list of the control of the progress of the PACs)	whole year												
(2) Revision of the PACs completed by the communes for the visa from Wali	whole year												
(3) Support communes which have not elaborated their PAC	whole year												
2.2.2 Support for Pilot project in the Target Communes													
(1) Preparing the necessary documents for pilot projects (project documents)	Now to July 2018												
(2) To discuss budget support for pilot projects with related partners	Now to July 2018												
(3) To assist elaboration of the implementation plan of the pilot project (implementation plan)	Now to July 2018												
2.2.3 Training for Communes													
(1) Implementation of training for municipal people	Now to June 2018												
2.2.4 Organize Seminars													
(1) Organize the seminar for exchange of experience on PAC	January 2018	-											
(2) Organize the exchange of experience seminar to present good practices to other Provinces in the Region of Daraa-Tafilalet	March 2018		-										
(3) Organize the closing seminar	June 2018						-						

2.2 Activities of Output 2

2.2.1 Support for SPP (Activity 2-1, 2-2, 2-5, 2-6, 2-7, 2-9, 2-10, 2-11, 2-12, 2-13)

The only one Single Commune Pilot Project (SPP, hereafter) was initially planned, which was aiming to construct sports and cultural facility in the commune Ferkla El Oulia. However, since the progress of SPP was not going well due to lack of budget, it was prospected that CPDC could not accumulate experience well. Therefore, two communes, Errissani and Ettaous, and other two communes, Errteb and Ferkla Essoufla, were added in August 2016 and January 2017, respectively, which meant that five SPPs in total were targeted in the Project. Activities of each SPP are explained as follows.

(1) Ferkla El Oulia

In order to select the targeted commune for SPP, the governor suggested to establish the organization which would do practical works. Accordingly, the 1st consultation committee was held on January 28, 2015, and the project team explained the outline of the Project, selection criteria for pilot project, and plan to collect necessary information. At the 2nd consultation committee on February 20, 2015, the commune in which the pilot project would be implemented was selected on the basis of information obtained from discussions with relevant services such as antennas of various central services in the Province of Errachidia. The capacity of Communal Technical Teams (ETC) and associations are important in the implementation of the actions/ activities at the commune level, the capacity of ETC for all communes were evaluated and classified into three categories by the departments concerned and also by assessing the existence of association whose activities are vivid. The following table shows the results of those evaluations. The four communes covered by the former development study were excluded.

Table 2.2 Selection of Target Commune for Pilot Project

No.	Communes	ETC Evaluation										Tissu Associatif	Représentativité Services extérieurs
		Tourisme	Santé	ONEP	Edu. Nat.	ORMVAT	DCL	DAS	DT	TOTAL			
1	CR TADIGHOUST	2	1	1	0	1	0	2	2	2	9	Faible	Faible
2	CR MELLAB	1	0	1	0	1	0	1	0	4	Moyen	Moyen	
3	CR AGHBALOU NKERDOUS	2	0		1	1	0	1	1	6	Faible	Faible	
4	CR FERKLA EL OULIA	2	1	2	2	1	2	2	2	14	Moyen	Moyen	
5	CR RISSANI	1	1	2	2	1	2	2	2	13	Faible	Moyen	
6	CR TOUZ	2	1	2	1	1	2	2	2	13	Faible	Moyen	
7	CR ES SFALET	1	1	2	2	1	1	1	1	10	Faible	Moyen	
8	CR BNI M'HMED SIJILMASA	1	0	2	2	1	1	1	1	9	Faible	Moyen	
9	CR AARB SBBAH ZIZ	2	1	2	1	1	1	1	1	10	Moyen	Moyen	
10	CR AARB SBBAH GHRIS	1	1	2	2	1	0	1	0	8	Faible	Moyen	
11	CR FEZNA	1	1	2	1	1	1	1	2	10	Faible	Moyen	
12	CR GHRIS SOUFLI	1	1		1	1	1	2	2	9	Faible	Faible	
13	CR AOUFOUS	2	2	1	1	1	1	1	1	10	Moyen	Moyen	
14	CR RTEB	2	2	1	2	1	2	1	2	13	Faible	Moyen	
15	CR Es-Sifa	1	0	2	1	1	0	1	1	7	Moyen	Moyen	
16	CR FERK ES-SOUFLA	1	1		2	1	2	2	2	11	Faible	Moyen	

NB: Notes attribuées aux ETC (Equipes techniques communales)

2= Bonne

1=Moyenne

0= Mauvaise

ONEP (Office National de l'EAU Potable): National Office of Drinking Water, DAS (Division des Affaires Sociales): Division of Social Affairs, DT (Division Techniques): Technical Division

Following the selection procedure, the rural commune Ferkla El Oulia was officially selected as the commune in which the pilot project is implemented on the occasion of the second meeting of the consultation committee on February 20 2015. The discussion with the commune was held on March 6 and the selection method of the commune for the implementation of the pilot project etc. were explained by the CPDC. The President of the commune decided to discuss with the other members of the

communal council, with civil organizations and with other concerned people to select a priority project among those proposed in the PCD after about 10 days.

The project team received the draft of the Pilot Project of the target commune with some delay. The wish of the inhabitants was the realization of an integrated cultural center. Thus, an integrated institution dedicated to culture and sport was planned. Following the submission of the draft of the pilot project, the President of the commune and representatives of relevant agencies (the Office of the Secretary General of the Province of Errachidia, the Ministry of Education, the Ministry of Youth and Sports, the Ministry of Employment and Social Affairs and POT) held consultations on 30 March. It was confirmed that the commune would handle the planning and design of the facility and the Project would handle the search for funding. Representatives of ministries proposed that it be possible to finance it if the proposed pilot project was consistent with the policies of these ministries.

The content of the discussions on March 30 at the CPDC was shared with other agencies / organizations involved in organizing the 3rd meeting of the consultation committee.

The representative of the Ministry of Youth and Sports (MJS) explained the ability of the MJS to finance half of the construction cost of the integrated cultural center during this meeting. Other participants expressed their opinions that the various services concerned could bring their support to activities aimed at improving the quality of the built cultural center including a consultation room, a prayer space, a space selling local products and craft or library etc.

The project team visited, with members of the consultation committee, the intended site to verify ownership of the land, the environment surrounding the plan or land use etc. They confirmed that the proposed land for the construction was suitable.

Although the concerned commune and the summary of the pilot project were determined, the counterpart concerned the problem of the possibility that the SPP was directly managed by the Ministry of Youth and Sports, so this would not contribute to strengthening the capacity of the commune if the construction of the center was carried out with the support of half the cost of construction by the Ministry of Youth and Sports. Thus,



Figure 2.1 Image of Designing a Versatile Building Type C (source: Ministry of Youth and Sports)

information was collected from the delegate of MJS on May 18. According to him, the procedure was that the commune put half the cost of funds to a bank account and MJS would perform the detailed planning, design and procurement work on construction. This department had a fixed model (A-E types of standards of facility based on its scale) for this type of assistance, and the project was carried out under the direct initiative of MJS at the central level and it was difficult to integrate the commune in this procedure. The discussion between the Minister and the Governor was required to change this procedure. On the other hand, the project team discussed with the President of the commune before the meeting of the Joint Steering Committee on May 27 and explained the summary of discussions with the delegate of Youth and Sport (management would be directly entrusted to the MJS with support of half the cost of construction). The President of the commune decided he would first ask a negotiation between the Minister and the Governor so that the commune could initiate the pilot project, and if this possibility did not exist, the commune must find another source of financing. During the discussion with the Provincial delegate of MJS, it was decided that the CPDC would establish the draft agreement in collaboration with the commune and the MJS, and a model (form) of the agreement was provided by the Provincial Delegate of MJS. It should be submitted to the MJS headquarters in Rabat to request the allocation of the next year budget. The content of the draft agreement was discussed again on 19 and 22 June among

the CPDC, the President of the commune, the Provincial delegate of MJS and the representative of the local government division (DCL) to finalize. Thus, it was decided that the DCL would look after the finalization of the form.

As for financing, even if the MJS supports half the sum, the commune would have to provide the other half of the budget. The Project team discussed on June 10 with the Director of the National Agency for the Development of Oasis and Argan Zone (ANDZOA) in Errachidia that could potentially provide significant support. Although the Director promised support of a part of the budget, he said they should consider the amount based on the contents of the Pilot Project and the impact associated with its implementation.

In August, counterparts requested the urgent permission of a mission to the Secretary-General to present the petition to MJS central on the allocation of the budget within the budget of the following year. But CPDC could not get the permission; and they had to postpone the presentation of the petition. And then making contact with the commune was inadvisable because of regional and local elections scheduled on September 4, including any discussion even with the ETC became impossible.

Furthermore, in regard to regional and local elections, it was highlighted that it would be difficult to resume activities with the commune until the beginning of October as the selection of the new President of the commune and the establishment of the new communal council could only be done by the end of September. Especially as the Secretary General, the Director of the Project, was very busy due to the election of senators planned October 2, and the resumption of activities was not possible. Therefore, activities of the Project had to be suspended during the period from mid-September to late October.

A discussion meeting in the target commune was held on November 5 to monitor the pilot project whose activities had to be suspended for a significant period of time because of the elections. The purpose of the meeting was to explain this new project to the new head people concerned because the communal council has been completely changed after the elections. Following this session of explanation, the commune understood the importance of the project and expressed their willingness to resume the activities for the realization of the pilot project.

On January 26 2016, a meeting was held between the project team and Ferkla El Oulia Commune officials. The commune officials wanted to make the sports facility multi-functional including library, kindergarten, handicraft workshop, religious school, praying room and playing park. CPDC recommended the official to concentrate on the standard function of the sports facility, since it had also several facilities and other functions could be added in the future.

On February 17, the project team received the draft of the project sheet¹ from the commune and made necessary corrections, and then the document was sent to the Ministry of Youth and Sports.

On March 3, on the other hand, the plan of the project was discussed in the commune counsel and was enlarged in the scale of MAD 10 million. The revised project sheet was sent to the Ministry for budget application. Preliminary consents had been obtained verbally from the Ministry (50 %) and DGCL (15 %).

In April, CPDC and commune officials agreed that they would have a meeting to explain the plan to the governor and SG to get approval. Thereafter, the governor approved the final version of the project sheet and instructed the commune to submit the document formally to the Ministry and DGCL.

In June, commune officials and the project team visited the Ministry and DPE of DGCL and CPDC member explained the project sheet. Comments received were that; detailed cost estimate according to the site condition should be made, and the Ministry should be involved for maintenance after completion due to the large scale of facility. Thereafter, commune officials and the project team had a meeting with the Ministry. The Ministry instructed the commune to prepare the signed agreement and the half of the total cost in a bank account, and agreed to allocate MAD 6.4 million in total, half in 2017 and the other half in 2018. In order to avoid political influence, the Ministry would be in charge construction works until completion. The agreement would be checked by the Ministry beforehand.

¹ The document including the outline of the project, estimated cost, and its breakdown.

In July, the project team, the commune officials and the section chief of planning of Directorate of Planning and Equipment (DPE) in DGCL had a meeting to discuss 15 % of the project cost once DPE agreed. It was agreed that the commune would submit a document to explain the past communication for approval of the general director of DGCL. The person in charge of the Project in DGCL asked submission of a request letter to the general director of DGCL from the commune. CPDC supported to draft the document.

On February 6 2017, Ferkla El Oulia Commune informed that it received a letter from ANDZOA to accept a support to the commune's project. It is a steady step, although detailed conditions would be discussed continuously.

Although the contents of SPP was determined and the budget on SPP was almost secured, the management method after construction is being discussed between the Ministry, which declares that the facility should be directly managed, and the commune, which wants to make the facility a source of revenue.

For the next step, the commune will agree on the management method with MYS, and the agreement document for funding would be signed with MYS and DGCL. Considering the type of the project, i.e. construction and management of the multi-functional sports facility, and the existence of a fixed model of the Ministry concerned, the project will be implemented and managed mainly by the Ministry.

The outline of SPP is shown as follows.

Table 2.3 List of Facilities and Cost Estimated

Facility	Area M ²	Unit Price (DH)	Amount (DH)
Reception	20	5,000	100,000
Administration	50	5,000	250,000
Kindergarten	50	5,000	250,000
Youth center (reading room, computer,)	150	5,000	750,000
Workshops (08 rooms of 20 m ²)	160	5,000	800,000
Multipurpose rooms (02 rooms of 100 m ² including one dedicated to combat sports)	200	5,000	1,000,000
Conference room 100 m ²	100	5,000	500,000
Cloakroom M / F (sanitary, showers, ...)	80	5,000	400,000
Sports ground (handball, basketball, volleyball, tennis, mini football)	1,000	400	400,000
Green area	2,000	150	300,000
Outdoor paths	1,500	300	450,000
Closing wall	300	700	210,000
Outdoor semi-olympic pool	-	1,000,000	1,000,000
TOTAL			6,410,000

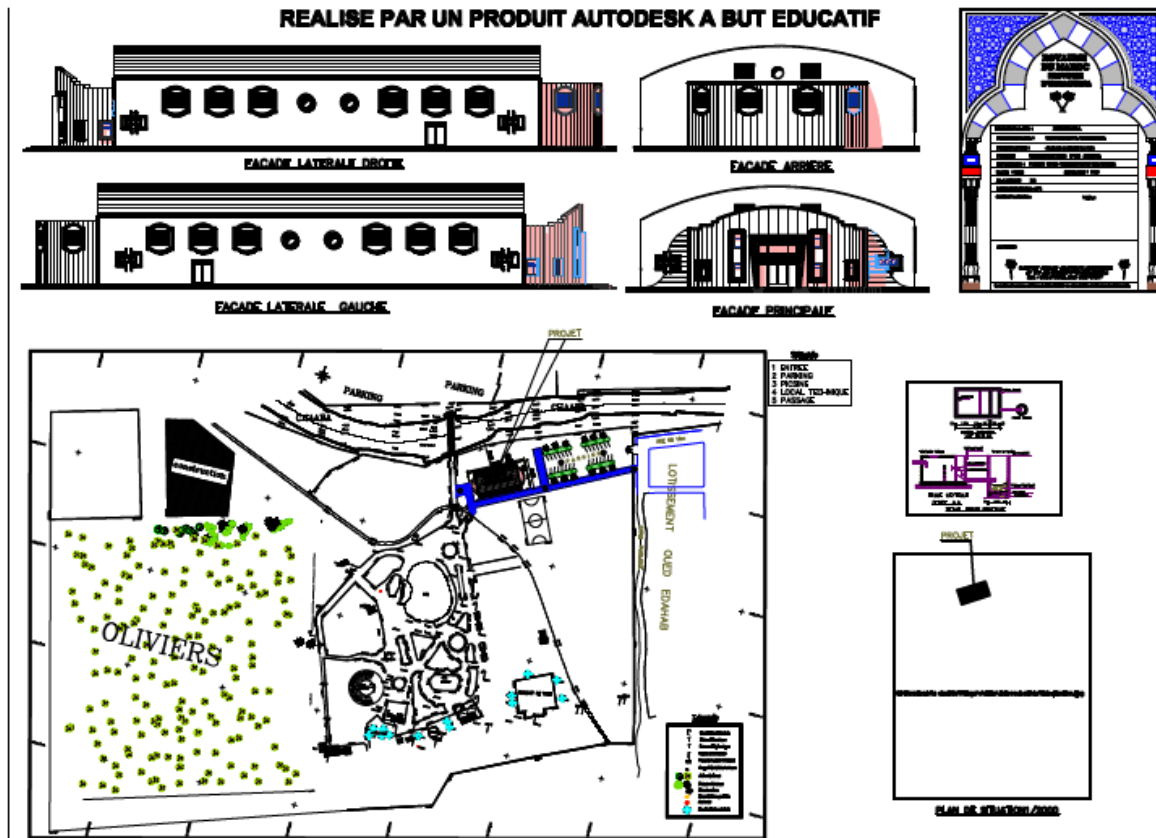


Figure 2.2 Panorama of the Site and Diagram of the Indoor Pool

(2) Errissani

On August 16 2016, under the instruction of the governor, a meeting with SG, head of DCL and CPDC members was held. JICA Project Team explained the framework of the project and progress, and then participants agreed with that Errissani and Ettanous would be added for SPP support. Accordingly, since the governor and SG approved the addition of two communes to support, the project team visited two communes. The JICA expert explained the purpose of the visits and communes accepted the idea. Communes submitted project lists, and it was agreed to select projects to support considering the contents.

On January 2017, the supports for both communes, Errissani and Ettaous, were approved at the 4th meeting of the consultation committee. Consequently, the project team visited two communes for opinion exchange and site visit. Errissani had a plan to install solar street lights covering 4 ksars around a high school in the suburb of the town, but a study was not conducted yet. The outline of SPP is shown below.

Outline of SPP

In order to secure the safety of commuting to the new high school especially for girls, the commune wants to install solar street lights to cover 4 ksars. There are existing lights in some parts but electricity cost is too high, so the commune wants to switch them to the solar power. There is a solar power irrigation pump nearby, so it was referred. Solar panels will be maintained by residents with ownership.



New high school



Existing streer light

On April 20 2017, the 5th meeting of the consultation committee was held at the conference room of deputy governor. The additional two communes, Ferkla Essoufla and Errteb, were approved with the attendance of the representative from the related department of the Province of Errachidia. In addition, the contents of SPP of four communes including two communes added in January 2017 were discussed, and the proposals of SPP were generally approved. Therefore, it was decided that CPDC would support to implement SPP regarding securing budget and additional surveys.

Thereafter, the commune Errissani had finished the preliminary survey, which was needed to complete the project document², by itself. The draft of the project document was submitted to DCL and examined by DCL and CPDC. Subsequently, the fields for the project were examined by DCL, Technical Division, and ONE (Office National électricité) on July 4. Since no problem was found, the project document was finalized and the project started to acquire the funds.

In September 2017, the application for getting funds was submitted to the provincial council and ANDZOA. On October 11, ANDZOA agreed to fund a part of expense. At the same time, it was required to revise the project document and make a contact with other donor such as the provincial council. The commune submitted the revised project document to ANDZOA through governor (Wali). In November, the commune submitted the project document including the agreement of cooperation among the persons concerned to ANDZOA through governor (Wali), and the agreement of funding was formally informed by ANDZOA in February 2018. Although the reply of the provincial council was delayed, the provincial council also agreed to fund verbally in June 2018 during extension period of the Project, and the issue of agreement document is under way.

For the next step, the commune will aim for obtaining the agreement from ANDZOA with support of DCL / CPDC by using the agreement document from the provincial council.

The outline of SPP is shown as follows.


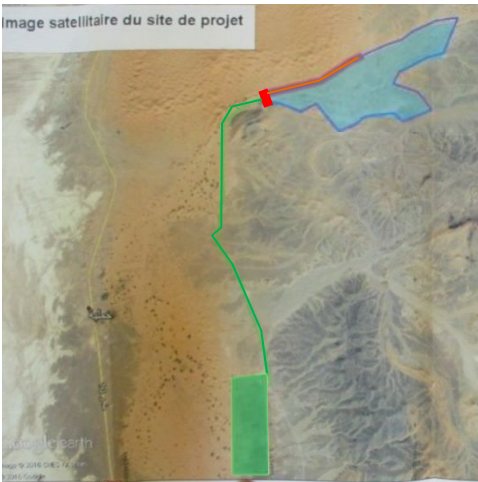
² The document including the results of feasibly study and environmental study which were conducted to plan the project.

Table 2.4 List of Facilities and Cost Estimated

Facility	No.	Unit Price (DH)	Amount (DH)
Solar lighting system good quality complete with mat 6m consists of: - LED lamp - Solar pannel - AGM battery - Regulator - Installation fees including any suggestion	88	16,000	1,408,000
+5% price variation	-	-	70,400
TOTAL without TVA	-	-	1,478,400
Amount of TVA (20%)	-	-	295,680
TOTAL with TVA	-	-	1,774,080

(3) Ettaous

At the 4th meeting of the consultation committee on January 2017, the supports for two communes, Errissani and Ettaous, were officially approved. The project team visited two communes for opinion exchange and site visit. Ettaous had a plan to construct a water intake in a wadi. A local consultant conducted a study and estimated the total project cost at about 3 million MAD. The outline of SPP is shown below.

Outline of SPP	
<p>The commune recognizes the necessity of an appropriate plan to realize development projects, so it invested available budget to the study of the proposed irrigation project. The study report estimates the total cost of the project as 29 million MAD.</p> <p><Proposed site> Construction of an intake in a wadi to store surface water occurring 3 to 5 times of flood in a summer for irrigation and daily use and to recharge groundwater for khetaras around. Hydraulic Basin Agency³ (ABH) under the Ministry of Water supported the study technically. Structures consist of an intake, a guiding wall at right upstream and irrigation canal downstream. The location is some km away from the commune office at the southern edge of Chebi Great Dune. Lake Srijji at the western side of Chebi is the similar structure according to the commune.</p>	
 <p>Site of the proposed intake</p>	 <p>Image satellitaire du site de projet</p> <p>Plan of facilities (Red: intake, Brown: guiding wall, Green line: irrigation canal, Blue: reservoir, Green: irrigated field)</p>

At the 5th meeting of the consultation committee on April 20 2017, the proposals of SPP of four communes including Ettaous were approved, and thus it was decided that CPDC would support to implement SPP regarding securing budget and additional surveys. In regards to construction of a water

³ Internal structure of State Secretariat for Water in the Ministry of Equipment, Transport and Logistics

intake, since the necessity of environmental assessment was pointed out due to existence of sand dunes, the Project would support for this. On June, it was decided that the engineer who had been in charge of training of waste management in the Project was assigned to environmental assessment. Consequently, the environmental assessment was started on July 3 with supports of CPDC and the Project. The interview survey for residents was started on October 22 after the governor signed the letter that informed the start of the survey, and finished in November. Following this, the briefing session was held by the provincial committee of environment on December 26, and then the governor (Wali) signed the document reporting that there were no environmental negative impacts on December 27.

Subsequently, the commune made the project sheet and started the action for obtaining funds. In February 2018, the communal president informally approached ANDZOA and the provincial council about making a contribution of funds, and ANDZOA gave a positive reply. In addition, in order to explore the possibility of cooperation, deputy president of Ettaous, DCL, CPDC and JICA experts visited ABH of Errachidia on March 8. After the outline of the project and the contents of SPP were explained to ABH, ABH mentioned that they could give technical and financial supports for the project and the result of survey so far and the plan of SPP were shared with ABH. The matter about their cooperation is in discussion.

As shown above, the Project supported to conduct the necessary studies and to approach the expected donors with the project sheet based on the studies, resulting that the budget on SPP was almost secured. In near future, the commune will proceed to determine the details of SPP including technical contents with ANDZOA, the regional council and ABH, and get the agreement. DCL / CPDC will continue follow-up activities.

The outline of SPP is shown as follows.

Table 2.5 List of Facilities and Cost Estimated

Facility	No.	Unit Price (DH)	Amount (DH)
Diversion Dam	1	1,071,040	1,071,040
Spillway with free sill and dissipation basin	1	480,035	480,035
Intake	1	69,979	69,979
Gravel trap	1	218,735	218,735
Transfer canal	1	4,491,020	4,491,020
Gabion guiding wall	1	1,680,000	1,680,000
TOTAL without TVA	-	-	8,010,809
Amount of TVA (20%)	-	-	1,602,162
TOTAL with TVA	-	-	9,612,971

Table 2.6 Plan for Each Phase

Phases	Works	Amount (w/o TVA in DH)	Cummulative Amount (w/o TVA in DH)
PHASE I	Guide wall, right bank	1,680,000	1,680,000
PHASE II	Dyke and ancillary works	1,769,810	3,449,810
PHASE III	Intake and canal	4,560,999	8,010,809

(4) Ferkla Essoufla

At the JCC meeting on January 25 2017, the supports for SPP in five communes in total were decided, and additional two communes, Ferkla Essoufla and Erteb, were selected for target communes of the Project. Thereafter, at the 5th meeting of the consultation committee on April 20 2017, the proposals of SPP of four communes including Ferkla Essoufla were approved, and thus it was decided that CPDC would support to implement SPP regarding securing budget and additional surveys.

In Ferkla Essoufla, it was decided that the project of public solar lighting system would be carried out

as in Errissani. Thereafter, CPDC supported commune to find contractors and make TOR and estimate, and then the commune agreed the contents of survey with consultants. The feasibility study was started on October 2, and the topographical map of the site for solar lighting system began to be created. On November 10, the commune visited the supplier of light and the site where the light was installed with the member of CPDC in order to examine the type and price of light. Since there were a lot of aspects to consider regarding lights such as quality, price per unit, maintenance and so on, further discussions were done. On December 14, after the consultant explained the comparison of lights from several suppliers, the supplier was selected based on criteria of commune. In January 2018, the preliminary survey was accomplished as CPDC received final report. Since the scale of the project was large, the plans for three phases such as cost and topographical map were given to the Project. All of reports, project documents and presentations were submitted to the commune. Based on those, the commune made the project sheet with support by CPDC.

On March 12, JICA experts team made a contact with Japan Tobacco International (JTI) to discuss the possibility of funding for SPP of commune Ferkla Essoufla. Although the possibility of funding from JTI was mentioned when the project team visited JTI in the previous year, the concrete plan was finally made at this time. Since the application for funding of JTI had been already closed in the fiscal year 2018, the consultation for the fiscal year 2019 was made. In June, the presentation about the outline of the project was conducted by the commune to request a fund for SPP from the Ministry of Environment and the provincial council, but no reply has been made yet from them.

The outline of SPP is shown as follows.

Table 2.7 List of Works and Cost Estimated

Works	No.	Unit Price (DH)	Amount (DH)
Earth work	1	47,400	47,400
Reinforced concrete	1	948,000	948,000
Complete solar kits	1	18,834,000	18,834,000
TOTAL without TVA	-	-	19,829,400
Amount of TVA (20%)	-	-	3,965,880
TOTAL with TVA	-	-	23,795,280

Table 2.8 Plan for Each Lot

Lot	Site No.	Works	Length (km)	Amount (with TVA in DH)
1	1	The road area between the rout n.10 and Ksar Ait Moulay El Mamoune and Ait Bamaati	4.36	9,502,731
	2	Tizgaghine to the Koranic school.	1.65	
	3	The road link between Dar Oumera Kdima and Ksar Ait Oulghoum	1.48	
	4	The road section between rp no. 7106 to the community Aghbalou and Ksar Dar Oumera Jdida	1.16	
	Sub total		8.65	
2	5	The road section between the n.10 and Ksar Ktaa El Oued, Ait Ben Omar, El Mourabitine school and Ksar Lekssiba	7.13	7,832,887
3	6	The road section between rn 10 and the frontiers of the community of Ferkla El Oulia through Ksour Ait Maamer and Tayarza.	5.36	6,459,660
	7	The road link between Ksar Tigheffart and Ksar Gardmit commune Tinejdad through Oued Toudgha	0.29	
	8	Ksar Izilf	0.23	
	Sub total		5.88	
Total			21.66	23,795,278

(5) Errteb

At the JCC meeting on January 25 2017, the supports for SPP in five communes in total were decided, and the additional two communes, Ferkla Essoufla and Errteb, were selected for target communes of the Project. Thereafter, at the 5th meeting of the consultation committee on April 20 2017, the proposals of SPP of four communes including Errteb were approved, and thus it was decided that CPDC would support the commune so that the commune could implement SPP including activities such as securing budget and additional surveys.

In Errteb, it was decided to proceed with activities of SPP, the production of composts made from date palm residues as value addition and the protection against diseases of date palm. In regards to these activities, the experimental studies towards commercialization would be basically conducted by ENA⁴ (École Nationale d'Agriculture de Meknès). Thus, the meeting was held with ENA and ANDZOA on October 13 to clarify each role of the project, and it was confirmed that ANDZOA would financially support ENA to establish the platform of production of composts and the commune could use the results of the study for SPP which JICA supported. Since the study by ENA did not include the environmental assessment, the Project and ANDZOA agreed with that CPDC would support the environmental assessment. The agreement which clarified each role was made by ANDOZA and shared within the members of the Project. This agreement was revised at the meeting among the commune, ANDOZA and project team. In December, the agreement which defined each role of ANDZOA and Regional Office for Agricultural Development of Tafilalet (ORMVAT⁵) was finally signed. Consequently, the environmental assessment of the facility of compost production was started by the assistant engineer, and the field survey had been done in February 2018. The implementation of a public survey was approved on May 30 2018, and this public survey is being conducted as of the end of June. As future plans, after implementation of regional meeting, creation of a record of meeting, and its submission to the environmental committee of the province and region, the process for approval will be started at the environmental committee of the region. Although the content of the project would depend on the result of the survey, it has been already agreed with the provincial council that 50,000 MAD would be supported as a part of the cost of SPP.

ENA is carrying out the survey and the details planning, and then the project sheet would be made based on the result of the survey.

(6) Progress of each SPP at the end of the Project

The following table shows the progress of pilot projects as of June 2018. Regarding the cost for implementation of Ferkla El Oulia, the commune obtained consent from the Ministry of Youth and Sports (MYS) and DGCL to provide 50 % and 15 % of the cost, respectively. In addition, ANDOZA also agreed to provide a part of it. In case MYS pays 50 % of the cost for construction, the responsibility of the project implementation would be transferred to the MYS because the Ministry basically has a regular scheme. The commune Ettaous sent the project document to ABH, and received the response that ABH would give not only the technical but also financial supports. The preparation of a partnership agreement will be continued. After the commune Errissani submitted the project document to ANDZOA and the regional council, Errissani basically obtained the agreement on the financial support from them, and the agreement document promising to provide 50 % of the necessary cost will be issued by the regional council shortly. The commune is discussing with ANDZOA in order to obtain the remaining necessary budget. Regarding the commune Errteb, ENA started the study to examine the main project, such as utilization of date palm residues by the production of composts. The timing of implementation of its project depends on ENA's progress. The provincial council agreed to provide the commune 50,000 MAD as a part of the implementation cost. Ferkla Essoufla presented the contents of the project to the local office of the Ministry of Environment and the regional council to obtain the

⁴ École Nationale d'Agriculture de Meknès (National Research Institute of Agriculture of Meknes) belongs to the Ministry of Agriculture and conducts researches of scientific technology and capacity building of agricultural engineers. In this project, ENA would conduct a survey and research regarding production of composts made from date palm residues as value addition and the protection against diseases for date palm.

⁵ Office Régional de Mise en Valeur Agricole de Tafilalet (Regional Office for Agricultural Development of Tafilalet) belongs to the Ministry of Agriculture and works towards improvement of productivity through managements of irrigation, drainage, and land use.

funding, and the commune is waiting for their responses. Besides, the discussion with JTI on a possibility of funding is being continued. As mentioned above, the discussion with donors was accelerated for some SPP and some of them achieved ensuring the budget. After the second training in Japan in July 2017, the outcome of ensuring implementation budget by DCL/CPDC started to come out.

Table 2.9 Progress of SPP

Commune	Content of project	Study name (practitioner)	Progress	Future plan
Ferkla El Oulia	Construction an integrated cultural center	Feasibility study (Commune) Detailed planning and design (MYS)	In March 2016, the commune submitted a project sheet to MYS and DGCL, obtained the agreement that 50% and 15% of the implementation cost will be contributed respectively. In addition, in February 2017, ANDOZA also agreed to contribute a part of it. MYS agreed to contribute 50% of the expenses, but the ministry will conduct the project implementation until completion.	The commune will agree on the management method with MYS, and the agreement for funding would be signed with MYS and DGCL.
Errissani	Public lighting by solar panels	Feasibility study (Commune)	As there is a promise from ANDZOA to finance half of the project budget, the regional council has promised to finance the remaining 50%. A formal document confirming funding will arrive shortly from the regional council.	The commune will aim for obtaining the agreement from ANDZOA with support of DCL / CPDC by using the agreement from the provincial council.
Ettaous	Construction of a dike for rainwater retention	Environmental study (Project)	The study completed on November 2017 and the regional environmental committee was held. The result of the study was approved, and then the document for environmental acceptance issued. The commune sent the project document to ABH and received a response that funding and technical assistance is possible.	The commune will proceed to determine the details of SPP including technical contents with ANDZOA, the regional council and ABH, and get the agreement.
Ferkla Essoufla	Public lighting by solar panels	Feasibility study (Project)	The study completed and the documents were submitted to the commune. The commune is contacting to JTI in order to hold a discussion for obtaining funding support after 2019. On the other hand, the commune requested funding to the Ministry of Environment and the regional council with project documents, however, it has not received a reply so far.	CPDC assists selection of donors like JTI, the Ministry of Environment and the regional council.
Errteb	Utilization of date palm residues by production of composts.	Environmental study (Project) Feasibility and technical study (ENA)	In December 2017 among ANDZOA, ORMVAT, the commune, and the project team reached an agreement which provides each role on the production of composts. Following that, the environmental impact study was implemented and finished. Implementation of the public inquiry was permitted in 30th May 2018, and in progress. The study is conducting by ENA. The provincial council also basically agreed funding 50.000, MAD as a part of the implementation cost.	Waiting close the public inquiry and approval in the regional environmental committee The timing of the project implementation depends on the progression of the study and the experiment by ENA

2.2.2 Support to Create Commune Action Plan (PAC) (Activity 2-3, 2-4, 2-14)

(1) Progress Situation

In accordance with the decision taken at the second JCC meeting in January 2017, CPDC was responsible to support PAC formulation. The PAC was established by the new local government law enacted in 2015. The participatory process and budget guarantee are required more compared to the previous PCD, while no PAC has been completed at the national level and the guideline which is made by DPE has not been also completed. In Errachidia province, 16 communes of all 29 communes have already submitted PAC to the province, 12 communes are making and 1 commune has not started yet as of June 2018. However, the complete PAC has not been made, and CPDC instructs the communes to obtain an agreement for budget allocation and also to attach minutes with civil society organization. Yet, it is difficult to obtain the agreement in advance, therefore the development of system is necessary.

(2) Implementation of Seminar in Errachidia Province

The PAC seminar of the province was held on 25th January 2018. The attendants were followings; from the central government, the staffs of DFCAT and Ministry of Economy and Finance, and a staff of Meknes province who was sent by DFCAT as a lecturer; from the province, the head of DCL, the deputy section head of CPDC, deputy communal president of Ettaous and Ferkla Essoufla. The other participants were the members of CPDC, the presidents and deputy presidents of all communes and staffs of the provincial council. The number of participants was around 80. Unfortunately, the governor and vice governor were not able to take part in the seminar.

During the questions and responses session, in particular, a lot of comments and questions came from the heads of communes. The main opinions and questions were as followed:

- The province should have held this kind of seminar earlier as the responsible body for PAC formulation.
- During PAC formation, it was difficult to ensure the operational budget for the communes due to lack of budget.
- It is hard to create PAC in terms of ensuring budget and also in technical point of view.
- During PAC formation and necessary activities, even though communes asked the province to support technically, almost no help was given.
- Communes submitted the PAC to the province, yet the progress was not informed, thus communes could not grasp the current situation of PAC.
- Before submitting PAC, PAC was approved by the communal council. Therefore, it is difficult to revise PAC after submission. Communes would like DCL or CPDC to confirm the contents of PAC before the approval of the communal council.
- The commune staffs need to develop their capacity for formulating PAC. It is also necessary to arrange advisors and lecturers for PAC in the province.

For the comments and questions above, DFCAT staffs answered as followed; the central government will support the communes, the capacity improvement for commune staffs are important, the commune staffs should implement activities as resource persons through capacity development, and CPDC is a model for promoting the activities in communes. In particular, it was mentioned that dissemination of this model to other provinces is necessary.

2.2.3 Support for Capacity Building of Communes (Activity 2-8)

Responding to the formal positioning of CPDC under DCL in October 2016, it was decided that the training for commune would be implemented as important and effective activities.

(1) Training of PAC and Project Planning

With the cooperation of DGCL and DRH, the trainings of project planning and PAC for communes were supported. The outline of the training is as follow.

Table 2.10 Outline of Training of PAC and Project Planning

No.	Area	Place	Component	Target	Date	Participants
1	1	Errachidia	PAC and project planning for commune officials	Communes around Errachidia (north)	11/21 ~ 24, 2016 (4 days)	23
	2	Erfoud	“	Communes around Erfoud (south)	11/28 ~ 12/1, 2016 (4days)	22
	3	Goulmima	“	Communes around Goulmima (west)	2/13~16, 2017 (4 days)	19
Total					12 days	64

The participants were the person in charge of formulating PAC in communes. On the 1st and 2nd day, the PDM was thoroughly explained including the one of the Projects as a sample to facilitate understanding of project formulation. On the 3rd and 4th day, the participatory planning methods including SWOT analysis and PAC were explained for the project planning process. Participants were staffs of communes and CPDC members as well as provincial staff and the provincial councils. The expenses for the lecturer were shouldered by DGCL and other costs including preparation and seminar rooms were shouldered by the Project. CPDC members participated and coordinated the training program. Their capacity was also being developed through such activities corresponding to required skills.

(2) Training for Capacity Development of Commune Staffs

The Project discussed the role and function of CPDC with the chief of DCL, based on the results of the second JCC in January 2017. It was decided that the Project and CPDC would support the training for the capacity development planned by DRH for all communes. DRH had planned fifteen titles of the training for two years from 2017 to 2018. However, the Project and CPDC had implemented some parts of the training based on the discussion with DRH on account of the short remaining period. The expense for the lecturer was shouldered by DGCL and the cost for participants was shouldered by the Project. The summary of the training is shown as below.

Table 2.11 Summary of Training for Capacity Development of Commune

No.	Content	Date	Days	Participants
2	Management of public procurement	3/13~16	4	26
3	Interpersonal communication, public speaking	3/27~29	3	25
4	Elaboration of partnership Agreement	4/10~12	3	27
5	Enforcement of urban planning regulations	4/25~27	3	28
6	Audit	5/8~10	3	23
7	Management of heritage/property in the commune (1)	9/26~28	3	26
8	Financial control	10/17~19	3	26
9	Procedures of PAC formulation	11/7	1	27
10	Management of heritage/property in the commune (2)	11/8~9	2	27
11	Management of archives	11/28~30	3	25
Total			28	260

Each commune had selected participants, considering the content of the training. As it was the first experience for DRH to manage such training, there were many troubles at the beginning: cancellation because of a failure of a request to dispatch lecturer, the improper arrangement of transportation of participants and so on. However, their management had been improved gradually. Moreover, DRH recognized the necessity of training and decided to record movies during training. Regarding the sustainability of the training, DRH was aiming to reach an agreement on the expenses for training with communes and the provincial council, and also the initiative to make a partnership with the communes. As a result, the draft agreement was made with the contribution from the provincial council and all communes. The annual amounts of the provincial council, the former urban commune and the former rural commune are 100,000 MAD, 20,000 MAD and 10,000 MAD respectively. The duration of the agreement is for 3 years and can be extended if necessary. The draft agreement is ready to be approved by Wali and sent to DFCAT soon.

(3) Evaluation of Training

The participants who attended the training of PAC and project planning and the ten trainings for capacity

development had answered the questionnaire of 8 question items: validity of component, relation with actual work, training period, satisfaction, understanding level, evaluation of lecturer, possibility of utilization of the training result on their actual work and realization of capacity development by the training. The understanding level was measured by comprehension of the core items selected by lecturer and the Project. The figure below shows the result of the evaluation.

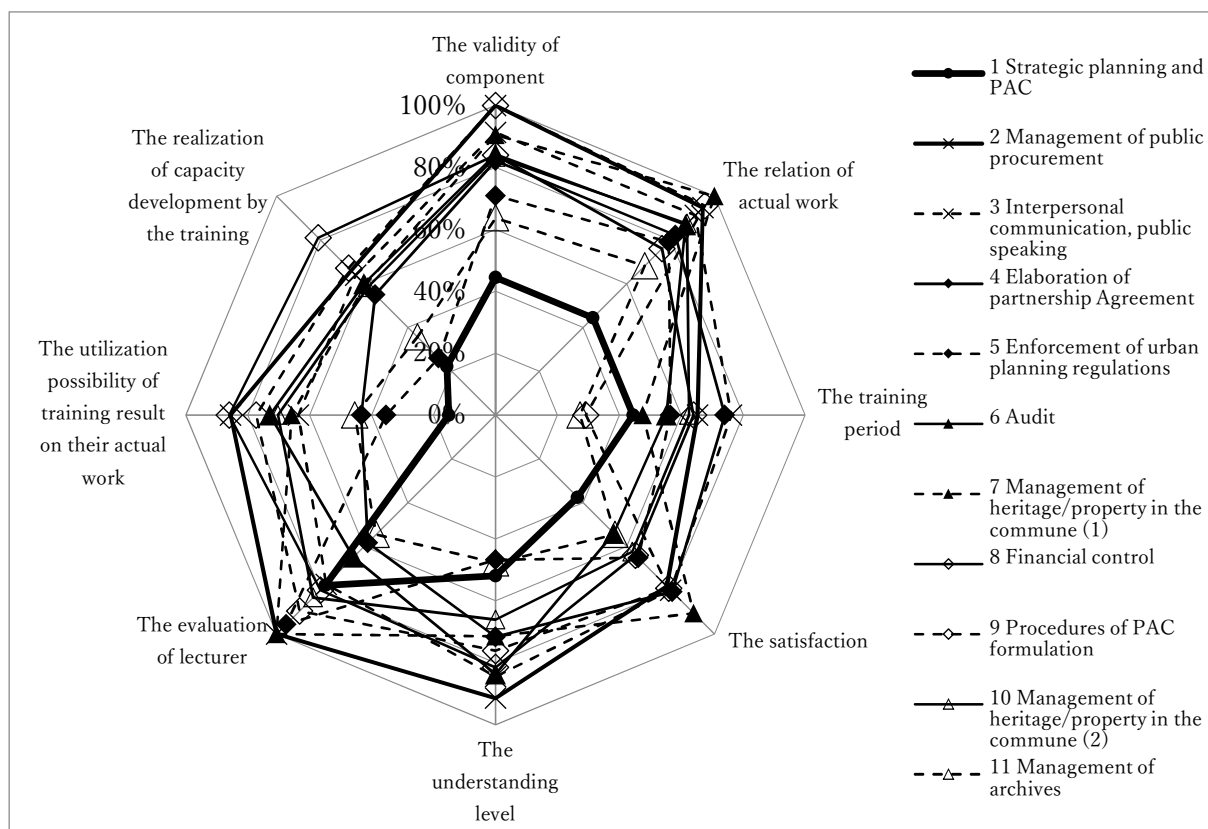


Figure 2.3 The Result of Evaluation of Participants in the Questionnaire

It became apparent that the satisfaction of the training of PAC and project planning, and the realization of capacity development in all of the training were rated low degree. All 8 question items were also evaluated not so high in the technical training: enforcement of urban planning regulations, management of archives and so on. Especially, the possibility of utilization of the training result on their actual work and the realization of capacity development by the training were low degree in the first training of PAC and project planning. Therefore, each commune had requested to hold the training of PAC and project planning again, so they were held again as the ninth training. As a result, the evaluation of the training was improved. According to the above results, it can be said that it would be necessary to create the opportunity for capacity development in each field continuously.

2.2.4 Seminar of Technical Exchange (Activity2-15)

The seminar of technical exchange was held in order to report the output of the Project and exchange the opinions in working level on 14 March 2018. The number of participants was about 80 people: Wali, SG, the persons concerned in Draa Tafilalet regions and Errachidia province, staffs of DCL in the region, the persons from concerned communes and JICA Morocco Office, JICA expert team and so on. The DPE staffs in Rabat could not participate in this seminar due to the late determination of the date of the seminar.

In the seminar, Wali declared the seminar open and the deputy resident representative of JICA Morocco office made a speech. The chief of CPDC reported the progress of the Project including the output of the training in Japan, and the deputy president of Ettaous commune reported the effect of the Project including the result of each training and SPP progress. Then, there was a question and answer time at the end of the seminar.

In the session, the persons from concerned communes, Errachidia province and so on had asked a lot of questions and made many comments. The major opinions and questions were as following;

- ◆ The training about the fund acquirement for projects is requested because it is an obstacle for the implementation of projects.
- ◆ The financial support is required for project planning.
- ◆ Administration in inter-communes would be effective for vulnerable communes in financial aspects and administrative capacity.
- ◆ The suitable planning of the project is important. However, most communes could not start PAC because they could not procure proper partners. Thus, the organization supporting communes like Japanese organization is required. It is expected that CPDC will work continuously and capacity development and finance affairs will be enforced in this organization
- ◆ The experience of CPDC in the Project should be extended to other provinces. For instance, as DCL of Ouarzazate province is interested in the introduction of the experience. Opinions will be exchanged continuously.
- ◆ It is expected that more people from concerned communes will understand the activity of the Project and apply it to their actual work.
- ◆ (From Errachidia province) Communes should implement the proper projects, based on the demands of beneficiaries.
- ◆ Each training was effective and led to improvements in the PAC formulation ability. The degree of effect on the training should be shown.
- ◆ SPP of Ettaous is expected to have a positive impact on local people. JICA should support the reduction of environmental burden caused by the increasing tourists.

2.3 Activities of Output 3

2.3.1 Selection and Planning of Inter-commune Pilot Project (IPP) (Activity 3-1, 3-2, 3-3, 3-4, 3-5)

Support for waste management was considered as a candidate of IPP, because; the 1st governor after the start of the Project expected a support for waste management; since JICA was also conducting a project in this field, it was expected that synergistic effects would result from the collaboration; Errachidia Province was developing a master plan (MP) for waste management. The project team had series of discussions with staff of DPUE and the Ministry of Urban Planning and Environment and it was found that 2 types of activities (technical training for commune staff and sensitization for civil organizations) were expected, since there were no such experiences in the past. Therefore, activities summarized in the table were planned. There were 4 components and information on waste management would be disseminated broadly.

Table 2.12 Contents of 4 Components

Component	Contents
1. Training for commune staff	Technical training is conducted for SGs and officers in charge in communes.
2. Training for commune presidents	Principles and guidelines of waste management are explained to commune presidents, the decision maker. Training is divided into 3 because they are busy to attend long training.
3. Sensitization to civil organizations	Waste management is explained to civil organizations to facilitate their understanding.
4. Study tour	Presidents and staff of communes visit an advanced sample site for waste management.

2.3.2 Participation to Workshop at Tiznit (Activity 3-6)

The member of the project team participated in the workshop of “The Project for Capacity Development for Solid Waste Management in Tiznit Municipality and Neighboring Communes”, the project conducted by JICA at Tiznit, on February 2, 2016. Participants from Errachidia were a CPDC member, the person in charge in Errachidia province and JICA experts. Moroccan C/Ps presented formulation of inter-communal organization of waste management, acceleration of people’s understanding on garbage collection and 3R, challenges for waste disposal sites and so on. And then participants were divided into 3 groups to discuss each issue and the results were shared. The CPDC member and the officer of

Errachidia province also participated in discussion, so it was a valuable opportunity to learn advanced activities for waste management.

2.3.3 Implementation of IPP (Activity 3-7, 3-8)

In 2016, the above 4 components were implemented in the following 4 phases.

Table 2.13 Activities in 4 Phases

Phase	Place	Date	Component	Target
1	Errachidia	3/21-23	1. Training for commune staff	Communes in Goulmima and Errachidia Cercle (northern half)
2	Erfoud	4/11-13	1. Training for commune staff	Communes in Erfoud and Rissani Cercle (southern half)
	Errachidia	4/ 14	2. Training for commune president	All commune presidents
3	Errachidia	5/2-5	3. Sensitization to civil organization	Representatives of associations around Errachidia
4	Ifran Province	10/21-23	4. Study tour	All commune presidents and staff of related communes

(1) Training

Most participants highly appreciated the training and expected similar training also in the future.

The training for all commune presidents was conducted on April 14 with participation of the governor. Active discussions were made for location and number of disposal sites, and a group was established by several communes.

Phase 3 of the training for civil organizations was conducted as scheduled. Associations acting for environmental issues were selected among 4 communes (Errachidia, Chorfa M'daghar, Lkheng and Aoufous) designated as Group 1 in the waste management MP. Each association was requested to select 2 participants and they were divided into 2 groups. The training for the 1st group was conducted on May 2 and 3, while the training for the 2nd group was conducted on May 4 and 5. During the training, many questions were asked by participants and CPDC member answered for the group formulation planned in the MP. Due to the heavy rain on May 4, fewer trainees participated on May 5. Same as phase 1 and 2, most participants highly appreciated the training and expected similar training also in the future according to the results of evaluation.

(2) Study Tour

The study tour to Ifran Province was conducted 3 days from October 21, 2016. Participants were members of the project team, a local consultant in charge of environment, the president and an officer in charge of waste management of provincial counsel, presidents of 9 communes (Errachdia, Erfoud, Tinejdad, Boudenib, Et-Tous, El-Kheng, Oued-Naam, Ferkla El Oulia and Er-Rissani) and technical staff of 5 communes (Errachdia, Erfoud, Tinejdad, Boudenib, Et-Tous). The schedule is shown below.

Table 2.14 Program of the Study Tour

Date	Activity
10/21	(Move from Errachidia) Meeting with a chief of household waste management group of Ifran Province
10/22	Visit to Azrou (disposal site and management office)
10/23	(Move to Errachidia)

The Project paid expenditures for the local consultant, transportation and lodging of participants. The president of the provincial counsel promised to propose the necessity of similar tour for all commune presidents, bearing transportation and lodging cost by the counsel.

(3) Lessons from the Training in Japan

The second training in Japan entitled "Training for the support of project implementation in municipalities by prefectures in Japan" (described below) included lectures and site visit to learn the mechanism of collaboration among municipalities (wide area coalition among municipalities, merger, a delegation of work, agreement etc.), skills to support municipalities, and so on. The participants could

visit the sites in the prefecture of Nara and Saitama, and hear from person concerned to learn the positive and negative effects of the collaboration among municipalities and the subsidy system. It was good opportunity for the participants to consider the collaboration among communes in the Province of Errachidia.

(4) Inter-commune Collaboration

Taking the results of activities so far, DGCL proposed the support for establishment of health control center targeting several communes, and then several communes mainly in the Province of Errachidia started the actions for inter-commune collaboration.

At the seminar in the Province of Errachidia which was organized by DGCL on February 14, 2018, the establishment and management of health control center were proposed as a health care center for several communes. DGCL would fund a half of cost for construction. The Province of Errachidia was selected as a model province due to relatively higher rate of dangerous disease compared to other province. The seminar was held in the Province of Errachidia for the first time.

After the seminar, five communes; Errachidia, Elkheng, Chorafa Mdaghra, Aoufous, and Erteb, discussed about establishment of new organization for inter-commune collaboration, and signed the agreement document in June. The new organization is planning to launch four projects, waste management, health care center, sightseeing, and controlling public vehicle. The organization would be jointly controlled with the Province of Errachidia.

2.4 Training in Japan

The training in Japan had been implemented twice in order to learn Japanese local administrations. Decision-makers, the Governor and Vice-Governor, could not participate due to inconvenience. However, participants in the working level could learn the advanced Japanese examples and participate in the training with their proactive stance. The output of the first training was utilized for the SPP support activities and the output of the second training was reflected to the CPDC work plan. Accordingly, it can be said that both trainings were effective.

2.4.1 First Training in Japan

The first training in Japan had been implemented from July to August 2015. The summary of the training is shown below.

Table 2.15 Summary of the first training in Japan

Title of the Training	Training for the development of the Action Plan to improve the coordination and promotion of rural development
Period	Two weeks between July 26 and August 8, 2015
Participants	4 participants (1 person from the office of SG of the Province of Errachidia, 2 members of the CPDC, 1 person from DPE, DGCL)
Goal	Staff in charge of regional development in the central and provincial level in Morocco will understand methodologies of rural development projects by the local administration in Japan, and learn collaborating system between the national government, province and local administration. Participants will make and carry out an action plan to facilitate development projects in their region
Results achieved and lessons learned through training	<ul style="list-style-type: none"> ◆ The importance of the fact that the Province and communes play their respective roles in regional ◆ The principle of complementarities and the implementation of this principle ◆ The importance of transferring powers while understanding the capacity of the communes of the Province ◆ The ideal picture of collaboration between communes ◆ The methods of the regional development

2.4.2 Second Training in Japan

(1) Implementation of the Second Training in Japan

The second training in Japan had been implemented in July 2017. Below is the summary of the training.

Table 2.16 Summary of the Second Training in Japan

Title of the Training	Training for the support of project implementation in municipalities by prefectures in Japan.
Period	Thirteen days between July 17 and July 29, 2017
Participants	12 participants (1 chief private secretariat of the SG, 1 chief of DCL of Errachidia, 1 chief of department at the DCL in charge of the CPDC, 2 CPDC members, 1 provincial council executive in charge of the provincial development program, 4 directors of common services of SPP communes, 1 personal secretary of the President in commune, 1 focal person in charge of the project at the ECD DPE / DGCL (Central Level))
Goal	CPDC and DCL members will understand the experience and the support system for municipalities by prefectures in Japan through lecture, site visit, and discussion, and apply the Japanese support system to their prefectural administration in Errachidia.
Results achieved and lessons learned through training	<ul style="list-style-type: none"> ◆ Mechanism and process of collaboration among municipalities, process (wide area coalition among municipalities, merger, a delegation of work, agreement etc.) ◆ Skills to support municipalities (planning) ◆ Organizing highly coordinated institutions ◆ Discussion and communication method for project implementation ◆ Partnership at all levels ◆ The advantage of municipalities and prefectures being equal in the relationship ◆ Regional competitiveness based on the strengths of each region ◆ Participatory fundraising ◆ Highly advanced representative democracy in Japan

(2) Briefing Session of the Second Training in Japan

The briefing session of the second training in Japan was conducted on November 10, 2017 in Ministry of the Interior, Rabat. Attendants were Wali of DGCL, chief of DPE, 6 chiefs of other departments, SG of Errachidia, the chief private secretariat of SG, head of the CPDC and 2 CPDC members from the Moroccan side and the resident representative of JICA Morocco Offices and JICA experts from the Japanese side.

After CPDC's presentation, SG of Errachidia requested the extension of the project periods to complete project activities. Wali of DGCL recognized the importance of collaboration among municipalities by a merger and inter-regional federation. Furthermore, he mentioned regulatory restrictions and requested JICA to dispatch Japanese experts. In addition, he mentioned the possibility of cooperation in the field of waste management and water resource. DPE stated the meeting about another project to be set up with JICA. At the end of the meeting, the director of JICA promised to convey their requests about the extension of the project periods and the launch of a new project to JICA headquarter.

2.5 Activities of Project Management

2.5.1 Organization of 1st JCC

The 1st JCC was held in the meeting room of the Governor of the Province of Errachidia on May 27, 2015 with more than 70 participants that were responsible agencies / organizations concerned (heads of various departments in the Province, communes' representatives, representatives of caidat or cercles) in addition to the Governor and the SG. This allowed the project team to report the content and progress of the project and inform the concrete image to various departments of the Province. A member of the CPDC made the presentation by explaining the content, the project progress, the modification of output 1 concerning the CTP, the summary of the pilot project to be implemented in a commune (output 2), the orientation of inter-communal project (output 3) etc.

One commune president expressed a doubt on the method of selection of the target commune for the pilot project during the session of questions and answers. The SG, the representative of the DGCL and the CPDC explained in a proper way that the target commune was selected through a process of appropriate discussions between the people involved and that the main purpose of this project was to spread the lessons extracted by the implementation of the pilot project to all communes of the province.

2.5.2 Organization of 2nd JCC

The 2nd JCC was held in the meeting room of the Governor of the Province of Errachidia on January 25, 2017 with around 80 participants of Wali, SG, heads of various departments of the Province, commune representatives, representatives of caidat or cercles from the Moroccan side and JICA headquarter, JICA Morocco Office, experts from Japanese side. Since staffs of CPDC and DCL were new to the Project, JICA expert made a presentation to explain project progress, direction in the remaining period, changes of PDM. Participants generally understood the explanation.

During discussion, participants raise concerns on the environment and waste management, and requested to JICA to expand the support to all communes, to extend the project period, to support for dates production, eco-tourism, and so on. JICA expert explained;

- The purpose of the Project is capacity development of CPDC and communes,
- It is important to undertake necessary activities smoothly until the end of the project period,
- Requests to JICA will be considered from now on.

Corresponding to those discussions, the Wali closed the meeting with the conclusion that the change of orientation and revisions of PDM were accepted.

2.5.3 Final Seminar

In 21 June 2018, the final seminar was held to report the results of the Project, and to exchange opinions with stakeholders including policy makers. The participants were Wali of DGCL, the governor of DPE from the central, Wali of Daraa Tafilalat region, the SG of the Wilaya, the people concerned in the region and Errachidia province, DCL staffs from other provinces of the region, the people from the target communes for pilot projects, the representative of JICA Morocco, and JICA project team, total about 25 members. The seminar was opened with a speech by Wali of Daar Tafilalat and Wali of DGCL, followed by the representative JICA Morocco and JICA project team. In the speech by the Wali of the DGCL, he mentioned the expectation that JICA would continue the cooperation in this region. After that, the deputy head of CPDC presented the project results. And SG of commun Ettaous reported a result of SPP such as securing budget.

In the discussion, the communes and the provincial people lively put their point of views and questions as follows;

- Expecting financial support to implement projects because even a small amount could make a big impact on the local area.
- Regarding the SPP, the process of the selection was appropriate then, it created positive impact to the communes.
- Further financial support is necessary in order to realize projects.
- As assistance of SPP, communes hope to be included in monitoring after construction.
- As there are many tourism resources, implementation of the project concerned could make benefit to the area.
- Hoping implementation of a project which could demonstrate the superiority of Japanese technology, as the past Khetarra project by JICA.

The project team proposed that both the provincial council and the provincial administration would continue to support SPP through CPDC. The provincial council responded that they would support SPP, securing fairness, though it would be difficult to provide prompt fund.

Wali made a speech as closing at the end, and he expressed that it is important for DGCL to develop the region including Errachidia province. It is also expected to have a training to obtain know-how of Japan and a new project with training in Japan. In addition, it was declared that the improvement of livelihood through utilizing human and natural resources would be indispensable for regional development. In order to achieve those goals, he expressed the necessity of an effective mechanism.

Chapter 3 Challenge/Ideas/lessons learned in the project implementation

The table below is summary about challenge in the project implementation and its measures.

Table 3.1 Challenge in the Project Implementation and its Measures

Type	Item1	Item2	Challenge	Measures
Framework of the project	Objective of the project	Role of CPDC	CPDC was established by the governor and the vice governor who supported communes actively when the development study was implementing. However, the role of CPDC was not defined formally, and CPDC had no specific function. So their role was not clear and CPDC didn't work after the development study finished. Therefore, CPDC did not have any achievement and was almost not known in the province. .	The project team requested the SG, the PD at the same time, to clarify the role of CPDC. As a result, CPDC was formally approved in January 2015 as organization under the SG office. However, it was not officially positioned as a cell in the province, but it was an organization positioned under the SG office. Yet, as described later, when the then vice governor/PD was replaced, the project team tried to find and propose how to position CPDC officially to facilitate the Project. As a consequence, CPDC was formally approved as organization under DCL in October 2016.
	Output 1	Operational management of CTP	CPDC and the project team started the activities in Morocco where the vertical administration system is prevalent. It was important to have the provincial executives and related directorate understand the activities and also to obtain their approval. Therefore, firstly it was necessary to manage CTP by CPDC as defined in the output 1. However, CTP's task was broad such as security issues, and the management of CTP was governor's matter, thus it was clear that the management of CTP by CPDC was not realistic.	According to governor's suggestions, a consultation committee which CTP members participate was set up for only the project implementation period and the rest of the activities was conducted by the committee.
	Output 2	Support for Project implementation	CPDC could not accumulate knowledge for implementing development projects in communes.	Accumulated knowledge and experience by adding 4 communes as the project target. →The knowledge and lessons for commune development were compiled as a technical output document.

Type	Item1	Item2	Challenge	Measures
		Ensuring operational budget	To ensure the sustainability in this project, each pilot project budget was to be allocated by Moroccan government or other donors, thus in the budget of the Project, the expenses for PP were not included. In order to implement the PP, to ensure the budget was a challenge from the beginning of the project.	The project team tried to explain JICA's policy to the province; however, it was quite hard to convince them. On the other hand, the Project sought to obtain the contribution from governmental organizations such as ANDZOA and the regional council to get the budget. As a result, most communes have achieved the agreement on contribution of budget with the regional/provincial councils and national organizations, and one commune is waiting for the agreement to be issued. →The project documents with the agreement were used for making technical outputs in order that other communes can refer for commune development.
		Support to create PAC	As defined in the amended law in October 2015, the communes are to create the activities with bottom-up and participatory approach. The basic idea of PAC is same as PCD, and many communes have already submitted PAC to the province. Yet, the submitted PAC are not completed. No completed PAC is made in the national level, and the guideline for creating PAC is necessary. When the project was terminated, DPE continued making the guideline of PAC; therefore the guideline has not been distributed yet.	It was decided that CPDC would support communes to change from PCD to PAC and to formulate PAC. CPDC also would instruct communes to obtain an agreement for the budget allocation and to attach minutes with civil society organization. As mentioned above, most pilot communes succeeded to get agreement with donors regarding contribution of budget. Thus, the establishment of a system modeling these cases is necessary. →These tasks such as support of PAC formulation considering annual budgetary schedule of the national/regional/provincial council, discussion with civil societies, and instruction of budget securing were incorporated to an annual activity plan of CPDC, and DCL approved it.
		Capacity development for civil servants	Although the decentralization has been promoted through the law amendment etc. , there is almost no opportunity for commune staffs to have trainings.	In collaboration with DRH, the project team carried out the training for commune staffs from the end of 2016 and it gave the effective results. The results contributed to make an agreement to bear the cost of training for commune and province staffs. The agreement is being finalized. →For future training, the project team made a training program including the costs by subjects with training materials attached.

Type	Item1	Item2	Challenge	Measures																		
	Output 3	Implementation of IPP	In this Project, IPP was to be selected from the Rural Development Provincial Plan (PPDR). However, the costs of 11 projects of PPDR were high, ranging from 100 million to 1 billion yen. After starting the project, it was too difficult to find financial resource of IPP and it was almost impossible to accomplish IPP during the project period (3 years and half). In addition, as estimated in the beginning, it was impossible to carry out the plan formulation to completion of IPP within only several months (The project of waste management in the western part of the province, which was proposed by several communes, took 6 years to start).	The necessary cost and time were not considered in the initial plan of IPP. Thus, it was aimed to conduct training and seminars concerning the method of implementation of waste management and its techniques for all communes in the province, which would contribute to the capacity building to realize the project of waste management by communes.																		
	Precondition	Members of CPDC	<p>During the project implementation, the number of members changes as shown in the table below. It prevented implementation of the project.</p> <table border="1"> <thead> <tr> <th>Period</th> <th>#</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>Start of project</td> <td>3</td> <td>-</td> </tr> <tr> <td>March 2015</td> <td>2</td> <td>Head of CPDC office was dismissed, 1 staff was transferred to Provincial council.</td> </tr> <tr> <td>October 2015</td> <td>1</td> <td>1 staff was transferred to other department in the province.</td> </tr> <tr> <td>March 2016</td> <td>3</td> <td>Increase the staffs</td> </tr> <tr> <td>July 2016</td> <td>2</td> <td>1 staff was transferred to Provincial council.</td> </tr> </tbody> </table> <p>The current members of CPDC are 2 staffs, and a staff of DCL is acting CPDC manager who is supervised by the general manager of DCL. Yet, it is difficult to say that this organization is well structured.</p>	Period	#	Reason	Start of project	3	-	March 2015	2	Head of CPDC office was dismissed, 1 staff was transferred to Provincial council.	October 2015	1	1 staff was transferred to other department in the province.	March 2016	3	Increase the staffs	July 2016	2	1 staff was transferred to Provincial council.	<p>The project team requested the SG and the general manager of human resource to increase the number of CPDC, however, the number was increased only one time. →</p> <p>The tasks which the actual staffs could manage were identified through the project activities. The tasks were incorporated in an annual activity plan.</p>
Period	#	Reason																				
Start of project	3	-																				
March 2015	2	Head of CPDC office was dismissed, 1 staff was transferred to Provincial council.																				
October 2015	1	1 staff was transferred to other department in the province.																				
March 2016	3	Increase the staffs																				
July 2016	2	1 staff was transferred to Provincial council.																				
		Replacement of PD	The SG who was the PD for 1 year and 6 months left in April 2016. CPDC was under the SG office, but it was not officially positioned in the provincial organization.	After the then SG was replaced, the project team sought the way to position CPDC officially for better project activities. As a consequence, CPDC was formally approved as an organization under DCL.																		

Type	Item1	Item2	Challenge	Measures												
Management of the project	Replacement of governor and vice governor		<p>CPDC was established by the governor and the SG who supported communes actively when the development study was implementing. However, when the project started, both of them were replaced and CPDC didn't work. In order to implement the project smoothly, the understanding and implication of the governor and the SG made an impact on progress of the project. Yet, the governors and the SG were replaced as shown in the table, therefore the project team was not able to build a relationship of trust with them. Due to the change of frontier of province in 2015, Errachidia became a capital of the region, the regional governor serves a province governor at the same time.</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Replacement or not</th> </tr> </thead> <tbody> <tr> <td>January 2015</td> <td>Departure of province governor</td> </tr> <tr> <td>October 2015</td> <td>Arrival of regional governor (After the province governor left, regional governor also serves province governor)</td> </tr> <tr> <td>April 2016</td> <td>Replacement of vice governor(PD)</td> </tr> <tr> <td>June 2017</td> <td>Replacement of regional governor</td> </tr> <tr> <td>June 2018</td> <td>Replacement of SG (PD)</td> </tr> </tbody> </table>	Period	Replacement or not	January 2015	Departure of province governor	October 2015	Arrival of regional governor (After the province governor left, regional governor also serves province governor)	April 2016	Replacement of vice governor(PD)	June 2017	Replacement of regional governor	June 2018	Replacement of SG (PD)	<p>Even though the project team often made contact with the SG, it was difficult to take an appointment with him because of his busy schedule. In particularity, although we requested him an appointment many time from July to October 2017, we couldn't meet him. It was also extremely difficult to see the regional governor (province governor). Thus, we took opinion through DCL rather than we contacted directly the regional governor.</p>
			Period	Replacement or not												
			January 2015	Departure of province governor												
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April 2016	Replacement of vice governor(PD)															
June 2017	Replacement of regional governor															
June 2018	Replacement of SG (PD)															
Vertical administration		<p>Technical assistance of each sector is provided by services in charge in the central or province level, and CPDC is in charge of coordination. To make formal discussion and visit with services, CPDC needed to take an agreement from the SG or the governor every time, but it was difficult to coordinate flexibly and to take an appointment with them.</p>	<p>Since the role of CPDC was coordination among the services in charge, these procedures were unavoidable somehow. However, the project team made efforts to improve efficiency by formalizing regular meeting with the services concerned. For example, we held the regular meeting with the environment service that is in charge of waste management.</p>													
Local election		<p>The municipal election was held on 4th September 2015. Many civil servants including C/P were mobilized to prepare and follow up the election. Therefore, the project activities were practically not able to be carried out during this period.</p>	<p>The period of assignment of one project team member was shortened from the end of the October to middle of September.</p>													
Move of project office		<p>In accordance with the decision made by the province in January 2016, the project office was to be moved. The president of province council offered the project team to move to the previous office on July 19. We accepted this offer and moved there on July 29.</p>	<p>The packing took time, however, there were no troubles in the new office.</p>													

Chapter 4 Achievement of Project Purpose

4.1 Achievement of Output

Indicators on each output and the achievements shows in the following table.

Table 4.1 Summary of Indicators and Achievements on Outputs

Indicator	Achievement																				
Output 1																					
1) Consultation committee meetings are held twice a year.	For the project implementation in the commune, it was initially assumed that CPDC would operate the CTP and provide the technical assistance through the CTP. Meanwhile, the purpose of the CTP covered safety management in the province, and organization and management of CTP were the responsibility of the governor. Thus, the management of CTP by CPDC was not realistic. Therefore, in accordance with the governor's recommendations, a consultation committee was established in January 2015 as a time-limited organization during the project implementation. In 2015, the committee was held three times in the total. However, since the national election was held in September 2015, the SG in the province as PD in the Project was extremely busy, and the committee could not be proceeded and was not hold. During this period, however, the project team supported SPP and IPP, and considered the strategy for supporting commune by conducting OJT. Throughout these activities, the capacity development of CPDC and the status of CPDC was discussed continuously. As actual results, the committee was held three times in 2015, no times in 2016, and twice in 2017 (average of 1.6 times / year). Since the impact of the external factors such as the national elections was big in 2016, it is considered that the indicator was almost achieved as a whole except 2016.																				
2) CPDC is officially positioned in the government structure.	CPDC was established in the latter half of the development study. However, since it had not been officially positioned as an organization, it had actually no authority and its role was ambiguous. After repeated discussions with the SG in the province as the PD in the Project during the project period, the CPDC was formally authorized as an organization under the secretariat of the SG in January 2015 and under the DCL by the document signed by Wali in October 2016. Therefore, it is considered that the indicator was achieved . However, since the capacity of CPDC is still needed to be improved, it would be required to enhance the capacity of CPDC by the regional and provincial offices.																				
Output 2																					
1) CPDC can support formulation of PAC for 5 communes/year.	In the initial plan, it was assumed that the Project would focus on one target commune to support PCD preparation. On the other hand, since a law for decentralization was revised in the October 2015, it became necessary to prepare PAC newly at all communes. The activities which support the preparation of PAC were carried out for 2 years and 9 months, from October 2015 to the end of June 2018 during the Project. At the end of the project, 16 communes submitted PAC to the province, 12 communes were under the preparation due to the formulation support of CPDC and 1 commune has not started preparation it yet. During the same period, the preparation of PAC was supported in 28 communes. Based on the actual situation, the Project supported 10 communes/year (28 communes / 33 months) in order to prepare the PAC. It is considered that the indicator was achieved .																				
2) CPDC can conduct seminars and trainings for 100 participants/year.	A capacity development such as conducting seminars and trainings etc. related to output 2 was started after the official approval of CPDC under DCL in October 2016. The number of participants of seminars and trainings from October 2016 to the end of the Project is summarized in the table below. <table border="1" data-bbox="576 1823 1283 1995"> <thead> <tr> <th>Duration</th> <th>Seminar</th> <th>Training</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2016 (after October)</td> <td>0</td> <td>45</td> <td>45</td> </tr> <tr> <td>2017</td> <td>0</td> <td>279</td> <td>279</td> </tr> <tr> <td>2018 (until June)</td> <td>80</td> <td>0</td> <td>80</td> </tr> <tr> <td>Total</td> <td>80</td> <td>324</td> <td>404</td> </tr> </tbody> </table> <p>Based on the actual situation, it is considered that the indicator was achieved</p>	Duration	Seminar	Training	Total	2016 (after October)	0	45	45	2017	0	279	279	2018 (until June)	80	0	80	Total	80	324	404
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Indicator	Achievement								
	<p>considering that the periods of activity in 2016 and 2018 were practically two months and half a year, respectively.</p> <p>In addition, many participants gave remarks that continuous implementation of a capacity development including the contribution of fund from the commune would be needed, showing that there was a strong need for a capacity development. As a supportive evidence, the discussions among the DFCAT, provincial council and each commune are under progressing towards promoting trainings to strengthen the capacity of commune staffs with their own contribution. At the end, the implementation of the trainings brought positive impacts.</p>								
Output 3									
1) CPDC can conduct seminars and trainings for 60 participants/year.	<p>As for the waste management, some communes were preparing a project in line with the Rural Development Provincial Plan (PPDR), and several trainings and seminars were conducted to build the capacity of related staff in the province and communes. The number of participants of the trainings and seminars is shown in the table below. There were 166 participants for 4 events in 2016. The average number of participants was 66.4 persons/year in two and a half years from 2016, when the activity was selected and seminars and trainings were started, to the end of the Project. Thus the indicator was achieved. However, the land acquisition problem slowed the progress of this project. In addition, since the Errachidia province and CPDC concentrated on the activities of Output 2, such as capacity development and PAC formulation after October 2016, the activities of Output 3 were not conducted. Later on, five communes in the province made an agreement to establish a new organization for the inter-communal project including the waste management, by utilizing the knowledge learned from the training in Japan. The project will be facilitated from now on and it is expected that CPDC will resume trainings and seminars. Therefore, it is considered that this indicator was almost achieved.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Duration</th> <th>Seminar</th> <th>Training</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>56</td> <td>110</td> <td>166</td> </tr> </tbody> </table>	Duration	Seminar	Training	Total	2016	56	110	166
Duration	Seminar	Training	Total						
2016	56	110	166						
2) CPDC can conduct a technical visit/year to an inter-communal project.	<p>The study tour for the waste management (including participation to the workshop on the waste management conducted by JICA) was conducted 2 times in 2016. However, as mentioned above, since the IPP did not continue after 2017, the study tour was not also conducted. Thus, this indicator was not achieved.</p> <p>However, since CPDC possesses know-how of the implementation and materials such as presentations based on the experience of the study tour in 2016, and a technical cooperation project of JICA to formulate the master plan of the waste management was started. Therefore, if the IPP will be restarted, it is considered that CPDC can continue to conduct study tours. On the other hand, the needs of the study tour are high because the president of the provincial council, who participated in the tour in 2016, mentioned that he expected to continue such tours, while the province provided the implementation cost. Based on these, it can be considered that there is a possibility of continuation of study tours with financial support from the provincial council.</p>								

4.2 Achievement of Project Purpose

Indicators on the project purpose and the achievements shows in the following table.

Table 4.2 Summary of Indicators and Achievements on Project Purpose

Indicator	Achievement
1) More than 60% of communes admit their capacity for development projects is improved through project activities.	<p>The training of capacity development for commune staff such as PAC formulation, management of project, procedure of procurement, and so on, were implemented after October 2016. All 29 communes participated in these trainings. Although the positions of participants were different according to the themes of trainings, most of them were SG or chief of the technical division of each commune. Thus, it can be said that they were actually responsible for the project implementation in the communes. Therefore, in order to evaluate this indicator, the Project conducted the questionnaire survey on the capacity development for the aspects of “Relevance of training contents”, “Relationship with the work of participant”, “Degree of understanding of training”, and “Capacity development”. The result is shown in the following table. The</p>

Indicator	Achievement																		
	<p>percentage is the rate of participants who answered positive responses. More than 80 % of participants evaluated that the training contents were relevant, and the relationship with their works was high. The understanding of training was also over 70 %. On the other hand, the possibility to adopt results of training to their works decreased to 62 %, and in particular the capacity development by the training which relates directly to this indicator was 56%. Therefore, <u>the indicator is slightly lower than the targeted value.</u></p> <table border="1"> <thead> <tr> <th>No.</th> <th>Contents of Questionnaire Survey</th> <th>Average Ratio on All Theme</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Relevance of training contents</td> <td>83%</td> </tr> <tr> <td>2</td> <td>Relationship with ordinary work of participant</td> <td>83%</td> </tr> <tr> <td>3</td> <td>Degree of understanding of training</td> <td>71%</td> </tr> <tr> <td>4</td> <td>Possibility to adopt results of training for ordinary work of participant</td> <td>62%</td> </tr> <tr> <td>5</td> <td>Capacity development by training</td> <td>56%</td> </tr> </tbody> </table>	No.	Contents of Questionnaire Survey	Average Ratio on All Theme	1	Relevance of training contents	83%	2	Relationship with ordinary work of participant	83%	3	Degree of understanding of training	71%	4	Possibility to adopt results of training for ordinary work of participant	62%	5	Capacity development by training	56%
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3	Degree of understanding of training	71%																	
4	Possibility to adopt results of training for ordinary work of participant	62%																	
5	Capacity development by training	56%																	
2) More than 2 communes find financial source for development projects due to support of project activities.	<p>Among the five target communes on SPP, three communes, Ferkla El Oulia, Ettaous and Errissani, formulated the project documents on SPP and submitted to the expected donors (national organizations and the provincial / regional council). And they received the agreement on the contribution of the implementation budget. Errteb also obtained an agreement to get a support for a part of the cost of SPP. Supports to the 3 communes mentioned above were approved by the regional / provincial council. Thus, it can be said that the results of supports to prepare the project documents and to ensure the implementation budget by DCL/CPDC came out positive. Therefore, it is considered that <u>the indicator was achieved.</u> Although the 3 communes which received the agreement in writing are at the final stage to secure the budget, they have not reached the signing yet because the internal procedure is taking a quite long time.</p>																		

4.3 Achievement of Overall Goal

Indicators on the overall goal and the achievements shows in the following table.

Table 4.3 Summary of Indicators and Achievements on Overall Goal

Indicator	Expected Achievement
1) One or more provinces in the region organize exchange visits to Errachidia to learn about their experience.	<p>The reorganization of regions accompanying the change of regional boundaries in 2015 was progressed in 2016 and 2017, and the five provinces including Errachidia in the region were busy to adopt the change. This political issue affected the progress of the project; i.e. there has been no active exchange of opinions among the provinces to promote the project implementation at the commune level.</p> <p>However, after completion of the reorganization, the new structure of the region was established with Errachidia province as a centre, and DCL staff of other provinces took part in the seminar for the technical exchange held in March 2018. A participant from DCL in the other province gave a remark that experiences of CPDC should be extended; i.e. participants were interested in the experience of CPDC. Therefore, it is expected that the opinions will be exchanged actively in the future.</p> <p>Therefore, it is considered that <u>the possibility of the achievement of the indicator of the overall goal is relatively high.</u></p>
2) At least 1 province in the region creates a CPDC to support its communes.	<p>At the provincial seminar on PAC held in January 2018, a participant from DFCAT as the central level mentioned that the CPDC is one model to promote the project implementation in the commune and the model should be extended to the other provinces. In addition, at the seminar of technical exchange held in March 2018, some provinces had interest in introducing the CPDC to their own province. There is a possibility to introduce the CPDC in the other provinces.</p> <p>Therefore, it is considered that <u>the possibility of the achievement of the indicator of the overall goal is relatively high.</u></p>

Chapter 5 Suggestions to Achieve Overall Goal

In order to achieve the overall goals, two directions of supports, at the local level and the central level, are proposed below.

5.1 Support at Local Level

5.1.1 Ensure the sustainability of CPDC

CPDC was established during the period of the previous study under the strong initiative of the then governor and SG, but it was not officially positioned. After the following dormant period, CPDC became the organization to support development of communes under DCL. However, as the number of members of CPDCC was only two at the end of the Project, the system of CPDC is still weak. In order to ensure the sustainability of CPDC, it is needed to increase the number of members, assign the leader appropriately, and obtain continuous supports from the region and province.

Although it's capacity to facilitate development projects in communes is still insufficient, the members of CPDC experienced supports for PAC formulation, evaluation of performance of communal development through implementation of SPP, facilitation of development projects, capacity development and so on through this Project, and the Work Plan of CPDC was formulated considering the duties handled by the present members. At the final seminar held in June 2018, it was confirmed that CPDC and its role would be sustained after the project period, but the sustainability of activities should be secured to contribute the commune development. In order to achieve such a goal, the regional and provincial administration, and the regional and provincial councils, which are composed of representatives from communes, should support CPDC especially for SPP facilitation and PAC formulation.

5.1.2 Securement of Project Budget

In Morocco, although the regions and provinces have revenue from local taxes and local allocation tax, most of budget are used as running expenses, causing that the budget cannot be used for rural development. Therefore, the budget of each government ministry and/or the funds from donors would be needed for the budget for rural development. In this context, in the frame of the Project, since the project budget was not secured in advance, it was planned to obtain the budget through the activities in the Project. Hence, the information collection and discussion for the financial resources required a lot of time and efforts. In addition, most of financial schemes of Morocco shoulder the half budget at most, so communes need to look for several financial resources in parallel.

On the other hand, since each government ministry did not have enough information regarding communal development plan to allocate the budget for rural development, they equally allocated the budget to all communes. Thus, the effective projects which include local residents' needs have not been implemented.

Therefore, the government of Morocco are aiming to proceed with rural development by local government drawing up local residents' needs. To contribute to this, the Project has been making efforts to improve capacity of the province. However, in order to achieve the objective, it should be needed not only to implement capacity development but also to establish the system, that is, the national budget for rural development would be allocate to the province, then the province would select the commune which has a high desire and development plan for financial support. Otherwise, even if the ministry has the budget itself, the province should be concerned about selecting the commune, and effective collaboration and proper use between the province and government would be required. The actual roles of CPDC were to support communes to make a development plan and to implement it, and to play roles as a provincial organization through managing a part of subsidy project and selecting the communes to implement rural development plan. As a process, CPDC should provide a guidance for PAC preparation and "project document", and establish its status to improve the quality of development plan which would be accepted by the province and government. The Project supported five targeted communes to make PAC and project document, which are needed for implementation of SPP, and also to conduct preliminary studies as a first step. Through these activities, two communes have almost secured the

budget for SPP, and one commune is at final step to obtain the project budget. Other one commune is currently applying the budget.

Under decentralization, the increase in the amount of subsidy from regional and provincial council has been confirmed, expecting to further improve this situation. Among SPP described above, three communes have applied to regional council for a half or a part of budget. But since the initial step is to submit the relevant documents such as project document to DCL, upper organization of CPDC, CPDC has checked the contents of project document and provided a guidance for completing necessary documents. Hereafter, these process should be institutionalized and the subsidy system should be established to implement rural development which would be actually managed by DCL and CPDC.

In addition, CPDC should follow up the processes and facilitate efforts of communes to secure the budget based on the documents formulated by the Project, “Know-how, Lessons and Sample Document of Commune Development”. It is expected that CPDC can provide more choices to communes through the update of “Know-how, Lessons and Sample Document of Commune Development”.

5.1.3 Facilitation of Information Sharing

If there is an opportunity to share and exchange information for commune’s efforts and advanced examples, the information sharing will be facilitated. The technical exchange seminar held in March 2018 became the opportunity, so it is expected that such an occasion will be sustained. Since the increase of the subsidy to local administrations is expected as it is noted above, discussions to secure the project budget should be facilitated.

Especially, information exchange with surrounding administrations should be activated to bottom up the facilitation of commune development projects in the overall region.

On the other hand, the municipal meetings in Japan aim to solve the problems widely through collaboration of municipalities, and that validity in Morocco was confirmed during the training in Japan. Therefore, it is expected that the Province of Errachidia would held the regular communal meetings, which would contribute to solving the regional problems. CPDC is expected to play an administrative role such as information exchange and meetings.

5.1.4 Collaboration with Civil Society

This Project targeted the province and communes, and the civil societies were not the direct target. However, in the stream of the decentralization, it is foreseen that the roles of civil societies near local residents will increase. Although some associations might be losing the original functions even after they are registered to local governments, the importance of their roles will be enhanced as increase in demands for fine social services which may not be covered by only the administration. Therefore, the collaboration system between the local governments and civil societies should be established.

5.2 Support at Central Level

5.2.1 Continuation of Capacity Development of Commune Staff

This Project has carried out the capacity development to commune staffs. Since there were no chances of a group of trainings ever, it was a quite valuable opportunity for the participants from communes and the province. The national government is planning to accelerate the decentralization, and thus DFCAT, which is responsible for the capacity development of public servants, must develop the capacity of commune staff. Taking the advantage of these series of trainings, DFCAT, the provincial council and communes discussed the system of the capacity development of commune staff and they agreed to sustain the system under their sharing responsibilities. Therefore, it is expected that the training program (including process to implement trainings, collaboration with DRH and training materials) will be utilized and the trainings are continued based on the secured budget. For capacity development of communes through these trainings, CPDC is expected to play important roles in collaboration with DRH.

The site visit to Ifrane was conducted as an activity of IPP and participants were very inspired through the experience. It is expected that staff of the region, province and council members continue learning for the advanced examples. In order to contribute such a continuation, DRH should grasp the local needs of trainings and DFCAT should share information of advanced examples in other areas. CPDC should

propose and manage these activities.

5.2.2 Necessity of Supports from DGCL

DFCAT contributed a lot for the capacity development of commune staffs in the Project. DGCL started the support of the institutional set-up for the waste management and the health preservation center in Errachidia with related administrations. It is expected that such a cross sector support will be continued. In the seminars conducted in the Project, DGCL staff indicated the importance of the role of CPDC, so it is expected that DGCL will continue to support activities of CPDC and extend the system to other provinces and regions.

Although we heard that DGCL had formulated the PAC formulation manual and the completion was near since August 2017, the manual was not completed yet as of June 2018. The prompt completion is expected for communes to facilitate PAC formulation

Annex

- 1 PDM
 - 2 Project Flowchart
 - 3 Detailed activity plan
 - 4 Result of dispatched JICA experts
 - 5 Result of acceptance trainees
 - 6 Minutes of Meeting of Joint Coordination Committee (JCC)
-

Project Design Matrix

Version 1, 2014 Oct. 31

Project Title: The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia

Implementing Agency: General Direction of the Local Authorities (DGCL), Ministry of the Interior /

Office for Promoting Development Plan and Coordination (CPDC), Province of Errachidia

Target Group: Officials of Errachidia Province, local communes and civil society related to Implementation of PCD

Period of Project: 3 years and 6 months (October 2014 - March 2018)

Project Site: Province of Errachidia

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal			
Supporting mechanism of planning and implementing communal and inter-communal development projects, developed in the Province of Errachidia is applied to other provinces in the Meknès-Tafilalet Region.	1) XX numbers of inter-communal projects are implemented in Errachidia Province. 2) XX numbers of inter-communal projects are implemented in other Provinces by the Errachidia method. 3) XX numbers of communes adopting PCD implementation manual along with PDCA method in Errachidia Province. 4) XX numbers of communes adopting PCD implementation manual along with PDCA method in other Provinces.	1) Projects report of Errachidia Province 2) Projects reports of provinces in other provinces 3) Projects reports of communes in Errachidia Province 4) Projects reports of communes in other provinces	Policies and orientations of the government of Morocco on the advanced regionalisation (La Régionalisation avancée) are not significantly changed.
Project Purpose			
CPDC, a new set-up of the Secretariat General of the Province of Errachidia, effectively assists the communes in terms of planning, implementing, monitoring, and evaluating development projects and accumulates the methods.	1) Guideline for inter-communal projects is elaborated. 2) PCD implementation manual is revised along with PDCA method. 3) XX % of stakeholders of the pilot projects evaluate them positively. 4) XX numbers of organizations adopt PCD implementation manual along with PDCA method.	1) Manual of the inter-communal project 2) Revised PCD manual 3) Survey result 4) Survey result	
Outputs			
1. The Provincial Technical Committee (CTP) member institutions assist effectively the communes in the process of planning, implementation, monitoring and evaluation of their development projects.	1) The Provincial Technical Committee is held XX times. 2) The Provincial Technical Committee requests divisions and institutions concerned to assist communes XX times. 3) Technical assistances are done XX times through the Provincial Technical Committee.	1) Minutes of meeting of CTP 2) Minutes of meeting of CTP 3) Monitoring record of pilot projects	
2. A communal project is implemented by a commune following the PDCA (Plan, Do, Check, and Action) management cycle with support by the Province.	1) XX number of organizations for implementing PCD projects are established in each commune. 2) XX times each member from established organizations in the commune is present at meeting for PCD projects. 3) XX number of participants trained by the seminars and trainings. 4) XX number of projects managed by the PDCA cycle is implemented.	1) Monitoring record of the pilot project 2) Monitoring record of the pilot project 3) Monitoring record of the pilot project, training reports 4) Survey result	
3. An inter-communal project is implemented by communes with support by the Province.	1) XX number of technical sheet for inter-communal project is elaborated. 2) XX times of technical visit to the previous inter-communal project is conducted. 3) XX pilot projects are completed. 4) XX number of commissions designated by the Governor. 5) XX times each commission member is present.	1) Monitoring record of the pilot project 2) Progress reports 3) Progress reports 4) Progress reports 5) Minutes of meeting of commissions	

Activities	Inputs		Important Assumption
	(1) Input by JICA	(2) Input by the Province	
1-1 To propose operational procedures of CTP 1-2 To coordinate meetings of CTP 1-3 To hold CTP regularly 1-4 To organize ad hoc committees to assist communes in implementing development projects 1-5 To monitor technical assistance of CTP	(a) Dispatch of Experts - Team Leader / Organizational Management - Regional Development / Planning, Follow-up, Monitoring and Evaluation (b) Training The detailed plan of training in Japan or other countries will be determined later. (c) Machinery and Equipment The detailed list of machinery and equipment to be provided will be determined later.	(a) Services of the counterpart personnel of JICA Experts administrative personnel; (b) Suitable office space with necessary equipment; (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA; (d) All the necessary measures for implementation of the Project; (e) Expenses necessary for transportation within Morocco of the equipment as well as for the installation, operation and maintenance thereof	Pre-Conditions The Governor assigns the enough number of active personnel concentrating to promote PCDs and their budget in Errachidia Province.
2-1 To select a target commune 2-2 To clarify the role of the communal organizations in charge of planning and implementing communal projects 2-3 To assist a pilot commune to revise the commune development plan 2-4 To select a pilot project 2-5 To conduct training course on management of the development projects based on PDCA to persons concerned in province and communes 2-6 To assist procedure of the bid for the detailed designing of the pilot project 2-7 To assist elaboration of the implementation plan of the pilot project 2-8 To assist the bid for construction of the pilot project 2-9 To monitor the pilot project 2-10 To examine the pilot project periodically by CTP member institutions 2-11 To evaluate the pilot project 2-12 To analyze lessons learned of the pilot project 2-13 To revise the manual of PCD following PDCA methodology 2-14 To organize seminars on implementing PCD following the PDCA methodology 2-15 To organize technical exchange to introduce good practices to the other provinces in the Meknès-Tafilalet Region	Input other than indicated above will be determined through mutual consultations between JICA and the Province during the implementation of the Project, as necessary.		
3-1 To analyze relevant cases and laws to the inter-communal projects 3-2 To select a pilot project 3-3 To clarify the role of CTP and related institutions to the inter-communal project 3-4 To make legal arrangements for inter-communal project stipulated in the Communal Charter 3-5 To assist procedure of the bid for the detailed designing of the pilot project 3-6 To conduct technical visits for good practices of inter-communal projects 3-7 To assist elaboration of the implementation plan of the pilot project 3-8 To assist the bid for construction of the pilot project 3-9 To monitor the pilot project 3-10 To examine the pilot project periodically by CTP member institutions 3-11 To evaluate the pilot project 3-12 To analyze lessons learned of the pilot project 3-13 To elaborate the implementation manual of the inter-communal project 3-14 To organize seminars on implementing inter-communal project 3-15 To organize technical exchange to introduce good practices to the other provinces in the Meknès-Tafilalet Region			

Project Design Matrix

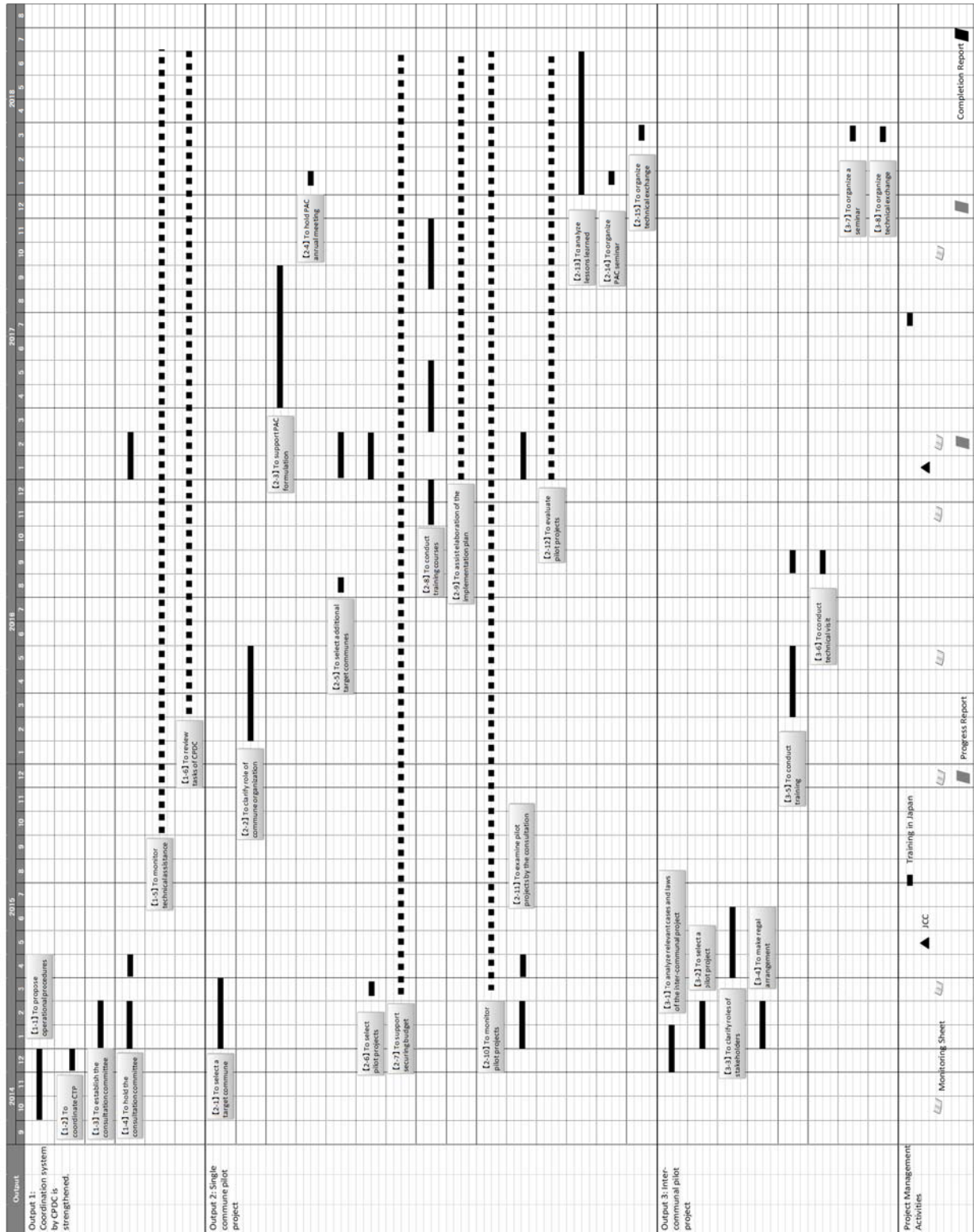
Version 2, 2015 May 27

Project Title: The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia
 Implementing Agency: General Direction of the Local Authorities (DGCL), Ministry of the Interior /
 Office for Promoting Development Plan and Coordination (CPDC), Province of Errachidia
 Target Group: Officials of Errachidia Province, local communes and civil society related to Implementation of PCD
 Period of Project: 3 years and 6 months (October 2014 - March 2018)
 Project Site: Province of Errachidia

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal			
Supporting mechanism of planning and implementing communal and inter-communal development projects, developed in the Province of Errachidia is applied to other provinces in the Meknès-Tafilalet Region.	1) XX numbers of inter-communal projects are implemented in Errachidia Province. 2) XX numbers of inter-communal projects are implemented in other Provinces by the Errachidia method. 3) XX numbers of communes adopting PCD implementation manual along with PDCA method in Errachidia Province. 4) XX numbers of communes adopting PCD implementation manual along with PDCA method in other Provinces.	1) Projects report of Errachidia Province 2) Projects reports of provinces in other provinces 3) Projects reports of communes in Errachidia Province 4) Projects reports of communes in other provinces	Policies and orientations of the government of Morocco on the advanced regionalisation (La Régionalisation avancée) are not significantly changed.
Project Purpose			
CPDC, a new set-up of the Secretariat General of the Province of Errachidia, effectively assists the communes in terms of planning, implementing, monitoring, and evaluating development projects and accumulates the methods.	1) Guideline for inter-communal projects is elaborated. 2) PCD implementation manual is revised along with PDCA method. 3) XX % of stakeholders of the pilot projects evaluate them positively. 4) XX numbers of organizations adopt PCD implementation manual along with PDCA method.	1) Manual of the inter-communal project 2) Revised PCD manual 3) Survey result 4) Survey result	
Outputs			
1. The external services and divisions of the province effectively assist the communes in the process of planning, implementation, monitoring and evaluation of development projects.	1) Consultation committee meetings are held XX times. 2) Technical assistances are done XX times through the consultation committee by stages of the project.	1) Minutes of meeting of the consultation committee 2) Monitoring record of pilot projects	
2. A communal project is implemented by a commune following the PDCA (Plan, Do, Check, and Action) management cycle with support by the Province.	1) XX number of organizations for implementing PCD projects are established in each commune. 2) XX times each member from established organizations in the commune is present at meeting for PCD projects. 3) XX number of participants trained by the seminars and trainings. 4) XX number of projects managed by the PDCA cycle is implemented.	1) Monitoring record of the pilot project 2) Monitoring record of the pilot project 3) Monitoring record of the pilot project, training reports 4) Survey result	
3. An inter-communal project is implemented by communes with support by the Province.	1) XX number of technical sheet for inter-communal project is elaborated. 2) XX times of technical visit to the previous inter-communal project is conducted. 3) XX pilot projects are completed. 4) XX number of commissions designated by the Governor. 5) XX times each commission member is present.	1) Monitoring record of the pilot project 2) Progress reports 3) Progress reports 4) Progress reports 5) Minutes of meeting of commissions	

Activities	Inputs		Important Assumption
	(1) Input by JICA	(2) Input by the Province	
1-1 To propose operational procedures for technical services and divisions to be involved in the development project 1-2 To coordinate a meeting of Provincial Technical Committee (CTP) for establishment of a consultation committee for communal development 1-3 To establish the consultation committee to assist communes in implementing development projects 1-4 To hold the consultation committee meetings regularly 1-5 To monitor technical assistance of the consultation committee 1-6 To clarify and review the tasks and missions of the CPDC for bottom up communal development	(a) Dispatch of Experts - Team Leader / Organizational Management - Regional Development / Planning, Follow-up, Monitoring and Evaluation (b) Training The detailed plan of training in Japan or other countries will be determined later. (c) Machinery and Equipment The detailed list of machinery and equipment to be provided will be determined later.	(a) Services of the counterpart personnel of JICA Experts administrative personnel; (b) Suitable office space with necessary equipment; (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA; (d) All the necessary measures for implementation of the Project; (e) Expenses necessary for transportation within Morocco of the equipment as well as for the installation, operation and maintenance thereof	
2-1 To select a target commune 2-2 To clarify the role of the communal organizations in charge of planning and implementing communal projects 2-3 To assist a pilot commune to revise the commune development plan 2-4 To select a pilot project 2-5 To conduct training course on management of the development projects based on PDCA to persons concerned in province and communes 2-6 To assist procedure of the bid for the detailed designing of the pilot project 2-7 To assist elaboration of the implementation plan of the pilot project 2-8 To assist the bid for construction of the pilot project 2-9 To monitor the pilot project 2-10 To examine the pilot project periodically by CTP member institutions 2-11 To evaluate the pilot project 2-12 To analyze lessons learned of the pilot project 2-13 To revise the manual of PCD following PDCA methodology 2-14 To organize seminars on implementing PCD following the PDCA methodology 2-15 To organize technical exchange to introduce good practices to the other provinces in the Meknès-Tafilalet Region	Input other than indicated above will be determined through mutual consultations between JICA and the Province during the implementation of the Project, as necessary.		Pre-Conditions The Governor assigns the enough number of active personnel concentrating to promote PCDs and their budget in Errachidia Province.
3-1 To analyze relevant cases and laws to the inter-communal projects 3-2 To select a pilot project 3-3 To clarify the role of CTP and related institutions to the inter-communal project 3-4 To make legal arrangements for inter-communal project stipulated in the Communal Charter 3-5 To assist procedure of the bid for the detailed designing of the pilot project 3-6 To conduct technical visits for good practices of inter-communal projects 3-7 To assist elaboration of the implementation plan of the pilot project 3-8 To assist the bid for construction of the pilot project 3-9 To monitor the pilot project 3-10 To examine the pilot project periodically by CTP member institutions 3-11 To evaluate the pilot project 3-12 To analyze lessons learned of the pilot project 3-13 To elaborate the implementation manual of the inter-communal project 3-14 To organize seminars on implementing inter-communal project 3-15 To organize technical exchange to introduce good practices to the other provinces in the Meknès-Tafilalet Region			

Project Flowchart



Detailed Activity Plan

Project Title: The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia

Inputs	Plan	2014				2015				2016				2017				2018	
	Actual	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II		
Expert																			
Team Leader / Organizational Management	Plan																		
	Actual	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Regional Development / Planning, Follow-up, Monitoring and Evaluation (1)	Plan																		
	Actual	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Regional Development / Planning, Follow-up, Monitoring and Evaluation (2)	Plan																		
	Actual	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Regional Development / Planning, Follow-up, Monitoring and Evaluation (3)	Plan																		
	Actual	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Training Planning (1)	Plan																		
	Actual			■	■														
Training Planning (2)	Plan																		
	Actual																		
Equipment																			
Office equipment	Plan																		
	Actual		■	■	■														
Training in Japan																			
Preparation of action plan for promoting the implementation of communal project in cooperation among central Ministry, province and commune.	Plan																		
	Actual					■													
Activities	Plan	2014				2015				2016				2017				2018	
Sub-Activities	Actual	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II		
Output 1: Coordination system by CPDC among external services and divisions of the province is strengthened to support communes in the process of planning, implementation, monitoring and evaluation of development projects effectively.																			
1-1 To propose operational procedures for technical services and divisions to be involved in the development project	Plan																		
	Actual	■	■	■	■														
1-2 To coordinate a meeting of Provincial Technical Committee (CTP) for establishment of a consultation	Plan																		
	Actual		■																
1-3 To establish the consultation committee to assist communes in implementing development projects	Plan																		
	Actual		■																
1-4 To hold the consultation committee meetings regularly	Plan																		
	Actual		■	■								■	■						
1-5 To monitor technical assistance of the consultation committee	Plan																		
	Actual																		
1-6 To clarify and review the tasks and missions of the CPDC for bottom up communal development	Plan																		
	Actual																		
Output 2: Supporting system of the province through CPDC is strengthened to enable communes to implement development projects following the PDCA (Plan, Do, Check, and Action) management cycle.																			
2-1 To select a target commune	Plan																		
	Actual		■	■	■														
2-2 To clarify the role of the communal organizations in charge of planning and implementing communal projects	Plan																		
	Actual																		
2-3 To support the formulation of commune development plan (PCD) and/or Action Plan and monitor its	Plan																		
	Actual																		
2-4 To hold annual meeting for PAC follow-up by CPDC	Plan																		
	Actual																		
2-5 To select additional target communes	Plan																		
	Actual																		
2-6 To select pilot projects in target communes	Plan																		
	Actual																		
2-7 To support the target communes to secure budget for pilot projects	Plan																		
	Actual																		
2-8 To conduct training course on management of the development projects based on PDCA to persons concerned in province and communes, and establish training system to support communes	Plan																		
	Actual																		
2-9 To assist elaboration of the implementation plan of the pilot projects	Plan																		
	Actual																		
2-10 To monitor the pilot projects	Plan																		
	Actual																		
2-11 To examine the pilot projects periodically by the consultation committee	Plan																		
	Actual																		
2-12 To evaluate the pilot projects	Plan																		
	Actual																		
2-13 To analyze lessons learned of the pilot project	Plan																		
	Actual																		
2-14 To organize seminars on implementing PCD and/or Action Plan following the PDCA methodology	Plan																		
	Actual																		
2-15 To organize technical exchange to introduce good practices to the other provinces in the Draa-Tafilalet Region	Plan																		
	Actual																		

ANNEX 3 : Detailed activity plan

Activities	Plan	2014				2015				2016				2017				2018	
Sub-Activities	Actual	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II		
Output 3: Management capacity of CPDC is strengthened to enable to implement inter-communal projects.																			
3-1 To analyze relevant cases and laws to the inter-communal projects	Plan																		
	Actual																		
3-2 To select a pilot project	Plan																		
	Actual																		
3-3 To clarify the role of related entities and institutions to the inter-communal project	Plan																		
	Actual																		
3-4 To make legal arrangements for inter-communal project stipulated in the Communal Charter	Plan																		
	Actual																		
3-5 To conduct training course according to the target pilot project to persons concerned in province and communes	Plan																		
	Actual																		
3-6 To conduct technical visits for good practices of inter-communal projects	Plan																		
	Actual																		
3-7 To organize seminars on implementing inter-communal project	Plan																		
	Actual																		
3-8 To organize technical exchange to introduce good practices to the other provinces in the Draa-Tafilalet Region	Plan																		
	Actual																		
Monitoring Plan	Plan	2014				2015				2016				2017				2018	
	Actual	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II		
Monitoring																			
Joint Coordinating Committee	Plan																		
	Actual																		
Advisory Committee	Plan																		
	Actual																		
Implementation of Task Schedule	Plan																		
	Actual																		
Submission of Monitoring Sheet	Plan																		
	Actual																		
Reports/Documents																			
Project Monitoring Sheet	Plan																		
	Actual																		
Project Progress Report	Plan																		
	Actual																		
Project Completion Report	Plan																		
	Actual																		

Participant List of the Training in Japan

Table 1. Participant List of the First Training in Japan

Title of the Training	Training for the development of the Action Plan to improve the coordination and Rural Development Promotion
Period	From July 26 to August 8 (two weeks), 2015
Name of participants	Position, Organization
Abderrazzak KHARRAZI	Provincial officer in the Office of Secretary General, Errachidia Province
Hsaine OUKZIZ	CPPDC member, Errachidia Province
Khalid HAFED	CPPDC member, Errachidia Province
Lhoussaine HAMOUCI	Officer, Monitoring Div., Dept. of Plan and Equipment, DGCL, Ministry of Interior

Table 2. Participant List of the Second Training in Japan

Title of the Training	Training for the support for the Project Implementation in Municipalities in Japan by prefectures.
Period	From July 17 to July 29 (thirteen days), 2017
Name of participants	Position, Organization
Moulay Touhami HAFIDI	Chief Private Secretariat in the Office of Secretary General, Errachidia Province
Lhabib FARHAOUI	Chief of the DCL, DCL, Errachidia Province
Mustapha ARFAOUI	Chief of Department at the DCL in charge of the CPPDC and monitoring PAC, DCL, Errachidia Province
Najat BENAMMAR	CPPDC member, Errachidia Province
Smail MEKKAOUI	CPPDC member, Errachidia Province
Hsaine OUKZIZ	Member of the Provincial Council in charge of the Provincial Development Program and its implementation, Provincial Council
Moulay Lyazid ADRAOUI	Director of Services, Municipality of Ferkra El Oulia
Mohammed ELBOUBEKRI	Director of Services, Municipality of Rissani
Lhou AALLA	Director of Services, Municipality of Taous
Moulay Ali JERMOUNI	Director of Services, Erteb Municipality
Tahiri ABDELLAH	Personal Secretary of the President, Municipality of Ferkra El Soufla
Hanane LAMAIZI	Focal Person in charge of the project at the DPE, DPE / DGCL (Central Level)

وزارة التخطيط
عمالة إقليم الرشيدية
الكتابة العامة
حماية تنسيق المخططات
التنمية والتسييق

محضر اجتماع لجنة القيادة المختلطة
المشروع الثاني للمشاركة والتعاون بين عمالة إقليم الرشيدية
المديرية العامة للجماعات المحلية والوكالة اليابانية للتعاون الدولي

في إطار المشروع الثاني للمشاركة والتعاون موضوع الاتفاقية الثلاثية المبرمة بين عمالة إقليم الرشيدية، المديرية العامة للجماعات المحلية والوكالة اليابانية للتعاون الدولي بتاريخ 20 نونبر 2013، تم عقد أول اجتماع لجنة القيادة المختلطة يوم الأربعاء 27 ماي 2015 برئاسة السيد العامل وذلك قصد تقديم حصيلة تقدم المشروع تحت عنوان:

"تقوية القدرات المحلية من أجل التنمية القروية بإقليم الرشيدية".

حضر أشغال هذا الاجتماع: (انظر رفقته لائحة الحضور)

- ❖ السيد نائب الممثل السقيم للوكالة اليابانية للتعاون الدولي بالمغرب،
- ❖ السيد ممثل مديرية التخطيط والتجهيز بالمديرية العامة للجماعات المحلية،
- ❖ السادة رجال السلف،
- ❖ السادة رؤساء الجماعات الترابية،
- ❖ السادة أعضاء فريق الوكالة اليابانية للتعاون الدولي،
- ❖ السادة رؤساء المصانع الخارجية،
- ❖ السادة رؤساء الأقسام بالكتابة العامة للعمامة.

في البداية رحب السيد العامل بالحضور مع شكرهم على تلبية الدعوة و تكبيرهم عناء السفر لحضور أشغال الاجتماع الأول لعمدة القيادة المختلطة للجهود التي تسهّل التواصل والتسيق بين الفاعلين التنمويين بالإقليم، مبرزا أهمّ مهام الوكالة لهذه اللجنة، كما ذكر بأهم نتائج الاتفاقية الأولى، ثم دعا كافة الفاعلين والمسؤولين إلى مضاعفة الجهد في سبيل تنمية الحاجيات للمحة الساكنة. بعد ذلك أعطى الكلمة للسيد نائب الممثل السقيم للوكالة اليابانية

التعاون الدولي الذي أعرب عن سعادته لحضور أول اجتماع للجنة القيادة هذا المشروع الذي يهدف إلى بحارة الفجر و تحسين ظروف عيش الساكنة في المجال القروي بالإقليم المذكرا بالنتائج المحصل عليها في المشروع الاول خاصة اعناء المخططات التنموية واتخاذ مشاريع نموذجية بالإضافة إلى إحداث عملية تتبع المخططات التنموية و التنسيق بالعسالة، بعد ذلك اشار إلى ان للمشروع الثاني سيساهم لا محال في دعم وتحسين أداء المصالح المختصة بالعمالة من أجل مواكبة الجماعات الترابية خاصة الفرق التقنية الجماعية من أجل تسهيل و تسريع وثيرة إنجاز المشاريع عبر إنجاز مشروعين نموذجيين: المشروع الاول بإحدى الجماعات القروية و مشروع آخر بجماعاتي. ثم دعا كافة المتدخلين لتعاون من أجل اتخاذ الاجاز هذين المشروعين و في نهاية تدخله لم ينته بتقديم شكره للمديرية العامة للجماعات المحلية و العسالة و السلطات المغربية لدعمها لتفريق الياباني ضيلة إقامتهم بالمغرب.

بعد ذلك اعطى السيد العامل الكلمة لممثل حلية تتبع المخططات التنموية و التنسيق الذي قدم عرضا كاملا و مفصلا حول المشروع و الذي هم : السياق الخاص الذي جاء فيه المشروع الثاني للشراكة و التعاون، الهدف العام و الخاص، بالإضافة إلى النتائج المتوقعة منه، كما اعطى شروحا حول نظام القيادة مع جميع المتدخلين فيه قبل ان يقدم الانشطة المنجزة خلال السنة الاولى للمشروع و مخطط العمل لسنة 2015 مع بعض التغييرات التي همت الاطار المنطقي للمشروع(النتيجة :) قبل ان يختم بتقديم اقتراحين من اجل تحديد المشروع لبيجماعاتي.

بعد تدخلات بعض رؤساء الجماعات المستفيدة من المشروع الاول خلال الفترة الممتدة من 2009 و 2012 و الذين اشادوا بالدعم المقدم من طرف الوكالة اليابانية للتعاون الدولي، نوه السيد ممثل مديرية التخطيط والتجهيز بالمديرية العامة للجماعات المحلية بالسيد العامل و المكتب العام للعسالة على جهودهم ابدئية من اجل دفع و تفعيل الانفاقية مركزا في تدخله على تقوية الحكامة المحلية بتقوية القدرات مع وضع اليات لإنجاز المشاريع مع ضرورة توثيق التجربة بلعلها نموذجا لتعميم فيما بعد، كما ذكر بأن المديرية العامة للجماعات المحلية تقي دائما حاضرة في دعم و إنجاز مشروع كلما دعت الضرورة لذلك.

وبعد مناقشات مستفيضة، تمت المصادقة على برنامج العمل لسنة 2025، كما تم اختيار المشروع المجتماعي و المتمثل في "دعم المحفظ الاقليمي لتدبير النفايات المنزلية و امثلة ها" فيما يخص انشئ المتعلق بتقوية قدرات المصاغ اذعية الجماعات الترابية و الجمعيات من اجل تحسيس السكان على الحفاظ على بيئة سليمة في الاحياء السكنية و تدوير على مستوى كل جماعة و شق اخر بهم تحسيس المجالس الجماعية على ضرورة خلق مجموعة الجماعات في مجال تدبير النفايات المنزلية و المماثلة ها.

وفي الختام أكد السيد العامل على ضرورة تمكين الجهود المبذولة لمواصلة التعاون من اجل المساهمة في تحقيق التنمية بالإقليم: باعتبار ان حجم الزهقات و التحديات التي تنتظر الاقليم الذي أصبح مقرا جهة درعة-تافيلالت كثيرة مستوجب مضاعفة هذه الجهود لتلبية الحاجيات الملحة و التظارات الساكنة، مع تعميق النقاش و تبادل الآراء بين كل الشركاء و الفاعلين من أجل استحضار أبرز المعوقات و الاقتراحات، وكذا الحلول التوجيهية في أفق تحقيق تنمية انثوية في تناغم مع المقاربة التشاركية التي أصبحت إحدى الدعائم الأساسية في مجال تدبير المشاريع انثوية.

الرشيدي في:.....

CELLULE DE SUIVI DES PLANS
DE DEVELOPPEMENT ET DE COORDINATION

LISTE DES PARTICIPANTS AU COMITE DE PILOTAGE DU DEUXIEME PROJET
DE COOPERATION AVEC LA JICA : 27/05/2015

« Renforcement des capacités en développement rural dans la Province d'Errachidia »

	Nom et prénom	Service et qualité	Tél/E-mail
1	Ali OUL DADA	Secrétaire général C.A.P. Errachidia	
2	AMMO MEMMOU	Rep. Agence urbaine	
3	Yestaj Nouroufi	DRETE Errachidia	
4	Mohamed Nouari	SPERZ Errachidia	
5	Samia MANSOURI	DPERUC Err.	
6	M. FLEWING EL KHAYAT	Représentant Mandat Commission d'analyse	
7	Krima Abdalrhader	Madinet et P.U chef de service	
8	AMEL KARIM KHARAK	RESERVE CULTURELLE	
9	Loubab Majid	Religion Tourisme	
10	Khoureddine MANSOURI	Vice Président Mandat	
11	Abderrahmane BENDJEDDIT	Dirigeant Mandat Errachidia	
13	Khalil Toumouli	Dirigeant Mandat	
14	Mehdi Abdalrhader	CAJ SERFORTE/AT	
15	Boudache Heniam	Municipalité Errachidia	
16	Abdelouahab Ouni	Mandat	
17	Hassan El Ag	Agence M.A.P	
18	M. Y. Abdoullah ALANSOU	Vice président de Comm. A.A.S.P	
19	Abou El Ghazal	Mandat A Errachidia	
20	Hamid NOUARI	Agence de développement social (A.S.P)	
21	Lehr en Oultrami	Le p.l.a. directeur Mandat	
22	OUMI EL KHAYAT	CA Errachidia	

CELLULE DE SUIVI DES PLANS
DE DEVELOPPEMENT ET DE COORDINATION

LISTE DES PARTICIPANTS AU COMITE DE PILOTAGE DU DEUXIEME
PROJET DE COOPERATION AVEC LA JICA : 27/05/2015
« Renforcement des capacités en développement rural dans la Province d'Irrachidia »

	Nom et prénom	Service et qualité	Tél/E-mail
23	Carfouai Nestophis	Adm. DCL	
24	Lahcen Boussergane	DEN.	
25	LAHCEN AZMI	Président C.R. (S.A.S) El-Dulou	
26	EL KASSIM Ahmed	S.G. C.R. Oued Naam	
27	Hamad Chadli	3 ^{ème} Vice Président Grad S.A.S	
28	Hamzaoui Oumir	DUE	
29	Saad Baton	C.R.F.O	
30	HADJOU ASSEROUHED	de province	
31	Youssef Hamadou	Pacha ERREHED	
32	Zeganiagh Tarik	chef DAS	
33	Ahmed NAJEM	Pacha ville Tinejdad	
34	Karim GASEMY	chef centre Enfaat	
35	Med LABIL	chef centre ERREHED	
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COMITE DE SUIVI DES PLANS
DE DEVELOPPEMENT ET DE COORDINATION
2011-2012

**LISTE DES PARTICIPANTS AU COMITE DE PILOTAGE DU DEUXIEME
PROJET DE COOPERATION AVEC LA JICA : 27/05/2015
« Renforcement des capacités en développement rural dans la Province d'Errachidia »**

	Nom et prénom	Service et qualité	Tél/E-mail
44	Machmoune Abdelkhalik	ESR ER-LA CITE Fédération Errachidia	
45	SABBIK Mohammed	Service Rég. de l'Environnement	
46	Abdelrahmane Madjid	CU ARFODM	
47	El Hassan Kassim	Pr. C. R. Souflet	
48	Sekou OUMTA DOUCHE	Président C. R. Guelmine	
49	Kich Khelid	Président CU Guelmine	
50	Abdelkhalik Zaïm	Président de C.R. ER	
51	Youssef Houssef Houssef	Service Présidence C. R. B.M.S. Messouche	
52	Mohamed BOUGRARI	Secrétaire Général C.R. ER	
53	BOUSSOUF Tadj	Président C.R. ER	
54	MORA KASSI	PLISSANT	
55	ASMOUHLI Samir	Ent. N. R.	
56	ELATI ELAMRANI	Pr. C. R. ER	
57	Cherif Mohamed	ANAD/RE	
58	Mustapha EL Kharba	Dlg J/At sports	
59	Bnouss Abdelhak	chef C. R. Guelmine	
60	Abou ABELHOUT	Pr. C. R. Guelmine	
61	Hassan Bourekba	Président C.R. (Guelmine)	
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CELLULE DE SUIVI DES PLANS
DE DEVELOPPEMENT ET DE COORDINATION

**LISTE DES PARTICIPANTS AU COMITE DE PILOTAGE DU DEUXIEME
PROJET DE COOPERATION AVEC LA JICA : 27/05/2015**
« Renforcement des capacités en développement rural dans la Province d'Errachidia »

	Nom et prénom	Service et qualité	Tél/E-mail
65	SAADA Mohamed	ANADZOA	
66	HAKIM AHAROU	Président conféd.	
67	Mohamed Djelmal	ANADZOA - Directeur	
68	Dr Rachidi Nostepha	SANTÉ	
69	Abid Khalid	ANADZOA	
70	DR Iouett	Chercheur	
71	SAKANOTO Noriko	Présidente du Comité de Liaison JICA MAROC	
72	WAKAZAYASHI Mochimaru	Chef de Bureau de la JICA MAROC	
73	TOUFI Khalid	chef de bureau APE	
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KINGDOM OF MOROCCO
MINISTRY OF INTERIOR
WILAYA OF THE REGION DRAA-TAFILALET
PROVINCE OF ERRACHIDIA
GENERAL SECRETARIAT
DCL / -CPPDC-

**MINUTES OF THE 2nd MEETING OF THE JOINT COMMITTEE OF COORDINATION ON
THE PROJECT OF ENHANCING CAPACITIES IN RURAL DEVELOPMENT IN THE
PROVINCE OF ERRACHIDIA**

Under the second cooperation and partnership project, the tripartite agreement between the province of Errachidia, the Directorate-General for Local Government –DGCL- and the Japan International Cooperation Agency –JICA-.

The second meeting of the JCC was held on 25 January 2017 under the effective chairmanship of HE The Wali of the Region DRAA-TAFILALET, and governor of the province of Errachidia at the headquarters of the Wilaya and was devoted to the presentation of the Progress and prospects of "THE PROJECT OF ENHANCING CAPACITIES IN RURAL DEVELOPMENT IN THE PROVINCE OF ERRACHIDIA"; And this in the presence of:

- Mr. The Secretary General of the Wilaya
- Mr. Representative of Rural Development Department of JICA in Japan
- Mr. Representative Residing in JICA Morocco
- Ms. The deputy of Representative Residing in JICA RABAT.
- Ms. Representative of the Planning and Management of Equipment DPE / DGCL
- The Agents of Local Authority
- Presidents of Territorial Collectivities
- The Chiefs of External Services
- The Chiefs of Divisions in Secretariat General.

In his speech, Mr. Wali welcomed all the assistants and thanked them for their presence and participation in this committee meeting, which aims to facilitate communication and coordination between actors working for the Development in the province, focusing on the important missions of the committee.

He also reminded the assistants of the main results of the first convention and asked all actors and officials to redouble their efforts to meet the ceaseless expectations of the citizen.

He then gave the floor to the resident representative of JICA in Morocco who thanked and expressed his deep gratitude to the competent authorities and the local government for their support and assistance to the JICA team.

On this occasion, the Moroccan side and the Japanese side agreed on the following points for an effective implementation of the project:

1. The project progress

The JICA team presented the progress of the project, which participants were generally satisfied with.

2. Changing Project Circumstances

The intervention of the Moroccan party was focused on recent changes applied in particular; the region DARAA TAFILALET instead of the region MEKNES TAFILALET, as well as the attachment of CPPDC to DCL and the new laws that replace the plan of communal development (PCD) by the communal action plan (PAC) in the territorial communes.

3. Reframing the project

In view of the changing circumstances and the remaining short period of the project, both parties considered it necessary to accelerate the implementation of the activities in line with the initial objective of establishing a Supporting system to communes in rural development.

In this regard, the two parties discussed and validated the following points:

- 1) Clarify the mission, function and responsibility of the CPPDC and strengthen it by permanent staff
- 2) Support the communes through the CPPDC for the implementation of their PAC
- 3) The technical support of communes by CPPDC for the implementation of projects in their PAC
- 4) Increase the number of communes from 1 to 5 to expand the range of accumulated experiences and further strengthen the CPPDC's capacity;
- 5) Establish a program of practical training consistent with government policies jointly with the DGCL and in cooperation with DRH;
- 6) Conduct training in Japan for the CPPDC on its main task of providing technical support to communes in the implementation of projects. Meanwhile, JICA will invite the Wali and the Secretary General to present the ways in which the Japanese provincial authorities support the municipalities;
- 7) Convene a meeting of communes once a year, to be organized by the CPPDC to monitor the progress of the PACs and to exchange experiences and good practices;
- 8) Assist communes to find partners and fund-raisers.

4. Modifications to the PDM

Both parties accepted the changes made to the project Design Matrix / PDM

5. Discussions

The speakers of the Moroccan side made observations such as:

- Integrate the environmental dimension into the PAC
- Support communes for the collection of household waste
- Assist small farmers in the production of dates by strengthening their capacity
- Clarify the difference between PCD and PAC.
- Extend the project to all communes, including urban communes, and extend its duration.
- Appreciations of JICA's support by the presidents of the communes benefiting from the projects carried out.

The Japanese side appreciated the remarks and comments, and provided some clarification as follows:

- The objective of this project is to strengthen the CPPDC's capacities to "effectively assist the communes in terms of planning, implementation, monitoring and evaluation of development projects".
- Three pilot communes have already been selected, but two others will be selected by the provincial authorities.
- It is very important to discuss and clarify project activities in detail in order to achieve the expected results in the long term.

6. Action to be taken

To carry out these activities, the two parties agreed on the following points as the premises for the implementation of the Project:

- Review and clarify the functions of CPPDC.
- Assign the necessary number of permanent staff to the CPPDC for the completion of its tasks.
- Organize regular meetings for the good progress of the Project.

Errachidia, 25th January, 2017

The Moroccan Side. ✱

Signature

The Japanese Side.



Wali Région Drâa-Tafilalet
Et Gouverneur
de la Province d'Errachidia
Mohamed FANID



Experts de
la JICA
ERRACHIDIA
MAROC

For the Team LEADER
JICA

MASSAMBA GUEYE

ATTACHED DOCUMENTS

- . Report on the reframing of the project for the remaining period
- . PDM of the project
- . List of Participants

The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia

Refocusing of the Project in the Remaining Period

JICA Project Team

1. Preamble

The purpose of the Project is to establish a system to support communes for rural development. This system will rely on CPDC established at the provincial level to monitor development plans and support communes in their development. The present situation is analyzed after CPDC was officially positioned under DCL and the number of communes to implement the Pilot projects raised from 1 to 3 priority communes in order to accumulate experiences and further strengthen capacities through the implementation and monitoring of a fairer number of communal projects. To reflect these new changes and taking into consideration the new laws regulating local collectivities, the activities in the remaining period of the project are rearranged in line with the original purpose and to empower CPDC further. The said activities are presented in the sections of this report as follows.

2. Support for PAC Formulation

Since PCD was changed to PAC, communes will plan and implement projects based on PAC. They should therefore formulate PAC, and CPDC is expected to support the process of PAC formulation and follow up its application. This support to communes will be in accordance with the PAC formulation guideline now on the making through training to increase understanding, meetings to clarify notions and/or advice by telephone. After the formulation of the PAC, CPDC should continue its monitoring.

PAC was designed under a new law in 2016 and consists of a development plan set for 6 years, which includes needs of the commune, its potential, priority, resources and the budget to be allocated for the execution of the plan. The basic idea of PAC is said to be the same as PCD, and DPE is making a "PAC Formulation Guideline" through an external support.

At this stage, CPDC must collect the required information on PAC or its formulation and answer questions of communes that might have some.

Although training in PAC and project formulation and management was carried out between November and December 2016 for most of the communes ETC(s) in the province, demands to extend training in PAC for presidents, the decisions makers, and demands for various other training are high, suggesting that capacity of commune officials will not be developed in a short term. Hence, a system to carry out training continuously should be established in line with government policies, further cooperating with DGCL at the central level and DHR in the province.

3. Support for SPP Undertaken in Target Communes

The initial plan of the Project targeted just one commune as a support for SPP, and Ferkla El Oulia

The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia

was selected due to high potential. For this commune, the project team has supported realization of a sports complex based on the request from the said commune. But the 2 communes of Touz and Rissani were added as targets because experiences to support communes for development projects are not yet accumulated enough. However, experiences should be accumulated more and capacity built further; hence, the Project will target few more communes for SPP support.

Furthermore, it is assumed that it is difficult for some communes to implement projects by themselves alone due to mainly budget limitation. The support for that is also an important role of CPDC. Therefore when the case arises, communes should consult with CPDC, and CPDC should provide services. Actual supports would mainly involve preparation processes such as the introduction of supports and subsidies of donors and government agencies, information collection for similar projects, supports for documentation of project sheets and application forms, etc. Since resource organizations will usually manage project implementation, CPDC will support monitoring and evaluation during implementation, and management after completion if necessary. Necessary tools for such supports would be done through the provision of supporting agencies list, samples of project sheets and application forms, etc., among others.

4. Training for Communes

The other important role of CPDC is capacity development of commune officials. Although the decentralization process has progressed through the new laws, there is little chance for commune officials for training, and capacity development requires a lot of time; hence, activities for that are important. CPDC will coordinate these activities and establish a training system of commune officials.

Since there was change from PCD to PAC, and there were many requests from communes on project formulation and management, the Project supported implementation of training in November to December 2016 for communes belonging to the areas of Errachidia and Erfoud, cooperating with DCL, DHR and DFCAT/DGCL. The same training for the remaining Goulmima area is planned in January 2017 or early February. DHR says there is quite a high demand for training; hence, the Project shall continue to support the training plan for continuous capacity development of communes that is designed by DGCL for DHR to carry out.

5. Training in Japan

As for the Training in Japan, the curriculum in 2015 focused on decentralization, regional linkage for special works, Japan local administration, waste management, and so on, mainly considering the Inter-Commune Project. However, the end of the Project is approaching in just about 14 months and a new direction to strengthen communes through CPDC is launched. Hence, the coming training

No.	Status
1	Wali
2	SG
3	Head of DCL
4	CPDC Chief
5	CPDC Member 1
6	CPDC Member 2
7	In charge of projects/Division in Provincial Council
8	DPE or DGCL (Central level)

The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia

in Japan will focus on a core task of CPDC, which is a support for communes on project implementation. Provinces in Japan have divisions to support local administrations. Recently, the divisions established regional centers and provide services like financial support for commune's projects and advisory services to facilitate development. Participants can learn such activities. Candidate participants at present are shown in the table above.

6. Schedule

Tentative schedule of activities explained above is shown in the figure below.

Activity	2017												2018	
	1	2	3	4	5	6	7	8	9	10	11	12	1	2
1. Support for PAC Formulation														
1.1 Information Collection														
1.2 Support for Communes														
2. Support for SPP Undertaken in Target Communes														
2.1 Explanation to Additional Communes														
2.2 Provision of Supporting Agencies List														
2.3 Sample Document Compilation														
2.4 Support for Communes														
2.5 Wrap-up Workshop														
3. Training for Communes														
3.1 Review of Demands														
3.2 Plan Making														
3.3 Support for Implementation														
4. Training in Japan														

Project Design Matrix

Version 3, Proposed on 2017 Jan. 25

Project Title: The Project for Enhancing the Capacity for Rural Development in the Province of Errachidia

Implementing Agency: General Direction of the Local Authorities (DGCL), Ministry of the Interior /

Office for Promoting Development Plan and Coordination (CPDC), Province of Errachidia

Target Group: Officials of Errachidia Province, local communes and civil society related to Implementation of PCD

Period of Project: 3 years and 6 months (October 2014 - March 2018)

Project Site: Province of Errachidia

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal			
Supporting mechanism of planning and implementing communal and inter-communal development projects, developed in the Province of Errachidia is applied to other provinces in the Draa-Tafilalet Region.	1) One or more provinces in the region organize exchange visits to Errachidia to learn about their experience. 2) At least 1 province in the region creates a CPDC to support its communes.	1) Projects report of Errachidia Province. 2) Interview to DCLs of provinces in the region	
Project Purpose			
Capacity of communes in terms of planning, implementing, monitoring, evaluating and funding for development projects is strengthened through coordinated efforts of CPDC in Errachidia Province.	1) More than 60% of communes admit their capacity for development projects is improved through project activities. 2) More than 2 communes find financial source for development projects due to support of project activities.	1) Survey result 2) Project document	Policies and orientations of the government of Morocco on the advanced regionalization (La Régionalisation avancée) are not significantly changed.
Outputs			
1. Coordination system by CPDC among external services and divisions of the province is strengthened to support communes in the process of planning, implementation, monitoring and evaluation of development projects effectively.	1) Consultation committee meetings are held twice a year. 2) CPDC is officially positioned in the government structure.	1) Minutes of meeting of the consultation committee 2) Project document	
2. Supporting system of the province through CPDC is strengthened to enable communes to implement development projects following the PDCA (Plan, Do, Check, and Action) management cycle.	1) CPDC can support formulation of PAC for 5 communes/year. 2) CPDC can conduct seminars and trainings for 100 participants/year.	1) Project document 2) Project document	
3. Management capacity of CPDC is strengthened to enable to implement inter-communal projects.	1) CPDC can conduct seminars and trainings for 60 participants/year. 2) CPDC can conduct a technical visit/year to an inter-communal project.	1) Project document 2) Project document	

ANNEX 6 : Minutes of Meeting of Joint Coordination Committee (JCC)

Activities	Inputs		Important Assumption
	(1) Input by JICA	(2) Input by the Province	
<p>1-1 To propose operational procedures for technical services and divisions to be involved in the development project</p> <p>1-2 To coordinate a meeting of Provincial Technical Committee (CTP) for establishment of a consultation committee for communal development</p> <p>1-3 To establish the consultation committee to assist communes in implementing development projects</p> <p>1-4 To hold the consultation committee meetings regularly</p> <p>1-5 To monitor technical assistance of the consultation committee</p> <p>1-6 To clarify and review the tasks and missions of the CPDC for bottom up communal development</p>	<p>(a) Dispatch of Experts - Team Leader / Organizational Management</p> <p>- Regional Development / Planning, Follow-up, Monitoring and Evaluation</p> <p>(b) Training</p> <p>The detailed plan of training in Japan or other countries will be determined later.</p> <p>(c) Machinery and Equipment</p> <p>The detailed list of machinery and equipment to be provided will be determined later.</p>	<p>(a) Services of the counterpart personnel of JICA Experts administrative personnel;</p> <p>(b) Suitable office space with necessary equipment;</p> <p>(c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;</p> <p>(d) All the necessary measures for implementation of the Project;</p> <p>(e) Expenses necessary for transportation within Morocco of the equipment as well as for the installation, operation and maintenance thereof</p>	
<p>2-1 To select a target commune</p> <p>2-2 To clarify the role of the communal organizations in charge of planning and implementing communal projects</p> <p>2-3 To support the formulation of commune development plan (PCD) and/or Action Plan and monitor its implementation</p> <p>2-4 To hold annual meeting for PAC follow-up by CPDC</p> <p>2-5 To select additional target communes</p> <p>2-6 To select pilot projects in target communes</p> <p>2-7 To support the target communes to secure budget for pilot projects</p> <p>2-8 To conduct training course on management of the development projects based on PDCA to persons concerned in province and communes, and establish training system to support communes</p> <p>2-9 To support elaboration of the implementation plan of the pilot projects</p> <p>2-10 To monitor the pilot projects</p> <p>2-11 To examine the pilot projects periodically by the consultation committee</p> <p>2-12 To evaluate the pilot project</p> <p>2-13 To analyze lessons learned of the pilot projects</p> <p>2-14 To organize seminars on implementing PCD and/or Action Plan following the PDCA methodology</p> <p>2-15 To organize technical exchange to introduce good practices to the other provinces in the Draa-Tafilalet Region</p>	<p>Input other than indicated above will be determined through mutual consultations between JICA and the Province during the implementation of the Project, as necessary.</p>		<p>Pre-Conditions</p> <p>The Governor assigns the enough number of active personnel concentrating to promote PCDs and their budget in Errachidia Province.</p>
<p>3-1 To analyze relevant cases and laws to the inter-communal projects</p> <p>3-2 To select a pilot project</p> <p>3-3 To clarify the role of related entities and institutions to the inter-communal project</p> <p>3-4 To make legal arrangements for inter-communal project stipulated in the Communal Charter</p> <p>3-5 To conduct training course according to the target pilot project to persons concerned in province and communes</p> <p>3-6 To conduct technical visits for good practices of inter-communal projects</p> <p>3-7 To organize seminars on capacity development for an inter-communal project</p> <p>3-8 To organize technical exchange to introduce good practices to the other provinces in the Draa-Tafilalet Region</p>			



Liste des participants au comité de pilotage mixte dans le cadre du projet de renforcement de compétences en développement rural à la province Errachidia

25 Janvier 2017

	Nom et prénom	Organisme/position	Adresse e-mail	Téléphone
1	Touhami Elhamdou	3 ^{ème} vice président Commune Aoufous		
2	Khebbi Nolia	C. R. Taalij kraouste Joudisima		
3	MIMMOU AHMED	Représentant de l'agriculture		
4	EL BOUSEKRI Mohamed	Commune ER-RISSANI		
5	Amar BAKA BEU	Commune ER-RISSANI		
6	OUYAHYA HANOU	Commune Sidi Ali		
7	Dehassen Abdeslam	Commune oued Woam (président)		
8	LAFDI MUSTAPHA	prés. Commune Boudou.		
9	Kamal El mouquaddam	SG/ABH/GER Errachidia		
10	ABDELLAH LAATIRIMI	Direction de l'Artisanat		
11	LAHSEN ECHARFY	Directeur régional de la Culture		
12	Rahman Red	Directeur Général Région DARA Tafilalet		

ANNEX 6 : Minutes of Meeting of Joint Coordination Committee (JCC)

	Nom et prénom	Commune/position	Adresse e-mail	Téléphone
13	Abdelhak M. ed	Commune Ennassra		
14	ASMOUH Benli	Entrside Matrouh		
15	Rkia Ouidani	D.P Tourisme		
16	HAMMOU ALEAL	C.T. Boulaq		
17	RAMCHOUN YOUSSEF	ONEE - Branche Eau Ennahdha		
18	Zaim Abdelhadi	Président de la Union Sekt		
19	Amal Boujoud	Président C. T. Boulaq		
20	Soufian HANSEUR	Direction Provinciale Ressources Forêts		
21	BOUFAÏSS Zakaria	ANDZOA /DT Erfoud		
22	Brahim OUSADAN	C.T. DERTES		
23	LHASSMED ELAMRANI	Président. C.C.S.S.		
24	Abdeslam Berji	Président Arfon		
25	MYSALAM ISMAILI	D.S.C AREAD		
26	Hamid DIMOU	Commune Ferkh EL OULI		

ANNEX 6 : Minutes of Meeting of Joint Coordination Committee (JCC)

nom et prénom	Commune/position	Adresse e-mail	Téléphone
LAMRANI TOUHAMI	Président de la commune Hdeghva.		
28 ELKHOULAISSAOUI	ancien vice de Président de LA COMMUNE DE EL KHAYMA		
29 Bouddine Fouliami	DAI		
30 Hammidi	DC		
31 HAMMOUCHE	DUE/wilaya		
32 EL MEHDICHAOUI	DRH/wilaya		
33 ASAOUI Omer	DAI/wilaya		
34 AZIZ CHAFIK	Préfecture de Guelma		
35 med LABIL	chef de cercle GUELMA		
36 TAOUFIK SAOULI	chef de cercle Rixiou		
37 MACHOUC EL AMRANI	chef de cercle L. EL AMRANI		
38 BINOUSSA ABDELMALEK	chef de cercle Guelma		
39 Abdel HACHA	SAOULI		
40 My Touhami Hafidi	DAEC		

ANNEX 6 : Minutes of Meeting of Joint Coordination Committee (JCC)

	Nom et prénom	Commune/position	Adresse e-mail	Téléphone
41	OKUDA Hisakatsu	directeur adjoint département développement ministère JICA Tokyo		
42	TOJIMA Hitoshi représentant	représentant Résident JICA RABAT		
43	Naiko SAKAMOTO	adjointe du représentant Résident JICA Rabat		
44	Liodae Abdelkhalik	DPE / DCC		
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