

**REPUBLIC OF COTE D'IVOIRE
MINISTRY OF INTERIOR AND SECURITY**

**PROJECT ON HUMAN RESOURCE
DEVELOPMENT FOR
STRENGTHENING LOCAL
ADMINISTRATION IN CENTRAL AND
NORTHERN AREAS OF COTE D'IVOIRE
PHASE 2 (PCN-CI2)**

PROJECT COMPLETION REPORT

FEBRUARY 2024

JAPAN INTERNATIONAL COOPERATION AGENCY

ORIENTAL CONSULTANTS GLOBAL CO., LTD.

EARTH SYSTEM SCIENCE CO., LTD.

NTC INTERNATIONAL CO., LTD.

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Acronyms

	Acronyms	French	English
1	ARDCI	Assemblée des Régions et Districts de Côte d'Ivoire	Assembly of the Regions and Districts of Côte d'Ivoire*
2	CCC / JCC	Comité Conjoint de Coordination	Joint Coordination Committee
3	CGPE	Comité de Gestion des Points d'Eau	Water Point Management Committee*
4	CLP / PDM	Cadre Logique du Projet	Project Design Matrix
5	COGES	Comité de Gestion des Etablissements Scolaires Publics	School Management Committee
6	CRD	Centre de Recherche pour le Développement / Université Alassane Ouattara	Research Center for Development/ Alassane Ouattara University*
7	C2RCT	Comité de Réflexion pour le Renforcement des Capacités des Collectivités Territoriales en Hydraulique Rurale	Committee of Reflection of Capacity Development of Local Governments in Rural Water Supply
8	DAEP	Direction de l'Alimentation en Eau Potable	Directorate of Drinking Water Supply*
9	DAPS-COGES	Direction d'Animation, de Promotion et de Suivi des Comités de Gestion des Etablissements Scolaires Publics	Directorate of Animation, Promotion and Monitoring for COGES*
10	DCEP	Direction de la Coordination et de l'Exécution des Projets	Directorate of Coordination and Project Execution*
11	DDL	Direction du Développement Local	Directorate of Local Development*
12	DDNETFP	Direction Départementale de l'Education Nationale, de l'Enseignement Technique et de la Formation Professionnelle	Departmental Directorate of National Education, Technical Education and Vocational Training*
13	DELC	Direction des Ecoles, Lycées et Collèges	Directorate of Primary Schools, Secondary Schools and Colleges*
14	DESPS	Direction des Études, Stratégies, Planification et Statistiques	Directorate of Studies, Strategies, Planning and Statistics*
15	DGDDL	Direction Générale de Décentralisation et du Développement Local	General Directorate of Decentralization and Local Development*
16	DGH	Direction Générale de l'Hydraulique	General Directorate of Hydraulics*
17	DREN	Direction Régionale de l'Education Nationale	Regional Directorate of National Education*
18	DRENA	Direction Régionale de l'Education Nationale et de l'Alphabétisation	Regional Directorate of National Education and Literacy Education*
19	DRENETFP	Direction Régionale de l'Education Nationale, de l'Enseignement Technique et de la Formation Professionnelle	Regional Directorate of National Education, Technical Education and Vocational Training*
20	DRH	Direction Régionale de l'Hydraulique	Regional Directorate of Water*
21	DRMP	Direction Régionale des Marchés Publics	Regional Directorate of Public Procurement*
22	DSPS	Direction des Stratégies, Planification et Statistiques	Directorate of Strategies, Planning and Statistics*
23	DTH	Direction Territoriale de l'Hydraulique	Territorial Directorate of Water*
24	EPP	École Primaire Public	Public Primary School
25	FDF / TOT	Formation des Formateurs	Training of Trainers
26	FST / OJT	Formation Sur le Tas	On-the-Job Training
27	GATIN	Groupe d'Appui Technique à l'Innovation Numérique	Technical Support Group for Digital Innovation
28	HR	Hydraulique Rurale	Rural Water Supply*
29	HU	Hydraulique Urbaine	Urban Water Supply*
30	HV	Hydraulique Villageoise	Manual Pump Water Supply*
31	HVA	Hydraulique Villageoise Améliorée	Small-Scale Piped Water Supply*
32	IEPP	Inspection de l'Enseignement Préscolaire et Primaire	Inspection for Primary Education and Preschool*

	Acronyms	French	English
33	JICA	Agence Japonaise de Coopération Internationale	Japan International Cooperation Agency
34	MATED	Ministère de l'Administration du Territoire et de la Décentralisation	Ministry of Territorial Administration and Decentralization*
35	MENA	Ministère de l'Éducation Nationale et de l'Alphabétisation	Ministry of National Education and Literacy Education*
36	MENETFP	Ministère de l'Éducation Nationale, de l'Enseignement Technique et de la Formation Professionnelle	Ministry of National Education, Technical Education and Vocational Training*
37	MH	Ministère de l'Hydraulique	Ministry of Hydraulics*
38	MINHAS	Ministère de l'Hydraulique, de l'Assainissement et de la Salubrité	Ministry of Hydraulics, Sanitation and Hygiene*
39	MIS	Ministère de l'Intérieur et de la Sécurité	Ministry of Interior and Security*
40	MODEL	Modèle du Développement Local Inclusif	Inclusive Local Development Model*
41	O&M	Opération et de Maintenance	Operation and Maintenance
42	ONEP	Office National de l'Eau Potable	National Office of Drinking Water*
43	ONG / NGO	Organisation Non Gouvernementale	Nongovernmental Organization
44	PACC	Plan d'Action Communautaire des COGES	COGES Community Action Plan*
45	PCN-CI	Projet de Développement des Ressources Humaines pour le Renforcement de l'Administration Locale dans les Zones Centre et Nord de la Côte d'Ivoire	Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire
46	PMH	Pompe à Motoricité Humaine	Human Motorized Pump
47	PNUD / UNDP	Programme des Nations Unies pour le Développement	United Nations Development Programme
48	PO	Plan d'Opération	Plan of Operation
49	P/V / R/D	Procès-verbal des Discussions	Record of Discussions
50	SIG / GIS	Système d'Information Géographique	Geographic Information System
51	SODECI	Société de Distribution d'Eau de Côte d'Ivoire	Water Distribution Company of Cote d'Ivoire*
52	TDR / TOR	Termes de Référence	Terms of Reference
53	U-COGES	Union des Comités de Gestion des Etablissements Scolaires (Union de COGES)	Union of School Management Committees (Union of COGES)*
54	UVICOCI	Union des Ville et Commune de Côte d'Ivoire	Association of Towns and Communes of Côte d'Ivoire*

*: Provisional translation by the Project Team.

Chapter 1 Basic Information About the Project

1.1 Country

The Republic of Cote d'Ivoire

1.2 Title of the Project

The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire Phase 2

1.3 Duration of the Project (Planned and Actual)

The planned duration of the Project was four years, from February 2019 to February 2023, starting from the initial dispatch of JICA experts. However, it was amended on the 11th February 2022 to become five years, from February 2019 to February 2024. The reasons for the amendment are the following:

- Due to the COVID-19 pandemic, a longer time for the implementation of most of the activities was required due to the implementation of barrier measures. This delayed the preparatory activities for pilot projects because JICA experts were unable to travel to Cote d'Ivoire for more than one year;
- Implementation of inventory surveys by local governments in Haut-Sassandra Region needed more time than planned because there are many camps in this region which required the development of new methodology of the inventory survey, in addition to the fact that Haut-Sassandra Region is simply very large; and
- It was identified that additional activities should be implemented, especially at the central level, to consolidate the model.

1.4 Background (from Record of Discussions)

The serious military and political crisis that Cote d'Ivoire went through has strongly undermined public administration operation, especially local administration. In fact, following a series of crises, local administrations were no longer able to provide quality services to their people.

To address the burning issue as a guarantee for sustainable development, the Government of Japan through the Japan International Cooperation Agency (JICA) has been assisting Cote d'Ivoire in this process of economic and social reconstruction upon request by the Government of Cote d'Ivoire through the implementation of several projects, including "Human Resource Development for

Strengthening Local Administration in the Central and Northern Areas of Cote d'Ivoire" (hereinafter referred to as "PCN-CI"). The Project has been implemented three years and five months from November 2013, targeting Gbeke Region, which is composed of a Regional Council and eight communes.

The PCN-CI aims to strengthen the capacity of local administration in providing basic services in the sectors of education and rural water supply. PCN-CI Phase 1 developed a "model" of service provision in Gbeke Region, aiming to ameliorate public services. This model is composed of methodologies for planning, implementation, and monitoring of maintenance and management of water and education facilities, based on the following three principles.

- Establishing a mechanism for coordination and collaboration between entities of central administrations, decentralized and deconcentrated government at each stage of development, with specific roles and responsibilities;
- A database and sector development plan to review these facilities and determine real needs of communities;
- A partnership between administration and community, between COGES (School Management Committee) counselors of DREN (Regional Directorate of National Education) and revitalized COGES, as well as between local administration/ DTH (Territorial Directorate of Water) and reactivated CGPE (Water Point Management Committee)/ repairers in the area.

However, the key challenge is to sustain the model. Moreover, it needs to be tested and disseminated in other areas of the country.

In light of the above, the Government of Cote d'Ivoire requested the Government of Japan to continue the PCN-CI project through a second phase that would include other communities of Cote d'Ivoire, in addition to those in Gbeke, in order to consolidate the achievements of Phase 1 of the Project.

1.5 Overall Goal and Project Purpose (from Record of Discussions)

(1) Overall Goal

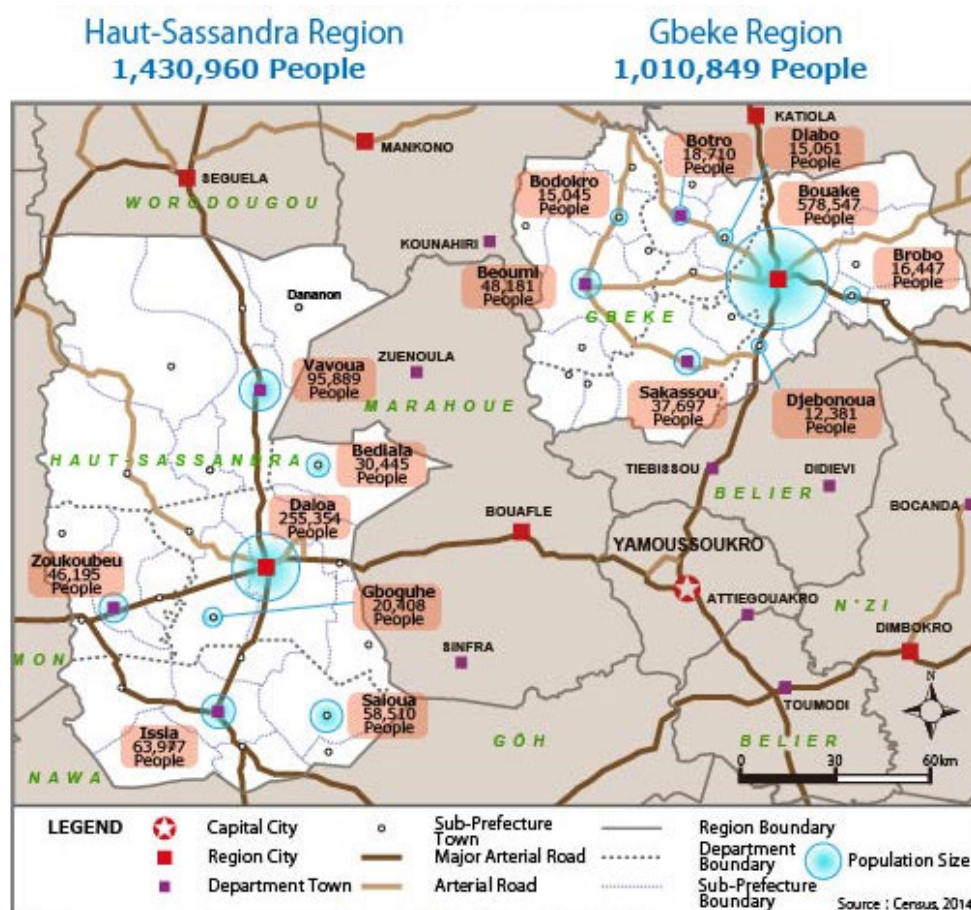
The capacity of local government to provide public services is established and confidence of the people in the local government is reinforced.

(2) Project Purpose

The foundation of enhancing capacity of local government to provide transparent public services in collaboration with communities is established.

1.6 Target Area

The target areas of the Project are located in Gbeke Region and Haut-Sassandra Region. (See Figure 1.6.1)



Source: JICA Expert Team

Figure 1.6.1 Target Area

1.7 Implementing Agency

The responsible organization for overall implementation of the Project was General Directorate of Decentralization and Local Development (DGDDL) of the Ministry of Interior and Security (MIS)¹. Concerned ministries at the central level were the Ministry of National Education and Literacy Education (MENA)²; Ministry of Hydraulics, Sanitation and Hygiene (MINHAS)³; and Ministry of Economy and Finance. As for the two technical ministries (MENA and MINHAS), the following directorates were involved in the implementation of the Project.

- MENA
 - Directorate of Animation, Promotion and Monitoring for COGES (DAPS-COGES)
 - Directorate of Coordination and Project Execution (DCEP)
 - Directorate of Studies, Strategies, Planning and Statistics (DESPS)

¹ Ministry of Interior and Security (MIS) became Ministry of Territorial Administration and Decentralization (MATED) in September 2019. However, it became MIS again in April 2021.

² At the beginning of the Project, Ministry of National Education and Literacy Education (MENA) was Ministry of National Education, Technical Education and Vocational Training (MENETFP).

³ At the beginning of the Project, Ministry of Hydraulics, Sanitation and Hygiene (MINHAS) was Ministry of Hydraulics (MH).

- MINHAS
 - General Directorate of Hydraulics (DGH)
 - National Office of Drinking Water (ONEP)

At the regional level, the prefects of the two regions were responsible for coordination of the Project activities in their own regions. Major actors of the implementation of the activities were all local governments in each region as shown below.

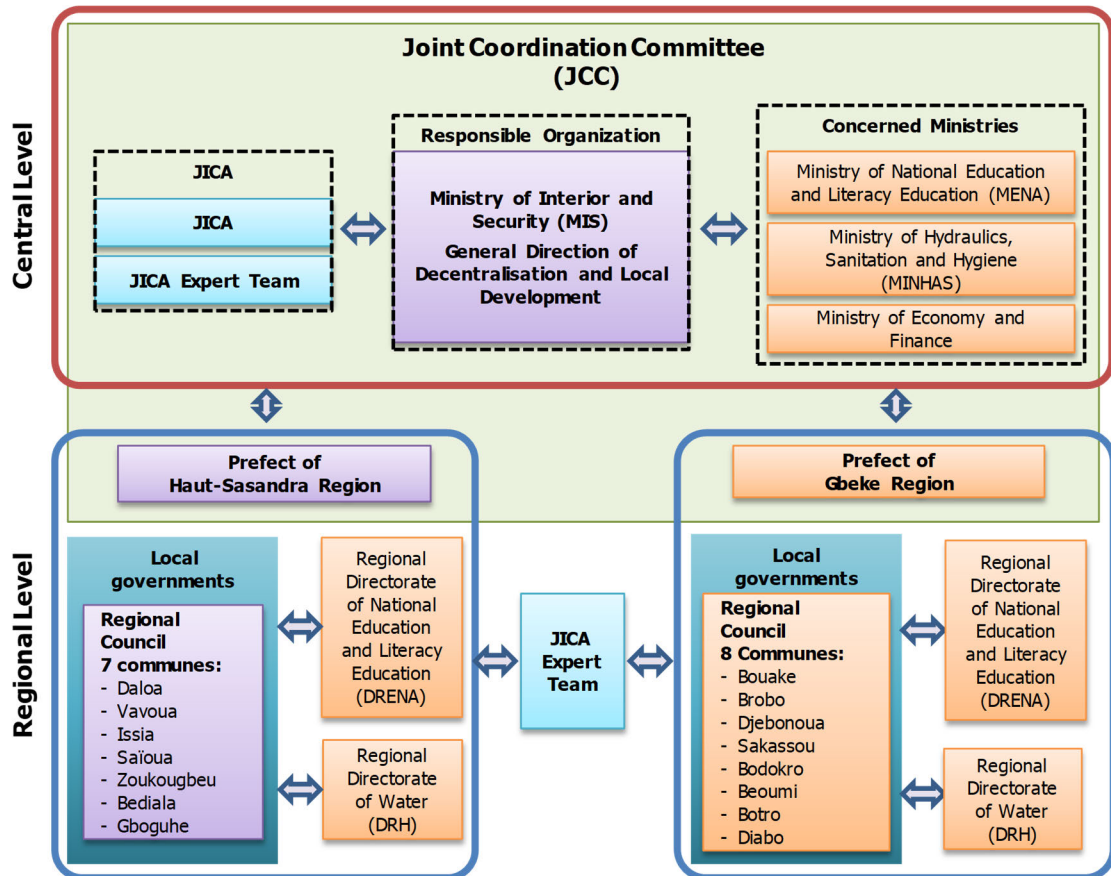
- Gbeke Region
 - Bodokro Commune
 - Botro Commune
 - Sakassou Commune
 - Djebonoua Commune
 - Brobo Commune
 - Bouake Commune
 - Diabo Commune
 - Beoumi Commune
 - Regional Council
- Haut-Sassandra Region
 - Zoukougbeu Commune
 - Gboguhé Commune
 - Bédiala Commune
 - Saioua Commune
 - Daloa Commune
 - Issia Commune
 - Vavoua Commune
 - Regional Council

In addition, coordination and collaborations with deconcentrated regional directorates of MENA and MINHAS, which were the Regional Directorate of National Education and Literacy Education (DRENA) and Regional Directorate of Water (DRH), were always done throughout the Project implementation.

The Joint Coordination Committee (JCC) for the Project was established at the central level with the following members:

- DGDDL, MIS
- MENA
- MINHAS
- Ministry of Economy and Finance
- Prefect of Haut-Sassandra Region
- Prefect of Gbeke Region
- JICA Cote d'Ivoire Office
- JICA Expert Team

The project implementation organization is shown in the figure below.



Source: JICA Expert Team

Figure 1.7.1 Project Implementation Organizational Chart

Chapter 2 Results of the Project

2.1 Results of the Project

2.1.1 Inputs by the Japanese side (Planned and Actual)

(1) Dispatch of JICA Experts

Overall, a total of 15 JICA experts who worked 79.21 person-months were assigned in Cote d'Ivoire, and those on domestic assignment (Japan) worked 32.60 person-months. The JICA experts and the national staff of the JICA Expert Team and their assignments are shown in Table 2.1.1 and Table 2.1.2.

Table 2.1.1 Members of JICA Expert Team (JICA Experts)

No.	Assignment	Name
1	Chief Adviser/ Public Administration (Planning)	Toshiaki KUDO
2	Deputy Chief Adviser 1/ Public Administration (Operation) 1	Junko OKAMOTO
3	Deputy Chief Adviser 2/ Public Administration (Operation) 2/ Community-Based Organization Management/Social Survey / Conflict Prevention	Harumi TSUKAHARA
4	Public Administration (Operation) 3/Rural Water Supply Facility Construction Planning and Supervision	Masakazu SAITO
5	School Building Planning & Procurement Management 1	Keiko OTOGURO
6	School Building Planning & Procurement Management 2	Terumasa SATO
7	School Building Construction Planning & Supervision 1	Shozo KAWASAKI
8	School Building Construction Planning & Supervision 2	Koki MASUMI
9	Rural Water Supply Facility Operation and Maintenance	Tomohiro KATO
10	Rural Water Supply Facility Construction Planning and Supervision/GIS/Database2/ Public Administration (Operation)4	Yuri SATO
11	Governmental Finance	Mayumi FUJIYAMA
12	Geographic Information System/ Database	Tadasi SATO
13	Project Administration/Training Management/GIS/Inventory Survey	Yee Sing TEH
14	Public Relations	Fumito SUZUKI
15	Project Administration2/Training Management2	Hajime MAYAMA

Source: JICA Expert Team

Table 2.1.2 Members of JICA Expert Team (National Staff)

No.	Assignment	Name
1	Public Administration	Kouassi Yao Edouard
2	Public Administration and Community Participation	Kandogona Soumaila Ouattara
3	Architectural Engineering	Bassa Kouakou Ulrich-Donatien Kra
4	Architectural Engineering Assistant	Tibe Glwadys Olga Mireille
5	Rural Water Engineering	Degni Kouadio Baptiste
6	Rural Water Engineering	Djeni KPELE
7	Rural Water Supply	Yao Franck Zokou
8	Community Participant-Education and Security Assistant	Godi Atteby Stephan
9	Community Participant-Rural Water Supply	N'goran Sylvanus Innocent
10	Community Participation	Doba SORO
11	Community Participation	Eba Ablan Rachelle
12	Mapping (GIS), Database and ICT Management	Brou Yves Oscar Kouadio
13	CAD Operator	Kassi N'guessan Cesar
14	Engineer	Eric BACHETTA
15	Survey Assistant and Database Management	Seri Jonathan Aser Engelvin
16	Survey, Database and ICT Management Assistant	N'guessan Kouakou Firmain
17	Survey, Database and ICT Management Assistant	Koffi Bérenger
18	Interpreter, Translator and Public Relation	Seka Niangoran Rodrigue
19	Interpreter, Translator and Security Assistant	Diarrasouba Vally
20	Logistic and Financial Administrator, Project Monitoring	Coulibaly Nanga
21	Logistic and Financial Administrator, Project Monitoring	Goueli Ange Roland Guy Tirolien
22	Logistic and Financial Administrator	Tan Kouakeu Aristide
23	Baseline Survey-Supervisor/Inventory Survey	Moussa Gbon Coulibaly
24	Baseline Survey-Surveyor	Kouakou Guy Charles Kokoret
25	Baseline Survey-Surveyor	Koffi Cecilia Domingo Esperance
26	Baseline Survey-Surveyor	Zouzoua Jean Arnel François
27	Baseline Survey-Surveyor	Agyapong Claire Deborat
28	Senior Technician	Diby Yao Franck
29	Senior Technician	Oussou Yao Julien
30	Senior Technician	Gnoro Lohori Zéphirin
31	Senior Technician	Kouassi Marie Henderson
32	Senior Technician	Koffi Kouame Fabrice

Source: JICA Expert Team

(2) Number of Participants of the Training in Japan

It was planned that 9 people would participate in the training in Japan, which was conducted in October 2023. However, one person did not join at the last moment and as a result, only 8 people participated in the training. The details of the training are described in 2.1.3, (5), (6) in this report.

(3) Provision of Equipment

The JICA Expert Team provided certain equipment to the counterparts. The provision of equipment was done twice, at the beginning of the Project and at the end of the Project.

At the beginning of the Project, the JICA Expert Team provided one laptop, one smartphone and one printer to each local government in Haut-Sassandra Region, which were expected to be utilized for the project activities especially for inventory survey, database establishment, and priority project selection.

At the end of the Project, the JICA Expert Team provided the following equipment used by the JICA Expert Team during the implementation of the Project.

- 3 laptop computers for Scientific Committee of Gbeke Region
- 3 laptop computers for Scientific Committee of Haut-Sassandra Region
- A plotter for Regional Council of Haut-Sassandra Region

2.1.2 Inputs by the Cote d'Ivoire side (Planned and Actual)

(1) Assignment of Counterparts

Counterparts for the Project, including a Project Director, a Project Coordinator, and a Deputy Project Coordinator at the central level, were officially assigned. The Project Director and the Project Coordinator were replaced in September 2021 due to the reorganization of DGDDL. The list of counterparts is attached as Annex 1.

(2) Provision of Project Space, Necessary Equipment, and Expenses

In the R/D of the Project, the inputs by Cote d'Ivoire side were described as follows:

- Office space with necessary equipment and utilities (electricity, water, etc.) at MIS and Haut-Sassandra Region, and a few desks in Gbeke Region
- Necessary information related to project activities
- Credentials or identification cards for the JICA experts

In reality, office spaces were provided at MIS, Prefecture of Daloa in Haut-Sassandra Region, and Prefecture of Bouake in Gbeke Region. The necessary information and identification cards were provided by Cote d'Ivoire side as planned.

(3) Activity Costs

In the R/D of the Project, the following activity costs were planned to be borne by the Government of Cote d'Ivoire.

- Operation and maintenance cost of provided equipment and developed facilities in the Project
- Operational cost for facilitators of the Project
- Budget for training on the modules developed for decentralized entities, regional directorates, and elected representatives
- Necessary costs in the implementation of the projects in Gbeke Region

In order to clarify the above, the costs which were planned to be prepared by Cote d'Ivoire side were listed at the time of development of Work Plan, as shown in the table below. In fact, various budget items which were planned to be covered by Cote d'Ivoire side were not realized due to the financial constraints of the government, and the JICA Expert Team covered them if they were critical for the implementation of the Project. The details of the actual budget covered by the JICA Expert Team are explained in the table below.

Table 2.1.3 Activity Costs by Cote d'Ivoire Side (Planned and Actual)

Level	Planned	Actual
Central government	Travel expenses of governmental officials for the survey, training, and monitoring of the project activities	Travel expenses for monitoring, training, and activities were covered by the JICA Expert Team.
	Budget for training of local government officers and allowance for the trainers	Training of local government officers were covered by the JICA Expert Team while the allowance for the trainers were provided by Cote d'Ivoire side.
	Expenses to hold meetings at Abidjan, etc.	Most expenses for project meetings were paid by the JICA Expert Team.
Local governments	Expenses for the preparation of base maps	Expenses for these activities were provided by each local government.
	Expenses for the survey of facility and equipment inventories	
	Expenses for public consultation meetings	
	Expenses for the training of community organizations and allowance for the trainers	A part of the training of community organizations was covered by the JICA Expert Team. Allowances for the trainers were paid by DGDDL and the rest of the training expenses were covered by local governments and IEPP for COGES training.
	Expenses for the monitoring of community-based organization activities	They were covered by local governments.
	Expenses for the supervision of the pilot projects, etc.	They were supported by the JICA Expert Team.

Source: JICA Expert Team

2.1.3 Activities

(1) Activities for Output 1

1) Improvement of manuals for the methods of the model and development of training modules and plans

Examination of methodologies and development and/ or improvement of manuals were conducted as follows:

a) Examination of methodology of inventory survey

Examination of methodology of inventory survey

In order to understand the condition of Haut-Sassandra Region, the JICA Expert Team conducted surveys from March to July 2019 through interviews with local governments, other administrative offices and private companies, site visits, and analysis of existing data obtained from central governments. The surveys included the following:

- Situations of primary school construction projects (tender processes, costs, designs, availability of materials, capacity of local construction companies, quality of constructed schools, distribution of schools, etc.)
- Rural water supply (conditions of HV (Hydraulique Villageoise: Manual Pump Water Supply) facilities, community participation in HV facility management, capacity of local governments, etc.)
- Local finance (budgets, triennial programs, training, tax revenue, etc.)

- Structures of villages and camps and relations between them

After the collection of the general information, in order to identify appropriate methods of inventory surveys and database development in Haut-Sassandra Region, the JICA Expert Team additionally collected and analyzed existing data from different sources. The data collected include the following:

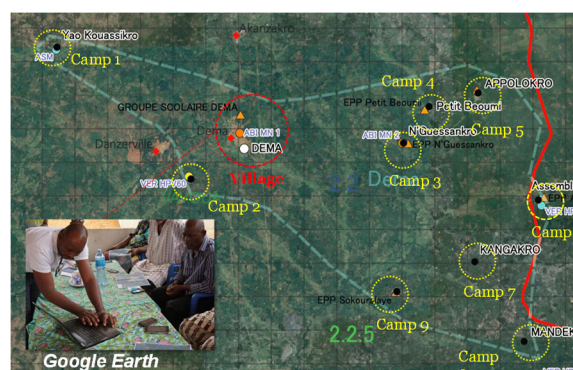
- Population and geographic coordinates of villages obtained from the National Institute of Statistics
- Data of existing schools in Haut-Sassandra Region from the Directorate of Strategies, Planning and Statistics (DSPS), MENETFP
- Survey results on HV facility condition in Haut-Sassandra Region conducted by SODECI under the contract with the Ministry of Hydraulics

Utilizing data from the National Institute of Statistics, the JICA Expert Team created a map with the use of GIS to show locations of villages. The data of HV facility and schools were also imported into GIS to analyze them.

The most significant difference between Gbeke Region and Haut-Sassandra Region was on the existence of camps. Based on the understanding of the condition in Haut-Sassandra Region and on the review of the status of the application of the PCN-CI methods in Gbeke Region, the JICA Expert Team revised the methods of inventory surveys which were suitable for the condition of the Haut-Sassandra Region. The pilot test of inventory survey was conducted in September 2019.

Based on the results and lessons learned from the 1st pilot inventory survey, the JICA Expert Team improved the survey methodology. The major points of the revised methodology are the following:

- Information of a village and its attached camps and the conditions of public facilities were collected through a meeting – called “Community Meeting” – held at the village, where representatives of the attached camps were invited. The camps and public facilities were not visited for the survey.
- In order to minimize the time spent for interviews and discussions at the Community Meetings and data processing, a smartphone application called “KoboCollect”, a system for recording interview data in smartphones and transferring the data to computers, was introduced.
- Geographical positions of camps were confirmed by using GIS software (QGIS) and by positioning camps on satellite images on computer displays.



Source: JICA Expert Team

Figure 2.1.1 Identification of Camp Locations at a Village

Inventory surveys for a village and its attached camps were conducted through the following two steps:

1. Village Preparatory Meeting

Organizing a meeting with village representatives to collect the following information and to request for organizing a Community Meeting:

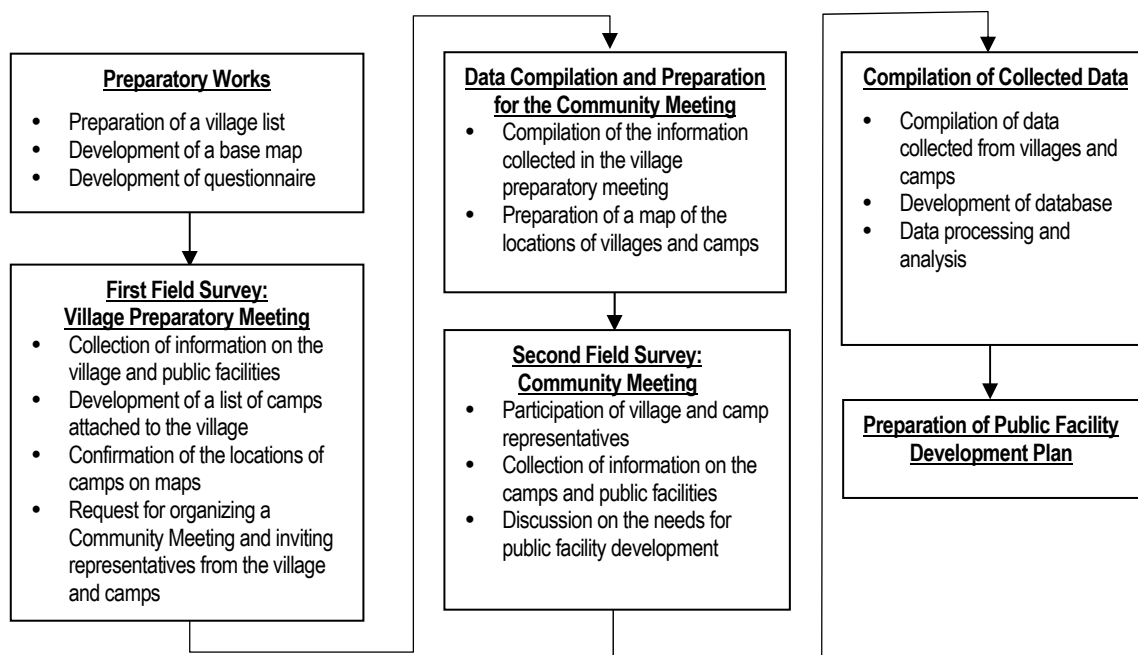
- Information on the village and public facilities in the village
- A list of attached camps and camp locations on satellite images

2. Community Meeting

Organizing a meeting with village and camp representatives to collect the following information:

- Information of camps and public facilities in the camps
- Need for public facilities in the village and camps

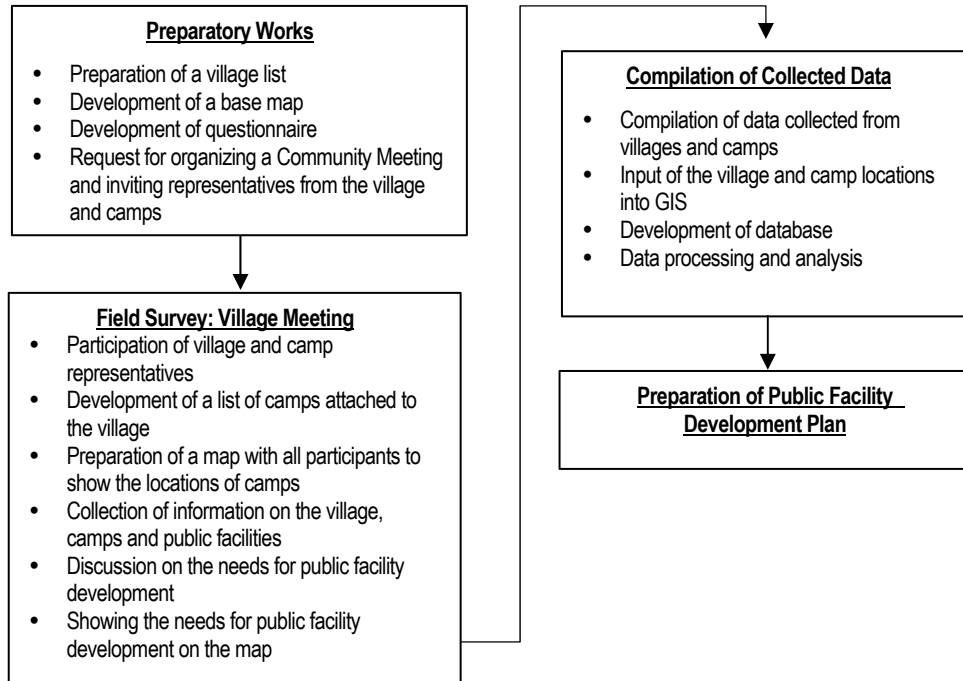
The proposed process of the inventory survey is shown in the figure below.



Source: JICA Expert Team

Figure 2.1.2 Process of Inventory Survey developed through Pilot Inventory Survey 1

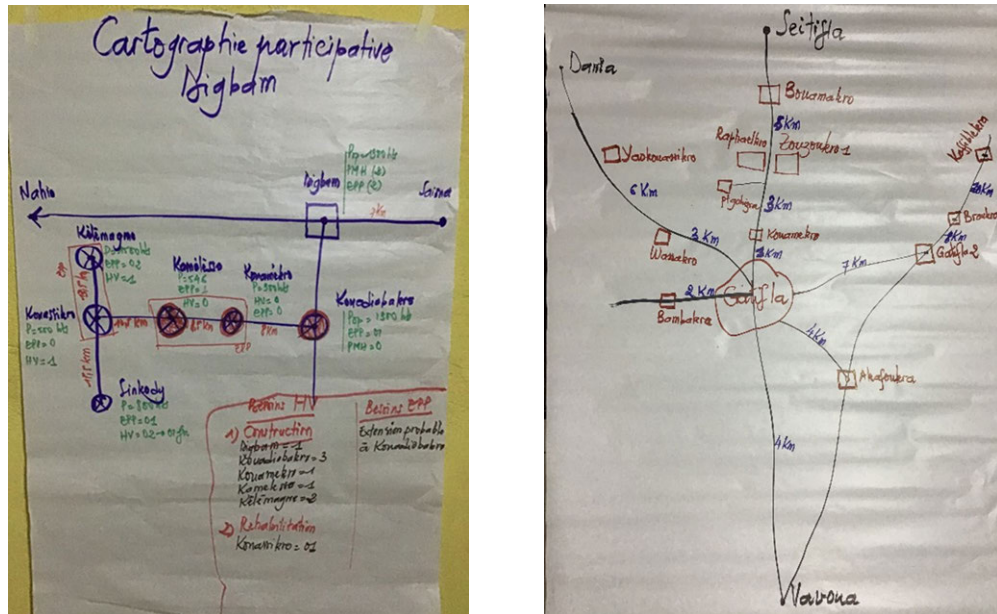
In order to test the improved methodology, the 2nd Pilot Inventory Survey started in February 2020, which was organized as part of the technical training for local government officers (See (3), 1), a) below). Through the pilot surveys at the first two villages, it was found that the village people could organize a meeting with camp representatives without having a village preparatory meeting, but by explaining to the village people the objectives of the meeting and the importance of the participation of camp representatives. Therefore, it was decided to organize only one meeting at a village with the participation of representatives from camps and obtain information about the village and camps, the present conditions of public facilities, and the residents' needs for the development of public facilities. Accordingly, the methodology of the inventory survey was improved as shown in the figure below. The program of KoboCollect was also revised.



Source: JICA Expert Team

Figure 2.1.3 Process of Inventory Survey Developed through Pilot Inventory Survey 2

After the first two trials at the villages, the pilot inventory survey was suspended in the middle of March 2020 due to the COVID-19 pandemic. The pilot inventory survey was resumed in the middle of June 2020, and the improved methodology shown in the figure above was tested by the JICA Expert Team and local government officers. Maps developed at villages in the 2nd pilot inventory survey are shown in the figure below.



Source: JICA Expert Team

Figure 2.1.4 Maps Developed During Village Meetings Showing the Locations of Villages and Camps

Review of the method of inventory survey and manual development for Gbeke Region

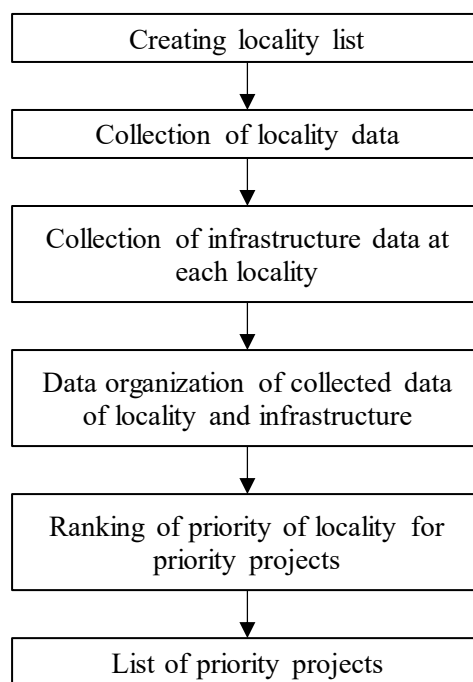
Since the Scientific Committee decided to promote inventory surveys in Gbeke Region, the inventory survey manual was prepared for Gbeke Region by April 2022, based on the method developed in Phase 1 and the experience of inventory surveys implemented in Haut-Sassandra Region. In order to make the method usable in other regions in the future, two major changes were made to the method used in Haut-Sassandra Region.

One was the application of paper-based surveys. In Haut-Sassandra Region, KoboCollect was introduced to obtain data easily in the field using smartphones. It was a useful tool for the local governments to get data without the burden of data entry and avoiding mistakes in data collection and entry. However, there were obstacles in using the KoboCollect, specifically in the development of questionnaires and database. Due to the complexity of the structures of villages and camps in Haut-Sassandra Region, the questionnaires and database were complicated and it was not realistic that the local governments would develop or revise the KoboCollect questionnaires and develop databases from the downloaded data by themselves. The local government officers had varied IT capacity, but generally the level of IT skills of the officers was not high and it was not realistic to improve future capacity of officers of all local governments to introduce the method. Accordingly, for Gbeke Region, a manual applying the paper-based survey was prepared, aiming that the local government officers themselves would prepare questionnaires and database. However, the JICA Expert Team still considers that the method with KoboCollect introduced in Haut-Sassandra Region is still useful for those local governments having officers with good IT skills.

Another change made on the method was the sectors to be covered by the inventory surveys. The inventory surveys implemented in Haut-Sassandra focused only on rural water supply and school facilities, but these were considered for covering more sectors in Gbeke Region such as roads, markets, health, tourism, agriculture, etc., depending on the needs of each local government. Many local governments had argued about the necessity of including other sectors in the inventory survey, since they had to prepare three-year programs covering all sectors. Some local governments in Gbeke Region had implemented the inventory surveys on health facilities and roads in the past, applying the methods learned in Phase 1. Therefore, it was decided to cover all sectors according to the needs of local governments. In the manual, the questionnaires and database of education and rural water supply sectors are shown in detail as examples, and the process of the questionnaire development is explained. It was expected that the local government officers would be able to develop questionnaires by themselves learning the detailed process of some specific sectors.

b) Methodology of priority project selection

The Project aims to shift the method of selecting projects in local governments' public service delivery from a political petition-based approach to scientific databased one. Figure 2.1.5 gives a simplified process flow for the scientific databased approach of project prioritization.



Source: JICA Expert Team

Figure 2.1.5 Process Flow of Selecting Infrastructure Priority Projects

In order to establish a list of priority projects, the following three data processing operations are necessary:

- Data collection by site survey such as inventory survey, technical assessment, etc.
- Data organization to compile the data in the format of tables of localities and of infrastructures
- Mapping of localities with the information on infrastructures which facilitates the efficient prioritization process

Training on the prioritization and selection of priority projects is the step following the inventory survey. This training helps clarify project selection criteria and selection methods using data. Excel is a tool that allows local governments to prioritize and select projects. However, many local government officers are not familiar with Excel. In general, the use of the computer and, in particular, the Excel software is a major obstacle for local government officers who do not use it on a daily basis. The recurring problem is that they manage to follow the content during training but cannot perform the same operations on their own when they return to their work environment.

Such computer skills are essential for planning with a scientific basis. In the context where many local government officers are learning data analysis skills with Excel almost for the first time, improving the skills of participants through effective implementation of training is necessary for continued use of the skills acquired. Therefore, it was decided to conduct a training on the priority project selection including the use of Excel, and the manual of Excel training started to be developed in April 2022 by implementation of a quick survey on the current IT level of local government officers in Haut-Sassandra Region.

The objective of the training was set to strengthen the capacities of local governments officers on the prioritization and selection of projects with application of Excel. Two main modules were developed as follows:

- The process of formulating the three-year program
- Excel for the selection of priority projects

The training materials consisted of the following:

Training materials

- Basic Excel Handbook
- PowerPoint Presentation on the Procedure for Formulating the Three-Year Program
- Basic Excel Support for Practical Exercises
- Survey Database for the Practical Phase

Score cards

- A Pre-test and Post-test questionnaire
- A knowledge assessment questionnaire on the planning process
- A training evaluation questionnaire
- Excel practice tests

The tables below show the prioritization criteria for primary school facility and HV projects.

Table 2.1.4 Prioritization Criteria for Primary School Facility Projects

Needs	Criteria : Long List	Criteria: Short List	Criteria: Very Short List
New construction	No school		
	Population \geq 600 inhabitants		
	No relocation plan		
	Distance from school $>$ 3 km		
Rehabilitation	The school is Public Primary School (EPP)	Existence of heavy degradation	Student/classroom ratio $>$ 50 students
	Existence of degradation	Student/classroom ratio $>$ 60 students	Existence of 6 educational grades
Reconstruction	The school is Public Primary School (EPP)	Number of classrooms made of precarious materials \geq 3	Ranking in descending order of the number of students in the school
	Existence of classrooms made of precarious materials	Existence of 6 educational grades	
		Student/classroom ratio \geq 40 students	
Extension	The school is Public Primary School (EPP)	Number of additional classrooms required \geq 3	Classification in descending order of the number of additional classrooms required
	Existence of needs for additional classrooms	Number of classrooms with permanent structure $<$ 6	

Source: JICA Expert Team

Table 2.1.5 Prioritization Criteria for HV Projects

Needs	Criteria : Long List	Criteria: Short List	Criteria: Very Short List
New construction	No relocation plan	No existing PMH	Ranking in descending order of population size
	Population \geq 100 inhabitants		
	No urban water supply system	No existing GOOD PMH	
	No HVA	Number of additional PMH required \geq 2	
	Existence of needs for PMH		

Needs	Criteria : Long List	Criteria: Short List	Criteria: Very Short List
Rehabilitation	PMH exists	No urban water supply system	No PMH in good condition
	Number of PMH in bad condition+ broken PMH>=1	No HVA	Population/PMH ratio > 1000
		No PMH in good condition	
		Population/PMH ratio > 400	

Source: JICA Expert Team

c) Development of tender documents including the designs for primary school facility

The JICA Expert Team in collaboration with DCEP of MENA produced the detailed design drawings for the school buildings including structural calculation, and drawings for the furniture. The JICA Expert Team had regular on-line meetings with DCEP and discussed every detail of the improved design suitable for the local government projects. The JICA Expert Team also had meetings with DRMP to discuss the contents of tender documents appropriate for the school construction projects of local governments.

d) Development of manuals related to school construction projects and development of training modules and plans

Throughout the project period, five manuals and guides related to school construction projects were developed in collaboration with DCEP and DAPS-COGES of MENA, DRMP, DGDDL and the JICA Expert Team. According to the contents of the manuals and the guides, training programs were designed and planned for the elected people and officers of local governments. COGES counselors were also targeted in some training programs such as the training on community meetings and the training on management and maintenance of school facilities and furniture.

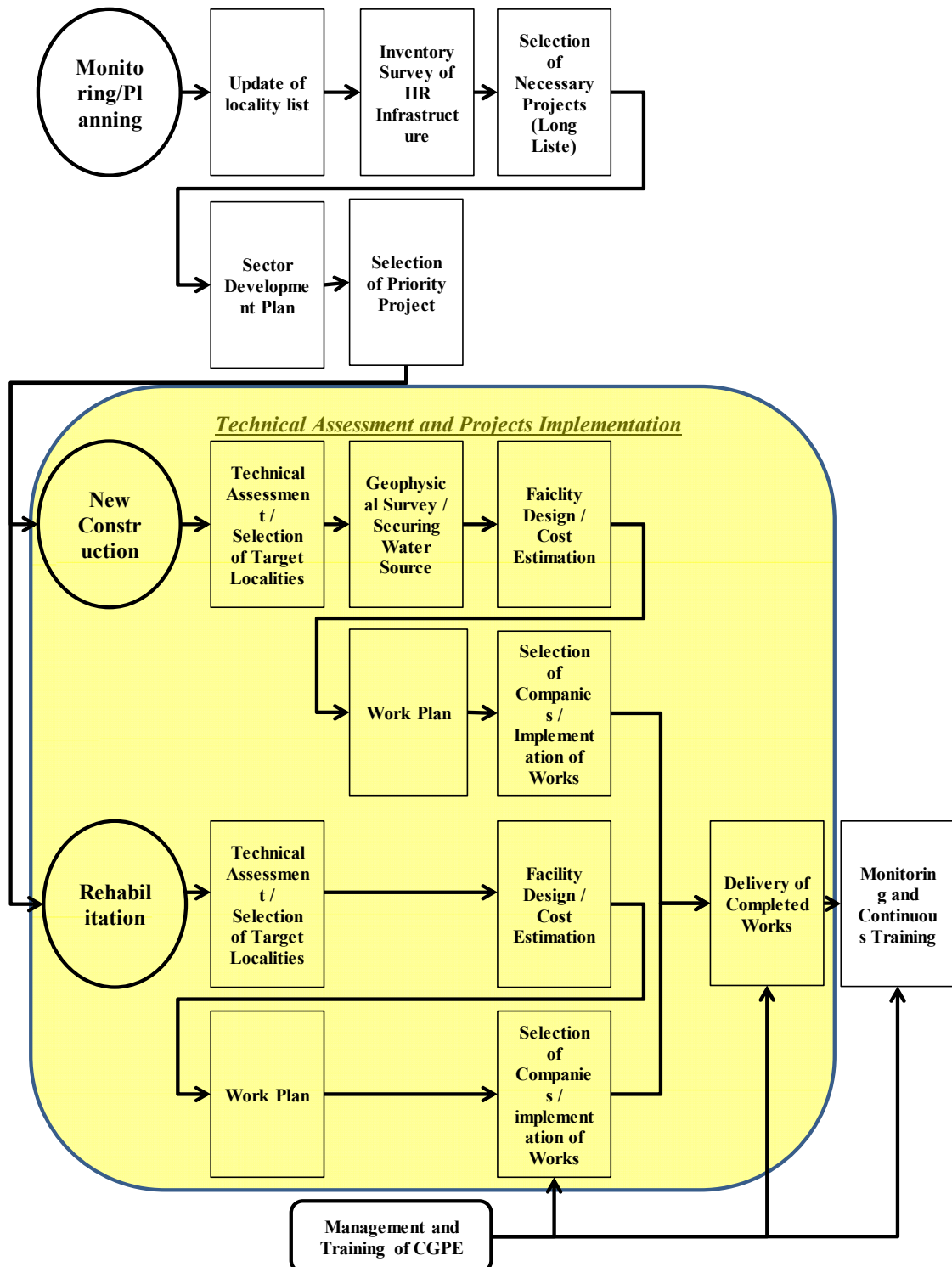
These manuals and guides are the following:

- Catalog of Norms and Standard Plans for Primary School Facility and Furniture
- Guide for Public Procurement for School Construction Projects
- Manual for Management and Supervision of Construction Works and School Furniture Manufacturing
- Guide to Conducting Community Meetings for Primary School Construction Projects
- Manual for Management and Maintenance of Primary School Facility and Furniture

e) Improvement of manuals and development of training modules related to technical assessment and project implementation of the rural water supply

The drinking water sector in Cote d'Ivoire is composed of two sub-sectors: 1) urban water supply (HU: Hydraulique Urbaine) and 2) rural water supply (HR: Hydraulique Rurale). The rural water supply is further divided into 1) manual pump water supply (HV: Hydraulique Villageoise) and 2) small-scale piped water supply (HVA: Hydraulique Villageoise Améliorée). The Project initially was planned to conduct the activities for the improvement of the provision of public services of HV. However, counterparts of the Project requested to include HVA in the activities for HV. Therefore, it was decided to include several basic issues on HVA in the discussion during the orientation on capacity development of local governments with respect to rural water supply and training manual preparation.

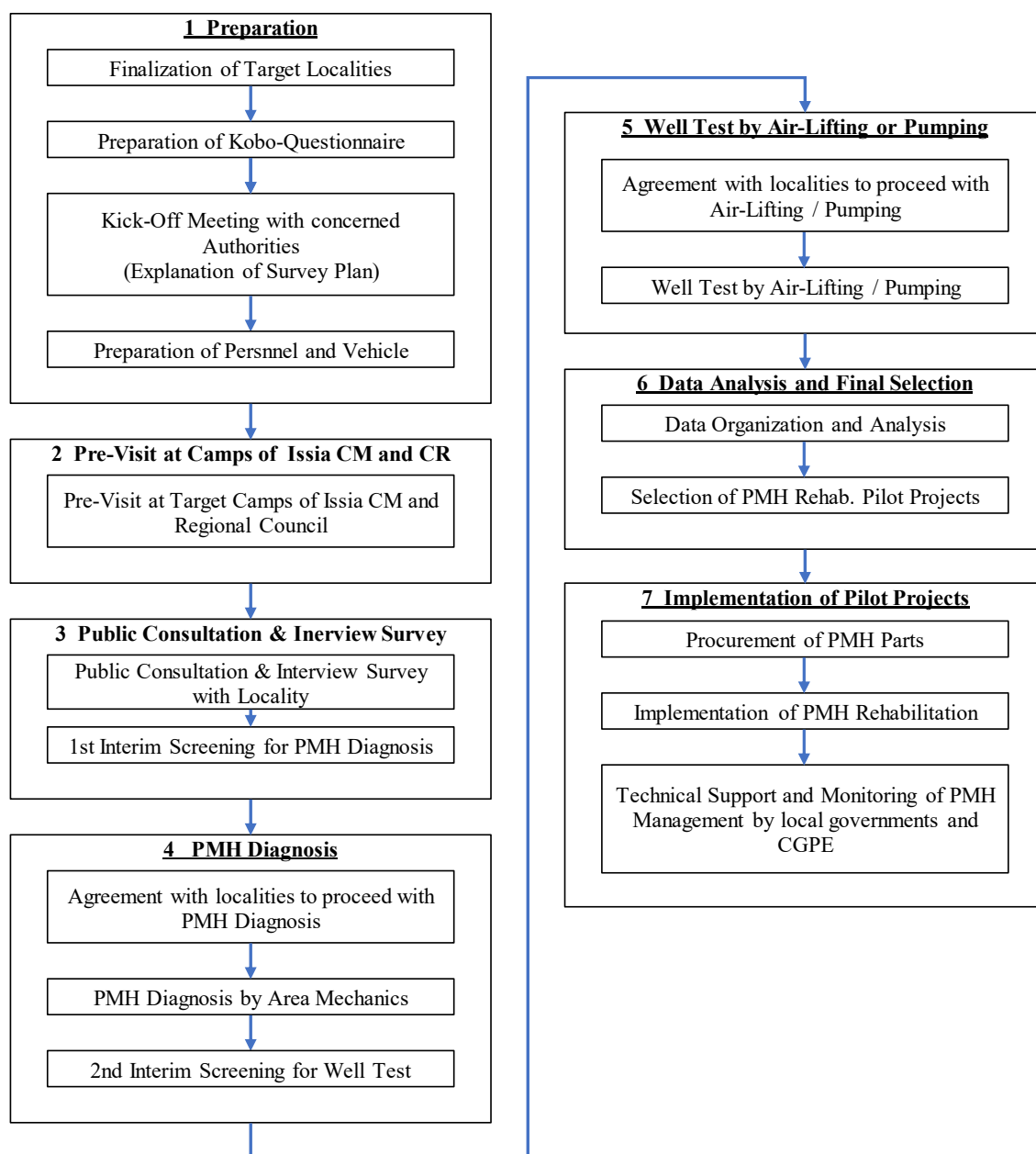
Figure 2.1.6 shows the whole process of the rural water supply project implementation for both HV and HVA. The shaded part corresponds to the process of technical assessment and project implementation. Besides, there are two major processes of the rural water supply, namely, monitoring and planning and the support for the maintenance of water supply facilities by water point management committee (CGPE). Activities for these two processes are described in other sections of the report.



Source: JICA Expert Team

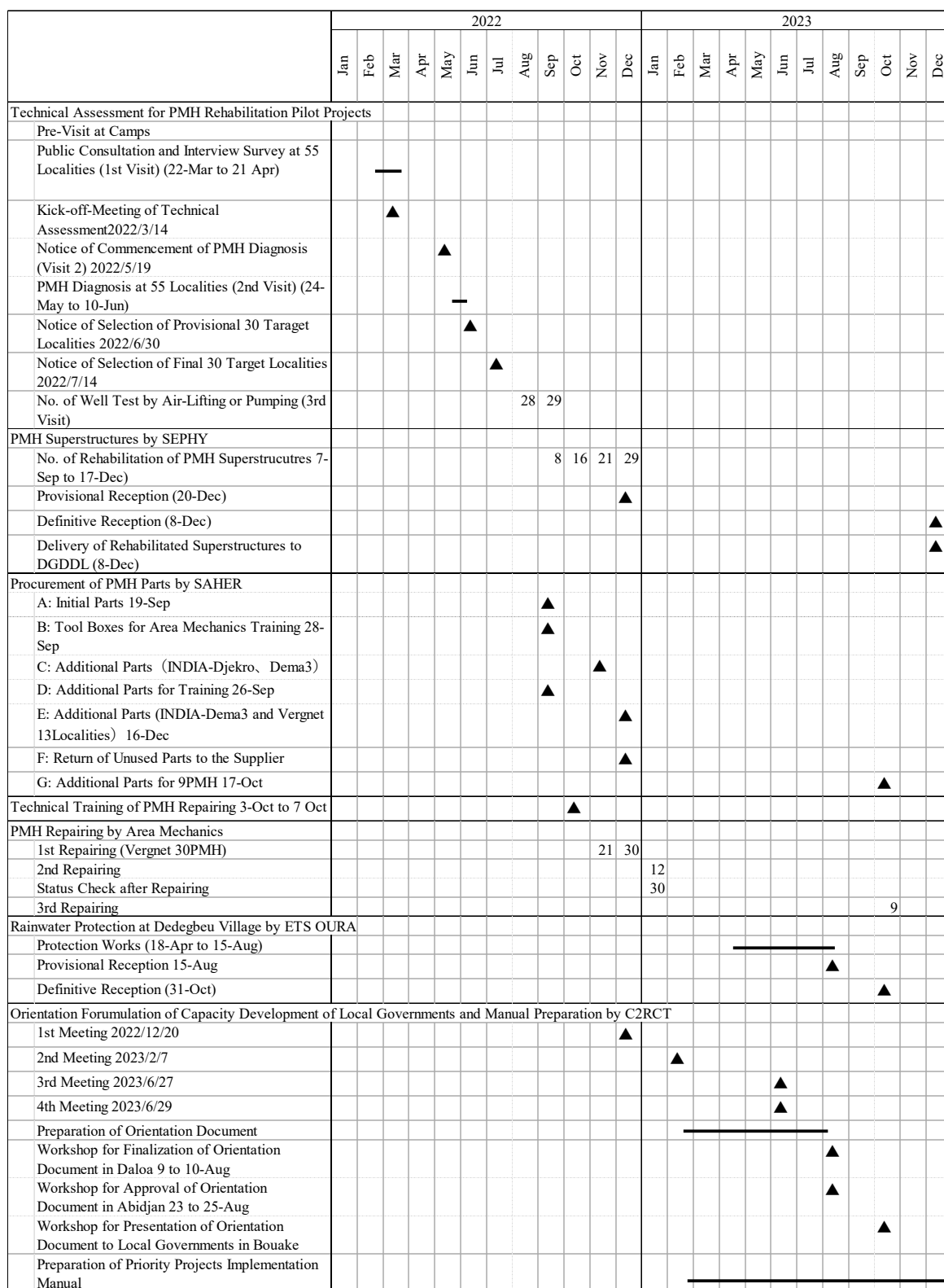
Figure 2.1.6 Process of Monitoring and Continuing Training on Rural Water Supply Project Implementation (HV and HVA)

In the course of the Project, the pilot projects for rehabilitation of PMH (human motorized pump) were conducted in Haut-Sassandra Region. The manual improvement and training module development for the technical assessment and project implementation were conducted by using the findings from the implementation of the PMH rehabilitation pilot projects. Figure 2.1.7 shows the process of technical assessment and project implementation for PMH rehabilitation pilot projects in Haut-Sassandra Region. On the other hand, Figure 2.1.8 shows the implementation schedule actually conducted including the activities of manual improvement and training module development.



Source: JICA Expert Team

Figure 2.1.7 Process of Technical Assessment and Project Implementation



Source: JICA Expert Team

Figure 2.1.8 Implementation Schedule of HV Pilot Projects and Training Module Development

As shown in Figure 2.1.8, the technical assessment for the PMH rehabilitation pilot projects in Haut-Sassandra Region was conducted between February 2022 to September 2022, and 30 target localities

were selected. After the selection of target sites, the rehabilitation of PMH superstructures, the procurement of PMH parts, and the repair of PMH were implemented by January 2023.

At the end of the implementation of pilot projects in December 2022, DGDDL/MIS and MINHAS including ONEP established the Committee of Reflection on Capacity Development of Local Governments in Rural Water Supply (C2RCT: Comité de Réflexion pour le Renforcement des Capacités des Collectivités Territoriales en Hydraulique Rurale) with support from JICA Expert Team. The objective of C2RCT was to formulate the orientation and develop the training modules for the continuing capacity development of officers in charge of the water supply in central, deconcentrated, and decentralized administration offices by using the outputs of the Project to improve the situation of the rural water supply sector. With this purpose, C2RCT carried out the following activities:

- Discussed and finalized the orientation of capacity development of local government officers in charge of the rural water supply and compiled the orientation documents titled “Orientation Document for Capacity Development of Local Government in Rural Water Supply” (hereinafter referred to as the “Orientation Document”)
- Prepared a training manual about technical assessment and project implementation of HV priority projects of each local government to be used for the training of local government officers in charge of the rural water supply. This manual has been titled “Training Manual for the Implementation of Rural Water Supply Priority Projects” (hereinafter referred to as the “Training Manual”).

The above activities were conducted between December 2022 and December 2023. The two documents were planned to be used for the continuing capacity development of local government officers of MIS/DGDDL and MINHAS/ONEP after the completion of the Project.

Orientation Document

The Orientation Document was prepared by revising the “Examination Report of Improvement Model of Rural Water Supply Service” (hereinafter referred to as the “Model Document”) prepared in Phase 1. At that time, DGDDL had not started yet to develop its internal system for the continuing capacity development of local government officers. Therefore, the Model Document described the orientation of activities for the improvement of the rural water supply service to be done by MIS/DGDDL and MINHAS/ONEP who had limited cooperation with one another.

During the Project, MIS/DGDDL established the Working Group composed of five Sub-Groups mandated to understand and organize the outputs of PCN-CI and to materialize the continuing capacity development of local government officers using these outputs. Due to this change of situation, the Orientation Document was revised to underline the importance of the technical support of MINHAS/ONEP to MIS/DGDDL, as well as the importance of training of MINHAS/ONEP officers themselves to provide the technical support.

Table 2.1.6 shows the table of contents of the Orientation Document. Chapters 1 to 3 describe the outline of the documents, current situation of the rural water supply sector, and problems and measures for the improvement of the sector. This structure had been adopted from the Model Document. However, several revisions and additions were made based on the results of the PMH pilot projects and discussion in C2RCT. After Chapter 3, the contents from the Model Document developed during Phase 1 were revised based on the results of the activities in Haut-Sassandra Region.

Table 2.1.6 Table of Contents of the Orientation Document

1 Outline
1.1 Purpose of the Orientation Document
1.2 Current situation and challenges in the rural water sector - PCN-CI initiative
1.3 Problems and corrective measures in rural water supply (HR)
1.4 Efforts of MIS/DGDDL and MINHAS/ONEP in using the PCN-CI method
1.5 Structure of this Orientation Document
2 Administrative structures involved in the development and management of rural water supply infrastructures
2.1 Division of the Drinking Water Sector
2.2 Decentralized structures
2.3 Deconcentrated structures
2.4 Central administration
2.5 Administrative structures involved in rural water supply infrastructure development
3 Problems and measures to improve HR
3.1 Generalities in the Rural Water Supply Sector
3.1.1 Objectives of rural water supply
3.1.2 Typology of rural water supply service
3.2 Problems of the Rural Water Supply Sector
3.3 Improvement measures
3.4 Stages in the implementation of improvement measures
4 Measure 01 "Establishment of System for Infrastructure Monitoring and Planning"
4.1 Content of monitoring and planning (HV)
4.2 Content of monitoring and planning (HVA)
4.3 Use of information technology for monitoring and planning
4.4 Use of PCN-CI Project documents for monitoring and planning
4.5 Principles for implementing Measure 1 "Establishment of System of Infrastructure Monitoring and Planning"
5 Measure 2 "Promotion of Infrastructure Development"
5.1 Roles and responsibilities in project implementation
5.2 Implementation model for HV Infrastructure Development
5.3 Implementation model for HVA Infrastructure Development
5.4 Principles for implementing Measure 2 "Promoting Infrastructure Development"
6 Measure 3 "Strengthening the Operation and Maintenance (O&M) System"
6.1 Subcontracting of infrastructure O&M
6.2 HV Infrastructure O&M
6.3 New approaches to strengthening HV management systems - "Preventive Maintenance"
6.4 O&M of HVA infrastructures
6.5 Gradual strengthening of the O&M system
6.6 Principles for implementing Measure 3 "Strengthening the O&M System"
7 Measure 4 "Clarifying the Roles and Responsibilities of HR Stakeholders"
8 Measure 5 "Strengthening the Technical and IT Capacities of the Local Governments and Securing the Budget"
8.1 HR Capacity Building Program (PRC-HR)
8.2 Human resources
8.3 Budget securing

<p>9 Measure 6 "Strengthening of the Local Government Support System by Central Administration and Deconcentrated Technical Structures"</p> <p>9.1 MIS/DGDDL's support for local governments</p> <p>9.2 MINHAS/ONEP's support for local governments</p> <p>9.3 Capacity development for local governments through collaboration between MIS/DGDDL and MINHAS/ONEP</p> <p>10 PCN-CI project documents</p>
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Source: Orientation Document for Capacity Development of Local Government in Rural Water Supply

Training Manual

At the same time with the preparation of the Orientation Document, C2RCT started to prepare the "Training Manual for the Implementation of Rural Water Supply Priority Project" (the "Training Manual"), which was the second important document to be used as a textbook of the technical training related to the rural water supply service provision for local government officers.

While the Orientation Document covered the whole process of the rural water supply service, the Training Manual covered only the technical assessment and priority project implementation. The reason for this limitation was that when C2RCT started to examine the necessary contents of the manual, manuals for certain processes of the rural water supply (such as inventory survey, planning, and support to maintenance) had been prepared already by the Project through other activities.

In addition, for certain processes such as the tendering for the drilling works, the manual/guide prepared during Phase 1 was found to be useful without changing the content. That was why C2RCT decided to prepare a manual only for the technical assessment and project implementation.

The Training Manual was prepared by revising the implementation plan of HV Pilot Projects done in Phase 1 as the implementation plan of new well construction and PMH rehabilitation projects. In addition, several contents such as the technical assessment, basic knowledge of HVA, etc. were added as the result of the evaluation by C2RCT.

Table 2.1.7 shows the table of contents of the Training Manual. The Training Manual is composed of six chapters, with Chapters 2 to 6 corresponding to Session 1 to Session 5 of the training program. The Training Manual was designed to be used for the two-day training composed of five sessions.

Table 2.1.7 Table of Contents of the Training Manual

<p>1 Outline</p> <p>1.1 Objective of the Training</p> <p>1.2 Structure of this Manual</p> <p>2 Session 1: Overview of training for the implementation of priority projects</p> <p>2.1 Orientation for Capacity Development of Local Governments in Rural Water Supply by C2RCT</p> <p>2.2 Types of Drinking Water Supply Infrastructures</p> <p>2.3 Areas covered by this Manual</p> <p>2.4 Training objectives</p> <p>2.5 Training programs</p> <p>3 Session 2: Project Selection and Technical Assessment</p> <p>3.1 Rural Water Supply Project Selection Procedures</p> <p>3.2 Project Prioritization Methodology</p> <p>3.3 Technical Assessment Plan for HV Rehabilitation Projects (Example of the HV Rehabilitation Project in Haut-Sassandra Region)</p>

4 Session 3: Planning and Implementation of New HV Construction Projects

- 4.1 Work overview
- 4.2 Target localities
- 4.3 Work schedule
- 4.4 Geophysical Survey
- 4.5 New Water Well Construction

5 Session 4: Planning and Implementation of HV Rehabilitation Projects

- 5.1 Work overview
- 5.2 Target localities
- 5.3 Work schedule
- 5.4 Scope of PMH rehabilitation works
- 5.5 PMH Model
- 5.6 PMH Removal and Reinstallation Work

6 Session 5: Basic Knowledge of HVA

- 6.1 Overview of Session 5
- 6.2 Hose hydraulics
- 6.3 Submersible Pump Selection

Source: Training Manual for the Implementation of Rural Water Supply Priority Projects

Table 2.1.8 shows the training program described in the Training Manual. A two-day training was designed and a comprehension test at the end was planned to evaluate the level of understanding of the participants.

Table 2.1.8 Training Program of the Training Manual

1st Day

Time	Contents		Responsible
09:30 to 10:00	Registration		All participants
10:00 to 10:05	Opening		Prefect / Mayor
10:05 to 11:05	Session 1: Overview of Training for the Implementation of Priority Projects	<ul style="list-style-type: none"> ● Orientation for Capacity Development of Local Governments in Rural Water Supply by C2RCT ● Types of Drinking Water Supply Infrastructures ● Areas covered by this Manual ● Training objectives ● Training programs 	Trainer
11:05 to 11:25	Tea Break		
11:25 to 12:45	Session 2: Project Selection and Technical Assessment	<ul style="list-style-type: none"> ● Rural Water Supply Project Selection Procedures ● Project Prioritization Methodology 	Trainer
12:45 to 13:45	Lunch		
13:45 to 16:00	Session 2: Project Selection and Technical Assessment	<ul style="list-style-type: none"> ● Technical Assessment Plan for HV Rehabilitation Projects <ul style="list-style-type: none"> ➢ Overview of HV Rehabilitation Project Technical Assessment ➢ Target sites ➢ Technical Assessment Procedure and Content ➢ Technical Assessment Implementation Schedule and System ➢ Technical Assessment Specifications ➢ Finalization of Technical Assessment Results 	Trainer
16:00 to 16:20	Tea Break		
16:20 to 16:50	Today's Check-Points		Trainer

2nd Day

Time	Contents		Responsible
09:30 to 10:00	Registration		All participants
10:00 to 11:30	Session 3: Planning and Implementation of New HV Construction Projects	<ul style="list-style-type: none"> ● Work Overview ● Target Localities ● Work Schedule ● Geophysical Survey ● New Water Well Construction 	Trainer
11:30 to 11:50	Tea Break		
11:50 to 12:20	Session 4: Planning and Implementation of HV Rehabilitation Projects	<ul style="list-style-type: none"> ● Work Overview ● Target Localities ● Work Schedule ● Scope of PMH Rehabilitation Works ● PMH Model ● PMH Removal and Reinstallation Work 	Trainer
12:20 to 13:20	Lunch		
13:20 to 16:20	Session 5: Basic Knowledge of HVA	<ul style="list-style-type: none"> ● Overview of Session 5 ● Hose Hydraulics ● Submersible Pump Selection 	Trainer
16:20 to 16:50	Today's Check-Points		Trainer
16:50 to 17:20	Comprehension Test		Trainer
17:20 to 17:25	Closing		Prefect / Mayor

Source: Training Manual for the Implementation of Rural Water Supply Priority Projects

f) Survey on community interventions in Haut-Sassandra Region

Before the review and examination of the methodologies of management and maintenance of public facilities by community-based organizations developed during Phase 1, the quick survey on community interventions in Haut-Sassandra Region was conducted to understand the characteristics of community interventions and interactions by NGOs and local governments in the region.

In September 2019, the JICA Expert Team met with several NGO, which have activities at the community level in Haut-Sassandra, to understand the characteristics of the communities and receive some advice on working with them. The NGOs often establish committees at the community level for their respective project purposes. This means that inhabitants in the region are familiar with the establishment of committees, such as COGES (School Management Committee) and CGPE (Water Point Management Committee), which work in the communities for specific purposes. When implementing activities at the community level, the NGOs emphasize the importance of involving all group representatives of each community in activities regardless of whether they are *autochtone* (indigenous people), *allochtone* (migrants), or *allogene* (immigrants). In general, the NGOs include all group representatives as members of the committees they establish. But the NGOs usually do not select the committee members and instead ask the target communities to select the members themselves.

Even though the inhabitants are familiar with committees, this does not mean that they have sufficient capabilities to conduct committee activities without the need for capacity building programs. Therefore, the NGOs provide their respective capacity building programs to the committee members. In addition to the training programs, the NGOs emphasize the importance of frequent monitoring of the committees' activities and supporting / advising them as needed.

In December 2019, the JICA Expert Team visited the chiefs of sociocultural services /departments of

most local governments in Haut-Sassandra to understand their current tasks and to know the levels of local government interactions with the villages and camps, especially with community-based organizations such as COGES and CGPE.

When asked about their responsibilities, the local governments gave similar answers. They were supposed to be in charge of sociocultural matters such as education, health, associations (such as women's associations), sports, recreation, cultural and traditional events, tourism, and so on. However, when asked regarding their current tasks, their answers were different. For example, one local government prepared for providing financial support to vulnerable inhabitants, but another local government prepared school sport competition event. The actual daily tasks depend on the situations of each local government and therefore, they are different from one another.

The JICA Expert Team asked the local governments about their respective relationships with COGES and CGPE. Only the Regional Council answered that they participated in some COGES general assemblies; others did not have any collaboration with COGES and CGPE. In addition, the JICA Expert Team asked if the local governments went to visit the villages and camps. The chiefs of sociocultural services of Bediala and Gboghue communes said that they visited the villages regularly (such as one visit per quarter). The Regional Council answered that its representatives visited only the villages which were targeted by ongoing projects. Other communes said that they did not visit the villages at all. Based on the result, it can be said that visiting the village is not a "must" task for the local governments, and their interactions with the inhabitants are quite limited.

g) Revisions of documents related to participatory school management by COGES

The activities related to COGES (School Management Committee) were postponed since the revision of the decree related to it in December 2020. The implementation of the revised decree required an inter-ministerial ordinance which was supposed to clarify the details but this was not issued until January 2022. When the JICA experts came back to Cote d'Ivoire in November 2021 when the situation of COVID-19 was eased, they had several meetings with DAPS-COGES (Directorate of Animation, Promotion and Monitoring of COGES) of MENA (Ministry of National Education and Literacy Education) in order to understand what would happen to COGES by introduction of the revised decree. According to DAPS-COGES, although the inter-ministerial ordinance was not issued at that time, its content was already decided, and the basic concept was not changed. In addition, instead of exceptional contributions from students' parents as the major financial source of COGES, it was decided that all COGES would receive subsidies from the government and the additional budgets would be allocated to local governments for COGES as well. Consequently, these would be the major financial sources of COGES. DAPS-COGES ensured that the participatory school management by COGES could be applicable even after the introduction of the revised decree. Furthermore, according to DAPS-COGES, the introduction of U-COGES (Union of COGES) was awaited because it would be necessary for local governments to be much more involved in school management than before since they would be one of the major financial sources and U-COGES could be useful to communicate with many COGES at one time. As a result, it was decided that the activities related to COGES should be resumed.

The JICA Expert Team started reviewing the 3 manuals and 1 guide listed below, which were developed during Phase 1 in December 2021.

- Manual 1: Democratic Establishment/ Renewal of COGES

- Manual 2: Techniques of Participatory School Management by COGES
- Manual 3: Establishment and Operation of Unions of COGES
- Guide for COGES Counselors on Participatory School Management by COGES

At the same time, the JICA Expert Team shared the schedule of revisions of the manuals with DAPS-COGES, COGES counselors, and sociocultural staff of local governments who experienced Phase 1 in Gbeke. They were requested to start reviewing the manuals by themselves as well.

From January 2022, the JICA Expert Team held two workshops: the workshop in Gbeke at first and the workshop in Abidjan.

The workshop in Gbeke was held for two days in January 2022 in Bouake. The attendees, who also participated in Phase 1 of the Project, were COGES counselors of DRENA (Regional Directorate of National Education and Literacy Education), representatives of IEPP (Inspection of Primary School and Preschool), and staff of sociocultural services of local governments. About 15 people attended.

At first, the participants studied the inter-ministerial order, which was just issued to define the details of the amended Presidential Decree about COGES. After that, the participants worked in groups to review each document to make suggestions for revisions and updates based on the new inter-ministerial order as well as on their field experience after Phase 1. Their suggestions were compiled at the end of the workshop so that they would be taken into account at the workshop in Abidjan.

The workshop in Abidjan was held for two days in February 2022 and for one additional day in March 2022 at DGDDL. The participants were the National Coordinator and other staff of the National Directorate of the Project from DGDDL, the Director and other staff of DAPS-COGES of MENA, representatives of ARDCI (Assembly of the Regions and Districts of Cote d'Ivoire) and UVICOCI (Association of Towns and Communes of Cote d'Ivoire), and the JICA Expert Team. The participants reviewed the manuals and the guide together, and discussed various points raised as well as suggested by the participants of the workshop in Gbeke. At the end of three-day discussions, all manuals and guide were reviewed and the participants agreed on the revisions and the updates. Based on the discussions, the name of the guide was revised as "Guide of COGES for Participatory School Management".

The discussion results were reflected when each manual and guide was finalized before the implementation of training for them in Haut-Sassandra Region.

h) Examination of method for the management and maintenance of PMH

Since the commencement of the Project, the actual situations regarding the management of PMH in Gbeke Region after Phase 1 were examined through workshops, interviews with the staff of local governments, observations of PMH, and interviews with CGPE members. As a result, it was found that CGPE's management of PMH, which was introduced during Phase 1, was basically functioning. However, the following weak points were identified upon evaluation of the system from the viewpoint that PMH should provide drinking water continuously without interruption.

- It is common practice that the repair arrangement of PMH begins with its breakdown, and users cannot get water from the PMH until it is repaired, which takes time.
- Some CGPEs cannot prepare the required amount of fees immediately when their PMH breaks down. The PMH remains broken and unused until CGPEs can collect the sufficient amount of fees to pay for the repair. Sometimes, the broken PMH remains unused for a long time. This happens because many CGPEs have difficulty in collecting user fees, and they cannot collect

the expected amount of fees.

- Some CGPEs have almost stopped their activities managing the PMH due to several reasons. Therefore, the PMH is actually being unmanaged. If local governments monitor CGPE activities regularly, they can identify such problems and provide support for improving the situation. However, most of the local governments do not monitor CGPEs regularly due to lack of budget.
- PMH is not timely repaired / rehabilitated by local governments because they do not know its condition. If the PMH breakdown requires major repair, it is difficult for CGPEs to deal with it and it is expected that local governments will handle the situation instead. However, since local governments do not monitor CGPE activities regularly, they also do not have information about the existing conditions of the PMH.

The survey of the current situation of PMH management in Haut-Sassandra Region revealed that the weak points mentioned above were also found in Haut-Sassandra Region. The situation could be worse because the capacities of local governments, CGPEs, and area mechanics regarding PMH management were not strengthened.

Through the analysis of the weak points mentioned above, it was considered that the introduction of the concept of “preventive maintenance” and the establishment of interlinkages among CGPEs, area mechanics and local governments, each with definitive roles, can improve the existing situation, and eventually lead to achieve the goal that the PMH can provide drinking water without interruption. Therefore, the JICA Expert Team compiled an overall concept note for the improvement of PMH management and maintenance, and shared this with the Ministry of Hydraulics (MH) and DGDDL in March 2020. The concept note of the JICA Expert Team was discussed in the meeting in Abidjan, and it was agreed that this will be examined during Phase 2. The characteristics of the concept for improving PMH management and maintenance are as follows:

- Introducing periodic checks and replacements of the PMH parts by area mechanics for the proper maintenance of PMH prior to major / total breakdown (transition from breakdown maintenance to preventive maintenance);
- Setting the general life span of the PMH and calculating the lifetime cost of one (1) PMH, including all the expected costs such as for periodic maintenance, possible breakdowns, and other miscellaneous costs (calculation of total cost for preventive maintenance);
- Identifying the number of PMH users and calculating the user fees based on the lifetime cost of one (1) PMH as mentioned above;
- Ensuring that CGPEs will share the management situation of the PMH (including the collection and usage of user fees) with the users (inhabitants) on a regular basis, with support from representatives of the locality (such as village chiefs), in order to improve transparency;
- Reporting the statuses of the PMH and CGPEs to local governments by the area mechanics whenever they conduct periodic checks of the PMH; and
- Recording the information of the PMH and CGPEs reported by the area mechanics, and using the information for planning and implementing support activities for the PMH and CGPEs (i.e. rehabilitation of PMH, training of CGPE members) by local governments.

As a result of the meeting in Abidjan, the JICA Expert Team prepared to draft a guide for local government officers explaining the overall framework and procedure of the abovementioned system of PMH management and maintenance. For the elaboration and examination of the content of the guide, it was expected that a task force at the central level would be established. However, the task

force was not established immediately and there was a restriction of movement for the JICA Expert Team due to the COVID-19 pandemic. The first draft of the guide for sustainable management and maintenance of PMH was developed by the JICA Expert Team, which explains the overview and implementation procedure of sustainable management and maintenance of PMH.

In order to examine and improve the content of the draft guide, the JICA Expert Team started discussions with MH (Ministry of Hydraulics) on the creation of the task force. Unfortunately, the task force was not established on time because MH was occupied with a government project before the presidential election, and government activities slowed down during and after the presidential election.

While waiting for the establishment of the task force, the JICA Expert Team started the preparation of the trial on sustainable management and maintenance of PMH in Gbeke Region. Considering the limited budget for the activities, the trial would be implemented only in a few villages. Therefore, it was necessary to select the target villages. In this regard, the JICA Expert Team set several criteria specified below for the selection of target local governments:

- Distance from Bouake (not too far from Bouake);
- Local governments with the technical and sociocultural services heads who participated in Phase 1 and who were available for the activities; and
- Local governments with supportive mayors/presidents.

As for the result of the selection of target villages, Bouake Commune, Botro Commune, Sakassou Commune, and Regional Council were selected for further collection of information.

In addition, in order to collaborate with the Scientific Committee of Gbeke Region for the trial, the JICA Expert Team had a meeting with selected members of the Scientific Committee by the end of November 2020, and the Team explained the draft guide and the planned methodology for the trial. After the meeting, the JICA Expert Team, together with local government officers and DRH (Regional Directorate of Water), collected information on the PMH conditions of villages which were targeted for PMH construction and rehabilitation in Phase 1; the CGPEs (water point management committees) of these villages; the locations of these villages; and the area mechanics who work for these villages.

Based on the collected information, 12 villages (three villages from each local government) for further information collection were selected. The following selection criteria were applied in choosing the villages: 1) where the pilot project of HV facility was implemented during Phase 1; 2) where the new construction of well with PMH was done; and 3) which are located not far from the asphalted road (easy accessibility). In order to collect information on the villages, a simple questionnaire was developed, which included questions about general information on the villages, statuses of existing PMHs in the villages, relationship with area mechanics, and functioning level of CGPE. By checking the collected information, villages that would be selected for the trial were those with PMH in good condition, the CGPE worked properly, the village chief was cooperative, and the number of people that PMHs are serving is not so high. In March 2021, the JICA Expert Team, together with officers from target local governments, visited the candidate target villages in Gbeke and collected the necessary information using the questionnaire. Then 7 out of 12 villages were selected for the trial, considering whether CGPE was functioning or not and whether one PMH served an adequate number of people for the introduction of the new management method.

In the meantime, the members of the task force were finally selected and agreed upon to be the

national experts who would examine and improve the content of the guide for sustainable management and maintenance of PMH. Following the readiness of the MH and DGDDL to establish the task force, a meeting was held in Abidjan in June 2021 to introduce the members. A total of 8 experts from MH, 2 from DGDDL, 1 from ONEP (National Office of Drinking Water), and 1 from SODECI (Water Distribution Company of Cote d'Ivoire) were selected. In the meeting, the JICA Expert Team shared the draft guide for sustainable management and maintenance of PMH, and it was decided that the members would review the content and provide their comments. The guide was improved based on the comments from the national experts by September 2021, and this was considered as the first version for usage at the trial in Gbeke.

The trial in Gbeke started in September 2021 and the following activities were implemented at each local government.

- The working session was held and the explanation about the trial was given by the JICA Expert Team to mayors/president of Regional Council, officers of sociocultural services and technical services of the local governments, officers of DRH (Regional Directorate of Water), area mechanics, and members of the Scientific Committee. At the working session, the JICA Expert Team shared the names of the selected villages with each local government.
- The first visit of the selected villages was conducted by the JICA Expert Team, officers of the local government, and Scientific Committee members. At the visit, CGPE members and village representatives were given explanations about the sustainable management and maintenance of PMH and were asked to decide whether they would participate in the trial or not.
- The second visit was conducted for villages that decided to participate in the trial. The CGPE of the selected villages was asked to hold a general assembly at the time of the second visit. In the general assembly, the new management method was explained to villagers and the management delegation convention, and the three-party (CGPE, mayor/ president of regional council, area mechanic) contract was signed in front of them. The presentation of the statute and internal regulations was also done.

As a result of these activities, 6 out of 7 villages decided to participate in the trial as shown in the table below. One village (N'gbedjo-Adjoblessou Village in Sakassou Commune) did not agree with the money collection method and decided to continue using its own management methods at that time.

Table 2.1.9 Selected Villages for the Trial of Sustainable Management of PMH

#	Local Government	Village	Number of Households	Monthly Rate per Household (FCFA ⁴)	Number of PMH under the Contract
1	Bouake Commune	Kokokro	40	500	1
2	Bouake Commune	Assengoukli	185	500	2
3	Botro Commune	Takramangouakro	103	500	2
4*	Sakassou Commune	Longbon-N'Guattakro	29	700	1
4*	Sakassou Commune	N'gbedjo-Adjoblessou	80	500	2
5	Regional Council	Amoinkanoukro	124	500	3
6	Regional Council	Gbangaoukli	121	500	2

*: Longbon-N'guattakro dropped in the middle of the trial. N'gbedjo-Adjoblessou participated in the trial instead.

Source: JICA Expert Team

According to the simulation, it would be sufficient if CGPE could collect 250,000 FCFA per PMH per year to pay for regular maintenance, minor repairs, and major repairs for 20 years. Therefore, the monthly payment fees were calculated in order to collect approximately 250,000 FCFA per PMH per year, while also considering the payment capacity of the users.

The activities above were finished around the beginning of October 2021. In reality, the signing of different documents by several parties could not be done during the second visit in many villages. So, the follow-ups continued before all documents for four villages (Kokokro, Takramangouakro, Longbon-N'guattakro, and Amoinkanoukro) were signed by December 2021. The JICA Expert Team also supported CGPE to be registered as an association so that it could open a bank account to save money, which would promote transparency. Simultaneously, CGPEs of the villages whose users were ready to pay had started collection of the monthly payments.

In Sakassou Commune, CGPE of Longbon-N'guattakro decided to stop participating in the trial because the villagers (users) were not cooperative in the collection of the user fees. The PMH in the village was newly constructed during Phase 1 and it had not broken down yet; therefore, the villagers did not feel the necessity for the monthly payments for the PMH. On the other hand, N'gbedjo-Adjoblessou Village, which did not participate in the trial at the beginning, decided to join later because their two PMHs broke down at the same time. The CGPE did not have sufficient money to repair them at that time and the villagers felt the necessity of introducing the sustainable management and maintenance of PMH, which would implement regular maintenance works.

Based on the three-party contract, the regular maintenance of PMH would be conducted every six months. As about 6 months passed since the trial had started in June 2022, the JICA Expert Team accompanied by a staff of the Bouake Commune and an area mechanic visited one village (Kokokro in Bouake Commune) to meet CGPE members and ask them whether they were ready to start the regular maintenance of their PMH. CGPE members of Kokokro said that they collected sufficient money to start regular maintenance and their PMH had a small problem. Therefore, they wanted to start the regular maintenance as soon as possible. As a result, the area mechanic visited the village a few days later to start the regular maintenance.

⁴ 1 FCFA= 0.243640 Yen (JICA Exchange Rate, February 2024)

By the end of the Project activities in Cote d'Ivoire in December 2023, all documents (management delegation convention and three-party contract) were signed by the six villages and the collection of the monthly payments was implemented. Regular maintenance by an area mechanic started in the three villages, and three CGPEs were registered as associations. It should be noted that one village (Takramangouakro) changed its PMH to HVA (Advanced Rural Water) and another village (Gbangaoukpli) got piped water supply facilities. Therefore, these villages do not need to implement the sustainable management and maintenance of PMH anymore.

Regarding N'gbedjo-Adjoblessou, CGPE and local government officers tried to start the regular maintenance of PMH several times. However, it did not materialize because the area mechanic was not available. They will continue trying to start the regular maintenance even after the Project completion. In terms of the registration as association, the obstacles were the registration fees and the time required for the registration. The table below shows the status of activities in the villages which participated in the trial in December 2023.

Table 2.1.10 Progress of Trial of Sustainable Management of PMH at Selected Villages

#	Local Government	Village	Signing of documents and collection of monthly payment	Commencement of regular maintenance	Registration as association	Status of the trial
1	Bouake Commune	Kokokro	Done	Yes	Yes	Continued
2	Bouake Commune	Assengoukpli	Done	Yes	Not yet	Continued
3	Botro Commune	Takramangouakro	Done	No (PMH upgraded to HVA.)	Yes	No (PMH upgraded to HVA.)
4	Sakassou Commune	N'gbedjo Adjoblessou	Done	Not yet	Not yet	Continued
5	Regional Council	Amoinkanoukro	Done	Yes	Yes	Continued
6	Regional Council	Gbangaoukpli	Done	No need	No need	No (Piped water network covered.)

Source: JICA Expert Team

i) Revisions of documents related to the method of the management and maintenance of PMH

The pilot projects of HV facility were implemented in Haut-Sassandra, and PMHs (human motorized pumps) in 30 localities were rehabilitated by December 2022. In order to introduce the daily management of PMHs by the users on site, water point management committees (CGPE) would be established at the localities as Phase 1 of the Project. In order to establish and strengthen the CGPEs, manuals were developed.

In developing the manuals, the existing manuals and guides were reviewed. During Phase 1, two manuals were developed: "Practical Guide for CGPE" and "Training Manual of Local Government Officers for Managing CGPE". In addition, "Guide of Sustainable Management and Maintenance of PMH" was developed for the trial on sustainable management and maintenance of PMH in Gbeke at the beginning of Phase 2. "Training Manual of Local Government Officers for Managing CGPE" and "Guide of Sustainable Management and Maintenance of PMH" were for local government officers.

It should be noted that these manuals were combined into one at first, and then it was reorganized into two: one was focused on the theoretical aspects and the other was on the practical aspects. In the case of “Practical Guide for CGPE”, which had been prepared for CGPE members, only minor revisions were needed.

In order to improve and finalize two manuals for local government officers (“Theoretical Training Manual of Local Government Officers for Managing CGPE” and “Practical Training Manual of Local Government Officers for Managing CGPE”), several workshops were conducted so that the relevant officers had been gathered and discussed together the contents. The first workshop was held for two days in March 2023 in Abidjan. The second workshop was held for four days in April 2023 in Bouake, where the participants from DGDDL, community participation Sub-Group, ONEP, Scientific Committee of Gbeke, and the JICA Expert Team reviewed all three manuals together and improved them based on their discussions. In May 2023, the meeting for validating these manuals were held at DGDDL in Abidjan and the participants from DGDDL, community participation Sub-Group, ONEP (as representatives of MINHAS), Scientific Committee of Gbeke, and the JICA Expert Team reviewed the revised parts and finally validated the two manuals.

2) Revision of manuals and training modules based on Outputs 2 and 3

After each training program was finished, training manuals and modules were reviewed and revised based on the results of the implemented training/ activities. Most revisions were minor ones.

(2) Activities for Output 2

1) Review the status of the application of the methods of the model

a) Conduct of survey and workshop to know the status of the application of the methods

A questionnaire survey was conducted in May 2019 to review the status of the application of the methods in Gbeke Region after Phase 1. In addition, a workshop was held on 20th June 2019 and the participants (including all local governments, prefectural corps, DRH, DRENETFP, DGDDL, and MENETFP) discussed about the status of the application of PCN-CI methods and necessary improvement of the methods.

The following are the main findings from the survey and workshop on the application of the methods:

- 5 out of 9 local governments in Gbeke Region had conducted inventory survey after Phase 1.
- The five local governments applied the methods to other sectors such as health and roads.
- 6 out of 9 local governments used the prototype of tender documents and methods of tender developed in Phase 1 for school construction projects.
- All local governments which implemented school construction projects used the knowledge/skills on supervision of school construction obtained in Phase 1; except, Bodokro Commune due to the absence of Technical Services Chief and the Regional Council due to lack of budget to visit the sites.
- Only three local governments (Djebonoua Commune, Bodokro Commune, and the Regional Council) organized activities to support the establishment of CGPE after Phase 1.
- The Regional Council organized a training for CGPE of 31 villages, provided tools and management manuals, and then visited these villages for monitoring and provision of advice. Bodokro Commune supported 13 villages to establish CGPE and provided training to them.

Djebonoua Commune organized a meeting to establish and train 28 CGPE of all villages in the commune and to establish U-CGPE consisting of the 28 CGPE.

- Regional Council provided training for 20 U-COGES on school maintenance and monitored the school maintenance through the U-COGES in collaboration with DRENETFP. Bouake Commune monitored the school maintenance by 30 COGES.

It was discussed in the workshop that local government officers and prefectural corps involved in Phase 1 understood the importance of implementing the methods of PCN-CI and still had the motivation of promoting the methods in Gbeke. However, the participants pointed out the issues that the sensitization and the training of the newly elected and appointed officials were necessary, and that strengthening the functions of the Scientific Committee and the involvement of prefectural corps were important.

b) Conduct of survey and workshop to know the status of the activities of COGES and CGPE

Visits of several COGES and CGPE and a workshop in Bouake were conducted in September and December 2019 to review the status of community-based organizations established / revitalized during Phase 1.

Through the visits to COGES and CGPE, it was found that the management situations were very different from one another. Some COGES and CGPE worked very well. Village representatives and villagers knew well about activities of COGES and CGPE and they supported the committees well especially during difficult times. On the other hand, there were COGES and CGPE which had almost stopped functioning due to reasons such as fights that ensued among members of the committee and difficulties in collecting payments from the users.

A “Workshop on Discussion about the Continuously Functioning COGES and CGPE” was conducted in Bouake on December 11, 2019, in order to grasp the present situations of COGES and CGPE and discuss about the improvement of the situation. The status of CGPE and COGES presented by local governments and DRENETFP are shown in the tables below. At the end of the workshop, participants discussed about the action plans that should be implemented to improve the situations in Gbeke.

Table 2.1.11 Status of CGPE and COGES as Presented by the Local Governments

Local Government	Number of CGPE	Functioning CGPE	Number of COGES	Functioning COGES
Beoumi	11	4	24	18
Botro	22	8	28	3
Bouake	43	41	110	About 93% (about 102)
Brobo	5	1	13	7
Diabo	4	4	1	1
Djebonoua	44	41	25	25
Sakassou	8	8	27	27
Regional Council	48	42	No info	No info

Source: JICA Expert Team

Table 2.1.12 Status of COGES Presented by DRENETFP

DRENETFP	Number of COGES	Functioning COGES
DRENETFP Bouake 1	114	80
DRENETFP Bouake 2	374	264

Source: JICA Expert Team

2) Monitoring of the status of the application of the methods of the model and enhance the implementation of these methods

a) Revitalization of Scientific Committee for the promotion of utilization of PCN-CI methods

Preparation of a Proposed Terms of Reference (TOR) for the Revitalization and Operationalization of the Scientific Committee

Former Secretary General of Djebonoua Commune, former Sub-Prefect of Diabo, and the chiefs of technical and sociocultural services of local government took the initiative to revitalize the Scientific Committee, since some key officials of local governments and prefectural corps were transferred to other regions and many elected people were replaced after the election. In November 2019, they prepared a “Proposed Terms of Reference (TOR) for the Revitalization and Operationalization of the Scientific Committee and for the Sustainability of the Achievements of the PCN-CI in the Gbeke Region”. They also clarified the new members of the Scientific Committee, roles of different actors, and action plans for the revitalization of the Scientific Committee. They planned for the visits in February 2020 to all local governments, prefects and sub-prefects, DRH, and DRENETFP to explain the TOR and made efforts to find the fund for the implementation of the plan. However, it was difficult for them to find the fund and the plan was postponed.

Visits to all local governments to explain the methods of PCN-CI

The JICA Expert Team together with the members of the Scientific Committee made a tour visit to the Prefect of Gbeke Region, all local governments, DRH, and DRENETFP in March and April 2020 to explain the methods of PCN-CI. In the tour, almost all local governments showed their interest in the methods of the inventory survey. The Scientific Committee decided to work on the review of the questionnaires developed in Phase 1 and distributed the improved questionnaires to local governments.

Finalization of the TOR and preparation for the regional workshop

After the preparation of the TOR mentioned above, no specific action had led to the reorganization of the Scientific Committee. In June 2020 when DGDDL visited Bouake, DGDDL and the prefect of the Gbeke Region discussed the necessity of the revitalization of the Scientific Committee. The prefect decided to organize a regional level meeting with representatives from all related organizations. The Scientific Committee held a meeting with DGDDL in Abidjan in December 2020 on the revised TOR, as well as a meeting with the prefect of the Gbeke Region and finalized the TOR incorporating the comments from them. The Scientific Committee also prepared a plan for a regional workshop to share with the stakeholders in Gbeke Region the information on PCN-CI and the TOR for the reorganization of the Scientific Committee.

Official establishment of the Scientific Committee

According to the revised TOR mentioned above, the Prefect of Gbeke Region issued an arrêté préfectoral (prefectural ordinance) on the establishment of the Scientific Committee on 7 December 2021 aiming to sustain the PCN-CI activities in Gbeke Region.

According to the arrêté, the Scientific Committee is chaired by the Prefect of Gbeke Region/Prefect of Bouake Department and consists of the focal point, the Secretary General of the Bouake Prefecture, and the following members: prefects of Departments of Beoumi, Sakassou and Botro, sub-prefects of Diabo, Brobo, Bodokro and Djebonoua, the president of Regional Council, mayors in the region, DRH, and DRENA Bouake 1 and 2. The arrêté also mentioned the Restricted Scientific Committee, consisting of the selected members of sub-prefects, directors, chiefs and officers of local governments, COGES coordinators, and an officer of DRH. The Restricted Committee provides technical guidance and advice to the Scientific Committee, training on PCN-CI methods, and technical support to the local governments. It also prepares and submits a work schedule and a budget to the Scientific Committee.

b) Regional level activities

Information Sharing and Training Workshop on PCN-CI

The regional workshop, named “Information Sharing and Training Workshop for the Prefectural Corps and Elected Officials and Officers of Local Governments in Gbeke Region on PCN-CI,” was held on May 28, 2021 in Bouake. The objectives of the workshop were to improve the knowledge of the stakeholders in Gbeke Region on the approaches and methods of PCN-CI; validate the TOR of the Scientific Committee; and reorganize the Scientific Committee by involving all stakeholders in Gbeke Region. In addition, it aimed to obtain the consent of the participants on the necessity of conducting activities for the promotion of PCN-CI methods by the Scientific Committee, and to motivate the local governments to provide funds for the implementation of activities. All stakeholders including the prefects and sub-prefects; local governments; and DRENA, DRH, the Director of Cabinet of MIS, and DGDDL from Abidjan participated in the workshop.

Preparation of the activity plan of 2022 and the explanation to local governments

The Scientific Committee prepared a draft activity plan to be implemented in 2022 by local governments in Gbeke Region. The activity plan included A-1) Training on inventory surveys and planning for local government officers and elected people; A-2) Implementation of inventory surveys; B-1) Training on PMH management for local government officers and elected people; B-2) Establishment, capacity building, and monitoring of CGPE; and C) Regional meeting on the evaluation of the activities conducted in 2022 and the activity plan of 2023. The Scientific Committee estimated the costs to implement the activities by each local government.

Scientific Committee members, along with the representatives of DGDDL and the JICA Expert Team, visited local governments in November 2021 to explain to the mayor about the activity plan and the costs, and to obtain the agreement on funding the activities. In the meetings with the local governments, it was realized that the activity plan prepared by the Scientific Committee was reasonable and the local governments could afford the costs for the activities. All mayors and elected representatives understood the importance of the activities and agreed to provide funding for the implementation of the activities. They also agreed on co-funding the regional workshop.

Regional workshop on PCN-CI

The regional level workshop was held on 20 December 2021 in Bouake, aiming to explain the details of the PCN-CI methods to the elected people and prefects. Around 50 people including prefects, SG of Bouake Prefecture, the president, the vice president and the Director General of the Special

Delegation of Regional Council, mayors, secretary generals and officers of the communes, DRENA, and DRH were invited to the training workshop. The cost of the workshop was borne by the local governments coordinated by the Restricted Scientific Committee.

During the workshop, the Scientific Committee members made presentations on the PCN-CI methods and the activity plan of 2022 to be implemented by the local governments with the cost estimation.

c) Training of local government officers and CGPE on hygiene practices amid the threat of COVID-19 pandemic

In April 2020, when COVID-19 infection started to increase in Cote d'Ivoire, the Scientific Committee members discussed about the activities which could be implemented given the situation of COVID-19 pandemic. They decided to monitor CGPE activities established in Phase 1 and to raise people's awareness on proper hygiene measures. The Scientific Community prepared a draft plan, discussed with DGDDL about the plan, and explained the plan to the elected officials of all local governments.

The plan was implemented in June 2020. The Scientific Committee members provided training on PMH management by CGPE to the elected people and officials of each local government and two representatives of CGPE from one target village selected for each local government. The trained local government officials and CGPE members provided the training to the remaining five members of CGPE in the village (See table below). Through this activity, the elected officials and officers of all local governments, including those who were not involved in Phase 1, participated in the training and learned about the PMH management by CGPEs and their responsibility in monitoring the CGPE's activities. After completion of the program, the Scientific Committee members prepared and distributed a report to all organizations involved in the training activity, including the prefects, sub-prefects, mayors/president and officials of local governments, DRH, DGDDL, and JICA.

Table 2.1.13 Training Program Conducted in Gbeke Region to Sustain the CGPE Monitoring and to Promote Good Hygiene Practices of the Village People

Day	Date	Target of the Training Program
Day 1	June 15, 2020	Bouake Commune
Day 2	June 16, 2020	Assingoukpli Village (Bouake Commune)
Day 3	June 18, 2020	Sakassou Commune
Day 4	June 19, 2020	Adjobléssou Village (Sakassou Commune)
Day 5	June 22, 2020	Botro Commune
		Djebonoua Commune
Day 6	June 23, 2020	Takra Mangouakro Village (Botro Commune)
		Blessou Village (Djebonoua Commune)
Day 7	June 24, 2020	Brobo Commune
		Bodokro Commune
Day 8	June 25, 2020	Badjo Kouamekro Village (Brobo Commune)
		Ahokokro Village (Bodokro Commune)
Day 9	June 26, 2020	Regional Council
		Amoïn Kanoukro Village (Regional Council)
Day 10	June 30, 2020	Diabo Commune
Day 11	July 1, 2020	Beoumi Commune
		Souafoué Dan Village (Beoumi Commune)
		Telebopri Village (Diabo Commune)

Source: JICA Expert Team

d) Support for the implementation of training on inventory survey

Implementation of Training on Inventory Survey

The Scientific Committee of Gbeke Region had initiated a series of training sessions for local government officers and elected people in order to strengthen their capacity to implement inventory surveys. The challenge was to realize the training with the funds of local governments. The Scientific Committee visited the local governments and discussed the objectives and contents of the training program and necessary costs for implementing the training and inventory survey. After several meetings with the local governments, the first training session was kicked off on April 13, 2022 for Botro Commune. By the middle of May, seven local governments had organized the training with their own funds.

The paper-based survey method was applied in Gbeke Region, with the aim that the local government officers with basic Excel skills would prepare questionnaires and the database by themselves using the knowledge and skills learned in the training. It was expected that each local government would select sectors to be covered by the inventory survey, not limited to education and rural water supply sectors, clarify the criteria for the selection of the priority projects, and identify the necessary questions to be included in the surveys.



Source: JICA Expert Team

Figure 2.1.9 Training on Inventory Survey and Planning in Gbeke Region

Continuous support to local governments on inventory survey and planning

The Scientific Committees together with the JICA Expert Team continued supporting the local governments to implement inventory surveys and planning. The steps shown below were taken for the survey implementation and planning. All activities were funded by the local governments.

- Training on Inventory Survey
- Preparation of Inventory Survey, including questionnaire and database development
- Implementation of Inventory Survey
- Training on Planning
- Development of database and selection of priority projects
- Preparation of survey report and explanation to their authority
- Incorporation of the results of the priority project selection in a three-year program

Activities carried out in each local government in Gbeke Region were shown in the table below:

Table 2.1.14 Conducted Activities on Inventory Survey and Planning in Gbeke Region

Local Government	Training on Inventory Survey	Implementation of Inventory Survey	Training on Planning
Bodokro Commune	April 25, 26, 2022	August 10 to September 23, 2022	January 18 to 20, 2023
Botro Commune	April 13, 14, 2022	<i>Not yet realized</i>	<i>Not yet realized</i>
Sakassou Commune	April 21, 22, 2022	October 10, 2022 to January 27, 2023	March 08 to 10, 2023
Djébonoua Commune	May 5, 6, 2022	<i>Not yet realized</i>	<i>Not yet realized</i>
Brobo Commune	May 11, 12, 2022	November 9 to 18, 2022	December 7 to 9, 2022
Bouake Commune	May 16, 17, 2022	September 22, 2022 to January 20, 2023	April 12 to 14, 2023
Diabo Commune	<i>Not yet realized</i>	<i>Not yet realized</i>	<i>Not yet realized</i>
Beoumi Commune	July 13 to 15, 2022	<i>Not yet realized</i>	<i>Not yet realized</i>
Regional Council	May 18, 19, 2022	May 31 to June 15, 2023	<i>Not yet realized</i>

Source: JICA Expert Team

3) **Compilation of the lessons learned and making recommendations for promoting the model in Gbeke Region**

In Gbeke Region, the Scientific Committee was established with the agreement of all stakeholders in the region at the final stage of Phase 1. It was proposed by the participants in the regional workshop to continue and promote the activities of PCN-CI even after Phase 1 finished.

In Phase 2, local governments who were the members of the Scientific Committee funded the regional workshops and meetings as well as the activities of local governments including the implementation of training programs and inventory surveys. At the annual regional meetings, participants reviewed the activities conducted in the past year and discussed the activity plan for the coming year and cost sharing among the local governments.

Members of the Restricted Scientific Committee played roles to promote the PCN-CI methods. They had meetings with mayors and elected people to ask for their cooperation, organized annual regional meetings and participated in training programs as trainers. The regional level system of promoting PCN-CI methods and initiatives taken by the Scientific Committee will be a model for the promotion of the methods in other regions in the future. It is expected that the prefect of the region and the Restricted Scientific Committee will continue to take the initiatives. It is important that DGDDL will monitor the activities of the Scientific Committee and provide supports to them when necessary.

At the end of the Project, the Scientific Committee together with the JICA Expert Team reviewed all conducted activities in Gbeke Region and compiled the lessons learned. They also developed an activity plan to be implemented in 2024 by the Scientific Committee and prepared the proposal of the budget shared by the local governments. The reviews of the activities, lessons learned, the activity plan of 2024, and the budget sharing proposal were explained to all stakeholders in Gbeke Region in the regional workshop held on November 30, 2023.

The lessons learned clarified by the Scientific Committee and the JICA Expert Team included the following:

Planning method

- The method is simple and inexpensive. Local governments can implement the method using the available human and financial resources.
- The method promotes the capacity building of local government officers.
- The priority projects are selected with the participation of community people. This process improves the people's trust and image of the local governments.

- Some local governments do not have sufficient computers to apply the method.
- Many local government officers do not have basic computer skills, but there are some people who can use computers in each local government.
- Unavailability of local government officers and elected people in some local governments hinders the implementation of the training.
- It is important to involve the elected people in the new approach of planning process and gain their commitment.

Project implementation method

- The method upgrades the knowledge of local governments and improve the understanding of local governments on the necessity of supervision for ensuring the quality of projects.
- Giving instruction to the beneficiaries including community people before handing over the facility is important.
- Through the community participation process during the project implementation, the community people obtain better knowledge about their roles and responsibilities.
- Some local government officers do not have basic skills and knowledge to conduct the supervision.
- Some local governments do not have supervision means (equipment and consumables) to conduct proper supervision.
- Some local governments do not have technical officers. It is difficult to conduct activities in such local governments.
- Unavailability of local government officers and elected people in some local governments hinders the implementation of the training.

Management and maintenance of school and rural water supply facilities

- The method encourages the entire community to contribute to the facility management.
- The method clarifies the responsibility of community people in management and maintenance of facilities.
- The method clarifies the responsibility of local governments in management and maintenance of facilities. Through implementing the methods, the local governments realize the importance of their responsibility in making collaboration with community organizations and other stakeholders such as area mechanics.
- Through the method applying preventive maintenance of PMH, the community people make financial contribution regularly and it ensures that the community have continuous access to drinking water.
- The national policy promoting the free water service and the project to repair PMH by SODECI discourage the participation of community people in management and maintenance.
- The number of PMH is insufficient in some communities. More people are using a PMH than the capacity of PMH.
- Some local governments do not have technical officers. It is difficult to conduct activities in such local governments.

Promotion of methods of PCN-CI by Scientific Committee

- By strengthening the relationship with elected people and providing training programs that meet the needs of local governments, the Scientific Committee can obtain financial contribution and cooperation of local governments to implement activities.

- The establishment and formalization of the Scientific Committee is crucial for the implementation of activities.
- The mechanism of Scientific Committee promotes the cooperative relationships between local governments within a region,
- The activities of Scientific Committee and regional level activities can be conducted with the contribution of local governments. The fund is still not sufficient to conduct the activities.
- Some local governments are unable to implement the activities due to lack of funds, despite the efforts of Scientific Committee.
- There is a shortage of human resource who can promote the PCN-CI methods as Scientific Committee members.
- To enable the Scientific Committee members to conduct activities, it is important to gain the understanding of their superiors.

The Scientific Committee prepared an activity plan to be implemented in 2024, which includes the following activities:

- Visits to elected people of each local governments to raise awareness about the benefit of the model, the costs to implement the methods of PCN-CI by local governments, and needs for funding for the activities of Scientific Committee.
- Organization of an annual regional meeting at the beginning of 2024 to share the frameworks of the activity plan, to determine the activities to be carried out by each local government in 2024, and to develop an appropriate plan for the Scientific Committee to provide good support and monitoring to the local governments.
- Assisting local governments which have not yet carried out inventory surveys.
- Providing training program on planning to the local governments which will implement the inventory surveys.
- Providing support to local governments to train COGES on participatory school management and school facility maintenance.
- Providing support to local governments on establishment, training, and monitoring of CGPE.

The budget for the regional meeting and the budget sharing proposed by the Scientific Committee are shown in the tables below.

Table 2.1.15 Proposed Budget for the Regional Meeting of Scientific Committee in 2024

	Cost Item	Unit Cost (FCFA)	Quantity	Total Cost (FCFA)
1	Office Supplies	4,000	100	400,000
2	Internet	25,000	1	25,000
3	Telephone credit	32,000	1	32,000
4	RTI (TV Station)	100,000	1	100,000
5	Written and online press	100,000	1	100,000
6	Coffee Break and Lunch for the regional meeting	6,000	100	600,000
7	Tables + tablecloths	3,000	20	60,000
8	Chairs	50	100	5,000
9	Sound system	50,000	1	50,000
10	Others	137,000	1	137,000
Grand Total				1,500,000

Source: Scientific Committee of Gbeke Region

Table 2.1.16 Proposed Budget Sharing by Local Governments in 2024

	Local Government	Share	Amount (FCFA)
1	Regional Council	26%	390,000
2	Bouake Commune	18%	270,000
3	Beoumi Commune	8%	120,000
4	Sakassou Commune	8%	120,000
5	Botro Commune	8%	120,000
6	Djebonoua Commune	8%	120,000
7	Brobo Commune	8%	120,000
8	Diabo Commune	8%	120,000
9	Bodokro Commune	8%	120,000
	Total	100%	1,500,000

Source: Scientific Committee of Gbeke Region

(3) Activities for Output 3

1) Implementation of training programs

Various training programs were implemented in Haut-Sassandra Region, which are described in this section.

a) Training programs on inventory survey

In order to introduce the improved inventory survey process with information technology (GIS and surveys by smartphone), the JICA Expert Team planned to organize the following activities:

- Training workshop to explain the methodology to various stakeholders such as prefectural corps, elected people, and officers of local governments
- Technical training for officers of local governments in charge of inventory surveys by incorporating exercises for officers to gain practical skills
- 2nd Pilot Inventory Survey to test the improved methodology as part of the on-the-job training of local government officers

First of all, a two-day Training Workshop on Inventory Survey was held on February 4 and 5, 2020 at the conference room of the Prefecture of Haut-Sassandra Region. The objectives of the workshop were the following:

- To explain the roles of local governments in public facility development and management in the education and rural water supply sectors;
- To explain the methodology of inventory surveys to be conducted by local governments and prepare an implementation plan of the inventory survey of each local government; and
- To explain the objectives, components, and schedule of pilot projects to be implemented in the Project and the process of project site selection.

After the training workshop, the training program on inventory survey focusing on the technical aspects was conducted. The program consisted of classroom lectures and exercises as well as field exercises. The field exercises were also conducted as part of the pilot inventory survey to test the improved methodology. The objective of the training was to provide local governments with the essential knowledge and skills in inventory survey both technically and theoretically, and the opportunity to gain knowledge of field survey by practicing the survey method on field in their

respective localities. Through mastery of survey methodology, data collection tools and assessing the needs of primary schools (EPP) and village pump facilities (HV), the respective local government officers would learn the use of various software tools and equipment in different stages of the survey such as survey preparation; data collection, management, and analysis; identifying issues; and so forth.

The topics of the training program – which emphasized that participants obtained the necessary skills in conducting the inventory survey on field – are shown below.

- Explaining the survey methodology
- Learning the method of creating online questionnaires and collecting data on the KoboCollect application
- Testing survey questionnaire and data collection by utilizing mobile phones through the Android-based KoboCollect application
- Learning QGIS mapping software to geo-locate the localities and produce a map of the localities

The training program was conducted since February 2020. Due to the COVID-19 pandemic, the program was terminated for the duration period of April 2020 till mid-June 2020. When the situation stabilized, the training continued up to August 2020. The entire list of technical training implemented from February to August 2020 are shown in the table below.

Table 2.1.17 Implementation of Training Activities on Inventory Survey

Local Government	Date (2020)	Place	Activities	Participants (Number of Officers)
Issia Commune, Saioua Commune	Feb 18 Feb 19 (2 days)	Issia Commune Office	Technical Training (Methodology of survey, KoboCollect Apps and QGIS)	Issia Commune <ul style="list-style-type: none"> • Chief of Technical Services (1) • Staff of Technical Services (2) • Chief of Socio-Cultural Services (1) • Staff of Technical Services (2) Saioua Commune <ul style="list-style-type: none"> • Chief of Technical Services (1) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (1)
Issia Commune	Feb 27	Ouandia Village	Pilot Inventory Survey (Field exercise)	<ul style="list-style-type: none"> • Chief of Technical Services (1) • Staff of Technical Services (2) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (2)
Saioua Commune	Mar 12	Digbam Village	Pilot Inventory Survey (Field exercise)	<ul style="list-style-type: none"> • Chief of Technical Services (1) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (1)
Regional Council, Daloa Commune	Mar 11 Mar 13 (2 days)	Regional Council Office	Technical Training (Methodology of survey, KoboCollect Apps)	Regional Council <ul style="list-style-type: none"> • Director of Technical Dept. (1) • Staff of Technical Dept. (3) • Deputy Director of Planning Dept. (1) • Staff of Planning Dept. (1) • Director of Socio-Cultural Dept. (1) • Staff of Socio-Cultural Dept. (1) Daloa Commune <ul style="list-style-type: none"> • General Secretary (1) • Chief of Technical Services (1) • Staff of Technical Services (2) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (1)

Local Government	Date (2020)	Place	Activities	Participants (Number of Officers)
Regional Council	Jun 16 Jun 17 (2 days)	Regional Council Office	Technical Training (QGIS)	<ul style="list-style-type: none"> • Director of Technical Dept. (1) • Staff of Technical Dept. (2) • Deputy Director of Planning Dept. (1) • Staff of Planning Dept. (1) • Director of Socio-Cultural Dept. (1) • Staff of Socio-Cultural Dept. (1)
Regional Council	Jun 19	Dohan Village	Pilot Inventory Survey (Field exercise)	• ditto
Vavoua Commune	Jun 23 - Jun 25 (3 days)	Vavoua Commune Office	Technical Training (Methodology of survey, KoboCollect Apps and QGIS)	<ul style="list-style-type: none"> • Chief of Technical Services (1) • Staff of Technical Services (1) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (2) • Municipal councilor (1)
Vavoua Commune	Jun 26	Gatila Village	Pilot Inventory Survey (Field exercise)	• ditto
Bediala Commune	Jul 7 - Jul 9 (3 days)	Bediala Commune Office	Technical Training (Methodology of survey, KoboCollect Apps and QGIS)	<ul style="list-style-type: none"> • General Secretary (1) • Staff of Technical Services (1) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (2)
Bediala Commune	Jul 17	Gnanagonfia Village	Pilot Inventory Survey (Field exercise)	• ditto
Zoukougbeu Commune	Jul 21 - Jul 23 (3 days)	Zoukougbeu Commune Office	Technical Training (Methodology of survey, KoboCollect Apps and QGIS)	<ul style="list-style-type: none"> • Chief of Technical Services (1) • Staff of Technical Services (1) • Chief of Socio-Cultural Services (1) • Staff of Socio-Cultural Services (2)
Zoukougbeu Commune	Jul 24	Mahi-Nahi Village	Pilot Inventory Survey (Field exercise)	• ditto
Gboguhe Commune	Aug 4 - Aug 6 (3 days)	Project Office, Daloa	Technical Training (Methodology of survey, KoboCollect Apps and QGIS)	<ul style="list-style-type: none"> • Chief of Technical Services (1) • Staff of Technical Services (2)
Gboguhe Commune	Aug 12	Ziguedia Village	Pilot Inventory Survey (Field exercise)	• ditto

Source: JICA Expert Team

After the pilot inventory survey (field exercise), it was expected that each local government would implement the inventory survey in its own area by its own means. However, it was not so easy for local governments to secure the budget for the inventory survey. As a result, it took time until the inventory survey was conducted by local governments. So, a refresher training course was provided to the team of the inventory survey of each local government who was ready to start the field survey. Based on the inventory survey experience up to that time, the JICA Expert Team improved the KoboCollect questionnaire. In the refresher training course, the improved questionnaire was explained to the participants, who tested the questionnaire using the KoboCollect application. Procedures of the meetings with village and camp representatives were also confirmed among the participants.

b) Training on Advanced Information Technology for GATIN

Considering the lack of local government officers who had sufficient IT knowledge and skills for managing data collected through inventory surveys, GATIN (Technical Support Group for Digital Innovation) in Haut-Sassandra Region was created in May 2021 for the purpose of the following:

- To acquire the skills of data processing composed of: 1) data collection by using KoboCollect, 2) data processing by using Excel, and 3) Locality and Facility Mapping by using QGIS
- To utilize the above-mentioned information skills for the sorting and compilation of the data of inventory survey and technical assessment for the selection of priority projects
- To support officers of communes in Haut-Sassandra Region for their data sorting in project prioritization, since most of local governments lack the personnel who has sufficient competence on PC skills to introduce the above-mentioned information skills

Regarding the third objective, it was found that it would be difficult for GATIN members of Regional Council to officially provide technical support to other local governments under the current institutional system of local governments. Consequently, the Project decided to abandon that objective and the principal objective of GATIN became to pool the information skills for the project prioritization and use them for Regional Council of Haut-Sassandra Region. For other local governments in Haut-Sassandra Region, the Project decided to support them by formulating the training contents of basic Excel skills and provide training on planning using basic skills of Excel.

Two major information skills – KoboCollect and QGIS – were considered to be acquired by GATIN. Regarding KoboCollect, a series of training sessions was conducted by January 2022. Following the training on KoboCollect, a two-day training session on GIS Mapping using QGIS was conducted on March 24 and 25, 2022. Through this training, two members of GATIN from Regional Council and one member from DRH in Daloa learned the skills for creating a simple location map by using QGIS.

c) Training programs on priority project selection

The JICA Expert Team and the Study and Planning Sub-Group trained local government officers in Haut-Sassandra Region on priority project selection using Excel tools.

Table 2.1.18 Implementation of Selection Method Excel Training

Local Government	Date of Project Selection Training	Number of Participants	Trainers
Zoukougbeu Commune	Nov. 9-11, 2022	7	JICA Expert Team
Gboguhé Commune	Sept. 15-16, 2022	7	JICA Expert Team and Study and Planning Sub-Group (DGDDL)
Bédiala Commune	Jan. 25-27, 2023	7	Study and Planning Sub-Group (DGDDL)
Saioua Commune	Nov. 23-25, 2022	5	JICA Expert Team
Daloa Commune	Not yet realized		
Issia Commune	Dec. 12-14, 2022	4	JICA Expert Team
Vavoua Commune	Jan. 11-13, 2023	11	JICA Expert Team
Regional Council	Mar. 29-31, 2023	10	JICA Expert Team

Source: JICA Expert Team

Pilot training was firstly implemented on 15-16 September 2022 at Gboguhe Commune. The JICA Expert Team revised the Excel Training Manual and training methodology after every training. The

training included the basic skill of Excel in cleaning and sorting database, basic calculation formula, and filtering methods to the trainees. The syllabus was planned for all beginning levels of participants, especially those who have less or no experience in using Excel or even no PC skills. The training was conducted for 3 days (revised to become 2-day pilot training in Gboguhe Commune). The trainees could pick up the skills mostly in the second day of training and all of them were able to do the priority project selection at the end of the training. At the end of the training, a test was carried out to assess the participants' level of knowledge of the planning process. The participants were awarded the certificate of participation after the training. The training was completed in all local governments except for Daloa commune, which could not collect appropriate primary school data because schools were off at the time of the inventory survey and as a result, it did not have the dataset required for the training.

d) Training programs on public procurement for school construction projects

Four-day training on the procedure and the method of public procurement for school construction projects was held from March 7 to 10, 2022 at the conference room of the Prefecture of Daloa.

The outline of the four-day training program is shown in the table below.

Table 2.1.19 Outline of Training on Procedure and Method of Public Procurement

Day	Program Outline	Trainers/ Participants
Day 1: March 7	<ul style="list-style-type: none"> • Opening • Training module on public procurement procedures and methods • Question and answer • Evaluation of the training by the participants 	Main Trainers: - DRMP (3), DCEP (3) Trainees: - Directors/Chiefs of Technical and Financial Services of all local governments (16) - Sub-Director of Public Procurement (Regional Council only) (1)
Day 2: March 8	<ul style="list-style-type: none"> • Training module on the preparation of public procurement documents (Tender documents, Request for quotation, etc.) • Working session on the tender documents for pilot projects • Question and answer • Evaluation of the training by the participants 	Main Trainers: - DRMP (3), DCEP (3), JICA Expert Team Trainees: - Directors/Chiefs of Technical and Financial Services of all local governments (16) - Sub-Director of Public Procurement (Regional Council only) (1)
Day 3: March 9	<ul style="list-style-type: none"> • Training module on the preparation of documents to be submitted for tenders by construction companies • Question and answer • Evaluation of the training by the participants 	Main Trainers: - DRMP(3), DCEP(3) Trainees: - Directors/Chiefs of Technical and Financial Services of all local governments (16) - Sub-Director of Public Procurement (Regional Council only) (1) - Local companies (15)
Day 4: March 10	<ul style="list-style-type: none"> • Training module on the norms and standards applied to the design of primary school buildings and furniture • Working session on the technical specifications of the construction works and furniture of the pilot projects • Question and answer • Evaluation of the training by the participants • Conclusion 	Main Trainers: DCEP (3), DRMP (3), JICA Expert Team Trainees: - Directors/Chiefs of Technical Services of all local governments (8) - Locally hired officers of Technical Services of all local governments (8)

Source: JICA Expert Team

Officers of technical and financial services of the local governments and an officer in charge of public procurement of the Regional Council participated in the training. They had some experiences in public procurement such as tenders and quotation completions. However, it was the first time for the participants to systematically learn the different public procurement methods, proper contents of the public procurement documents, and how to conduct public procurement procedures. The trainers from DCEP explained the norms and standards to be applied to each part of the designs of school building and furniture in detail.

The 3rd day of the training was designed for the local construction companies, aiming at improving the capacity of the companies on the tender participation. The representatives of fifteen local companies were invited to participate in the training and learned the preparation of documents for tenders. It was also the first time for them to participate in such training to learn the public procurement methods and procedures systematically.

e) Training programs related to the implementation of school construction projects

Series of trainings on construction supervision

Upon starting the construction works of the school buildings, one-day training was organized on June 17, 2022 at each site of the pilot project in Daloa, Vavoua, Zoukougbeu, and Issia communes.

The objective of the training was to strengthen the capacities of local government officers as well as construction companies on the following procedures and works:

- Preparatory procedures from the signing of contracts to the start of construction works
- Surveys and marking (topographic surveys, installation of a site, and layout of a building), earthworks (excavations and embankments) and foundation works (leveling concrete, footing foundation, rising walls, and horizontal beams).

The training material was prepared by DCEP and reviewed and finalized by the JICA Expert Team. The trainers from DCEP and the JICA Expert Team were divided into four groups for the conduct of the training in each site. The chief and officers of the technical services of the commune, and the manager and technicians of the construction company participated in the training at a concerned project site. In the training, lectures on techniques of the construction works and safety measures were given by the trainers. The participants showed their willingness to learn new things and listened to the lectures intently.

After participating in the training at each site, all participants gathered at the site in Daloa. Following the lectures made at each construction site, the trainers explained the outline of the school building at the site in Daloa where the actual building placement was already done. Panels showing the design drawings were used as visual aids. It was confirmed that the visual aids showing design drawings helped the participants understand the techniques of construction works better.

Following the training in June, the second training on construction supervision was held on July 21 and 22, 2022 at Daloa Prefecture Office, and at the construction site in Daloa Commune (EPP Orly 4) for SG (general secretaries) of Prefecture Office of Haut-Sassandra, technical service chiefs and staff of local governments, managers and technicians of the contractors under the coordination of DGDDL and DCEP representatives. The content of the training comprised the following:

- Bid preparation, bidding process, and bid evaluation

- Documents related to construction supervision and supervision methods
- On-site management and finance
- Points of supervision of various types of construction work

Following the above, the third training on construction supervision for the same target group was held from November 2 to 4 2022, including procurement supervision of educational furniture as part of the content. The training included the following topics:

- Supervision of construction works for school buildings (substructure, superstructure, finishing, and interior work)
- Documents related to payments
- School furniture management tools
- Supervision of school furniture work

The training included lectures and workshops as well as visit to a construction site and furniture manufacturer. It was attended by local government officers, contractors, elected people (municipal/regional councilors), DGDDL and DCEP representatives, and the JICA Expert Team. By bringing different local government officers, contractors, and stakeholders together to participate in the training, they were able to share their knowledge and experiences through active discussions which deepened their understanding each other.

Training on management and maintenance of school facility and furniture

Following the preparation of the maintenance manual by DCEP, DAPS-COGES, and JICA Expert Team and holding of a workshop in Abidjan in February 2023, training of trainers on the maintenance of school facilities was conducted in Daloa and Issia in early March 2023 and in Bouake in late March 2023. Trainers/ facilitators were staff from DCEP, DAPS-COGES, and the JICA Expert Team, and the target audiences were technical and sociocultural service staff from local governments and COGES counselors of DRENA and IEPP. Participants trained in this training conducted maintenance training for U-COGES in Issia, Saioua, Gboguhe, Zoukougbeu, and Bediala from May to July 2023.

Training on conducting community meetings for construction projects

A manual on how to conduct community meetings for facilitating community participation in construction projects was developed by DCEP, DAPS-COGES, and the Working Group of DGDDL. The training of trainers (TOT) on the use of the manual was conducted in Abidjan on June 8 and 9, 2023. Following the TOT, the trainers conducted a two-day training in Daloa in the middle of June, and in Issia and Bouake in the beginning of July 2023. Elected people and officers of local governments and COGES counselors participated in the training. The participants understood the importance of community involvement in the projects, and they realized the contents of the training could be applied not only to the school construction projects but also to various activities of the local governments.

f) Training programs related to technical assessment and project implementation of the rural water supply

In each process of the pilot projects (HV facility) such as well test, selection of target sites, procurement and handling of PMH parts, supervision of superstructure rehabilitation, etc., local government officers in addition to the elected people were trained by the JICA Expert Team through seminars and on-the-job-training (OJT). Table 2.1.20 shows the contents of the training.

Table 2.1.20 Contents of Training of Local Government Officers on Process of Pilot Projects (HV Facility)

Process	Training Contents
All-over process of Technical Assessment and Implementation of PMH Rehabilitation	Kick-off meeting at each local government's office based on the document "The Technical Assessment Implementation Plan".
Public Consultation with Target Localities and Host Villages	Visiting each locality, consultation with village representatives, and formulation of consensus for the project.
Selection of Target Sites	Selection meeting at each step of technical assessment conducted in each local government's office - Pre-visits (camps and host villages), 1st visit (public consultation and interview survey), 2nd visit (PMH diagnosis), and 3rd visit (well test).
Technical Training on PMH Repairing	PMH repairing technical training was held on 3 to 7 October 2022. 17 local government officers participated during the first two days of this training to acquire the technical knowledge and skills on PMH repairing. In this training, 14 area mechanics, 4 technicians of SODECI Daloa, and 4 technicians of DRH Daloa participated, too.
Supervision of Superstructure Rehabilitation	The local government officers learned the supervision of superstructure rehabilitation by visiting the rehabilitation sites.
Handling of PMH Parts	The PMH parts were delivered to the offices of local government and handed to the area mechanics for their repairing PMH. Local government officers learned the handling of PMH parts.
Supervision of PMH Repairing	Local government officers learned the supervision of PMH repairing by the area mechanics by visiting the sites.

Source: JICA Expert Team

g) Training programs on participatory school management through COGES

Preparation for training programs

Part of preparation was reviewing the "Model of Participatory School Management Through COGES with Community", which was developed during Phase 1. The training programs which should have been implemented during Phase 2 are listed below. (Regarding the training programs related to COGES, there were training programs on school maintenance in addition to those listed in the table below.)

Table 2.1.21 Planned Training Programs on Participatory School Management

No	Training Program	Content	Major Target Participants	Remarks
1	COGES Seminar	Explanation of "Participatory School Management" to higher officials	<ul style="list-style-type: none"> ➤ Mayors ➤ President of Regional Council ➤ Prefects ➤ Sub-Prefects ➤ Directors of DRENETFP** ➤ Inspectors (IEPP) ➤ COGES Counselors (DRENETFP and IEPP) ➤ Staff of sociocultural services of local governments 	-
2	Training on guide for COGES counselors*	Training on how to promote "Participatory School Management" and how to facilitate COGES	<ul style="list-style-type: none"> ➤ COGES Counselors (DRENETFP and IEPP) ➤ Staff of sociocultural services of local governments 	-

No	Training Program	Content	Major Target Participants	Remarks
3	TOT on Manual 1	Training of trainers on Manual 1 (Democratic Establishment of COGES)	➤ COGES Counselors (DRENETFP and IEPP) ➤ Staff of sociocultural services of local governments	-
4	Training on Manual 1	Training on Manual 1	➤ School Directors	To be implemented as Activity 3-6
5	TOT on Manual 2	Training of trainers on Manual 2 (Technics of Participatory School Management)	➤ COGES Counselors (DRENETFP and IEPP) ➤ Staff of sociocultural services of local governments	-
6	Training on Manual 2	Training on Manual 2	➤ Members of COGES executive bureaus	To be implemented as Activity 3-6
7	TOT on Manual 3	Training of trainers on Manual 3 (U-COGES)	➤ COGES Counselors (DRENETFP and IEPP) ➤ Staff of sociocultural services of local governments	-
8	Training on Manual 3	Training on Manual 3	➤ Members of COGES executive bureaus	To be implemented as Activity 3-6

Notes *: Guide for COGES counselors (Guide for COGES Counselors on Participatory School Management by COGES) was renamed as "Guide of COGES for Participatory School Management" at the time of revision of manuals and guide.

** : DRENETFP = Regional Directorate of National Education and Technical Education and Vocational Training

Source: JICA Expert Team

Based on the list of training programs, the JICA Expert Team had discussions with DAPS-COGES of MENETFP and DGDDL about the implementation schedule of these training programs in March 2020. They agreed on the overall schedule, particularly the implementation schedule of the first three training programs, which were planned to be conducted around the end of April 2020 in Daloa, and decided to jointly prepare for the training programs.

However, shortly after the discussion, the Government of Cote d'Ivoire declared a state of emergency due to the COVID-19 pandemic. For this reason, the first three training programs were postponed. Moreover, the implementation process of the training programs was reconsidered in order to reduce the risk of the spread of COVID-19. It was planned initially that many participants and trainers from other cities, such as Abidjan and Bouake, would be invited to attend the training programs.

The JICA Expert Team introduced "work from home" and stopped field activities up to the end of May 2020. Through online communication with counterparts in Abidjan, it reviewed and improved the training materials developed in Phase 1 and developed newly required materials during the period of work from home. At this time also, a new process of implementing the training programs was examined. The following were some of the ideas on the new process of training implementation:

- Implement one training program several times at different places (i.e., in each department) in order to reduce the number of participants in a single training program and to reduce the long-distance movements of the participants; and
- Provide online lectures or prerecorded videos to avoid movements of trainers from other cities, especially Abidjan which was the epicenter of the pandemic in the country.

Following these ideas, the JICA Expert Team started in June 2020 the discussions with counterparts in Daloa through face-to-face meetings, and with counterparts in Abidjan by phone and through online communication for the preparation of the first training program.

Seminar on COGES and participatory school management

The seminar on COGES and participatory school management, which was originally planned to be implemented in April 2020, finally started in August 2020. The implementation process was forced to change due to the COVID-19 pandemic and it was decided that the seminar would be implemented by department (four times in total, instead of once in Daloa) in order to reduce the number of participants in one seminar, and speeches and lectures of those who were in Abidjan were prerecorded. Lecturers who were based outside of Daloa would not attend the seminars physically and would join a question-and-answer session via an online meeting tool (Zoom). Since it was a new implementation process, it was decided that the first seminar would be held in Daloa in August 2020, and the remaining three seminars would be held in September 2020 after evaluating the process of the first seminar.

Recording of speeches and lectures was done in July 2020 by the JICA Expert Team and DGDDL, and the first seminar was implemented in August 2020 in Daloa. The table below shows the framework of the COGES seminar, which had been applicable to all four seminars.

Table 2.1.22 Framework of COGES Seminar

Title	Seminar on COGES and Participatory School Management	
Targets	Higher administration officials working for education and school management at regional level	
Objectives	<ul style="list-style-type: none"> ➤ To reinforce the level of knowledge of the participants on COGES and the laws relating to COGES ➤ To explain to the participants about participatory school management through COGES with the community ➤ To inform the participants on their roles in the guidance and support of COGES for participatory school management 	
Duration	One day (9:00-14:00)	
Agenda	Theme/Activity	Presenter/Facilitator
	Welcome remarks	Mayor
	Opening remarks	Prefect
	Speech of the Director of Cabinet of MENETFP	Director of Cabinet, MENETFP (Video)
	Speech of the Director of Cabinet of MATED	Director of Cabinet, MATED (Video)
	Presentation of the current situation of COGES (partial restitution of social survey)	JICA Expert Team
	Presentation of the policy of decentralization in the field of education	DGA, DGDDL, MATED (Video)
	Presentation of the legal framework of COGES	DAPS-COGES, MENETFP (Video)
	Presentation of a video on the model of participatory school management	JICA Expert Team
	Presentation of the model of participatory school management through COGES with the community	DAPS-COGES, MENETFP (Video)
	Discussions/Question and answer	-
	Speech of representatives of JICA Cote d'Ivoire Office	Deputy Resident Representative, JICA Cote d'Ivoire office (Video)
	Closing remarks	Prefect

Source: JICA Expert Team

Regarding the seminar in Daloa, participation rate of target organizations was not bad. But it was observed that many organizations, especially MENETFP deconcentrated offices, did not send the heads of their respective offices. This was because the sending of invitations had been delayed, and the heads were simply busy in preparation for the coming school year (starting September 2020). It would be difficult to change the work activities of the heads, but invitations could have been sent earlier, which was an improvement point for the upcoming seminar.

It was noteworthy that all agenda items proceeded as planned. However, there were some other improvement points to the new implementation process of the training programs. For example, the online meeting tool (Zoom) was not used well during presentations, and participants from outside the region could not see and hear the presentations in the seminar room. Also, the discussions/question-and-answer session was not managed well due to a number of reasons (e. g., poor internet connection; no one in the seminar room was put in charge of responding to the requests of participants from outside the region; and participants from outside the region could not hear well what participants in the seminar room were saying), although the simulation of internet connectivity was done one day before the seminar. In order to improve the situation, it was decided that for succeeding seminars, a long and detailed simulation would be implemented: one person would be assigned in managing Zoom meetings and the internet connection, and speaker phones would be purchased and introduced.

Although the use of the online meeting tool brought new difficulties in terms of seminar management, it should be noted as well that the JICA experts were able to participate in the seminar on time from Japan because of the online meeting tool.

Based on the experience from the seminar in Daloa, the JICA Expert Team and DGDDL prepared for the remaining three seminars and conducted them in September 2020. The table below shows the summary of all the seminars.

Table 2.1.23 Summary of COGES Seminars

Seminar in Daloa	
Date	August 18, 2020
Venue	Daloa Prefecture
Target organizations	<ul style="list-style-type: none"> ➤ MENETFP deconcentrated offices (DRENETFP Daloa, IEPP Labia, IEPP Gadouan, IEPP Tazibouo, IEPP Kennedy, IEPP Gbeuliville, IEPP Dioulabougou, IEPP Daloa Sud) ➤ Local governments (Daloa Commune, Bediala Commune, Gboguhe Commune, Regional Council) ➤ Prefectural corps (Haut-Sassandra Region/ Daloa Prefecture, Bediala Sub-prefecture, Zaibo Sub-prefecture, Daloa Sub-prefecture, Gonate Sub-prefecture, Gboguhe Sub-prefecture)
Number of participants	36
Organizers	DGDDL and JICA Expert Team
Seminar in Vavoua	
Date	September 8, 2020
Venue	Vavoua Commune
Target organizations	<ul style="list-style-type: none"> ➤ MENETFP deconcentrated offices (IEPP Setifla, IEPP Vavoua 1, IEPP Vavoua 2, IEPP Dania) ➤ Local governments (Vavoua Commune) ➤ Prefectural corps (Vavoua Prefecture, Setifla Sub-prefecture, Vavoua Sub-prefecture)
Number of participants	21

Seminar in Issia	
Date	September 10, 2020
Venue	Issia Commune
Target organizations	<ul style="list-style-type: none"> ➤ MENETFP deconcentrated offices (DDENETFP Issia, IEPP Issia 1, IEPP Issia 2, IEPP Saioua, IEPP Nahio, IEPP Iboghue) ➤ Local governments (Issia Commune, Saioua Commune) ➤ Prefectural corps (Issia Prefecture, Issia Sub-prefecture, Saioua Sub-prefecture, Nahio Sub-prefecture, Namane Sub-prefecture, Tapeguia Sub-prefecture)
Number of participants	22
Participants from Bouake	Scientific Committee members (online)
Seminar in Zoukougbeu	
Date	September 15, 2020
Venue	Zoukougbeu Prefecture
Target organizations	<ul style="list-style-type: none"> ➤ MENETFP deconcentrated offices (IEPP Zoukougbeu) ➤ Local governments (Zoukougbeu Commune) ➤ Prefectural corps (Zoukougbeu Prefecture, Zoukougbeu Sub-prefecture, Gregbeu Sub-prefecture, Guessabo Sub-prefecture)
Number of participants	12

Source: JICA Expert Team

Participation of target participants for the remaining three seminars improved compared to Daloa seminar. Owing to the experience in Daloa seminar and the implementation of long and detailed simulations, participation of participants from outside the region and the management of discussion session improved significantly, and even JICA experts could actively participate in the discussions/question-and-answer session from Japan through the online meeting tool. It should be noted that the Scientific Committee members in Gbeke Region participated in the seminar in Issia from Bouake through the online meeting tool and shared their experience during Phase 1.

Training on the Guide of COGES

After the implementation of the seminars in August and September 2020, the activities related to participatory school management by COGES were not held for a long time due to the presidential election and the issuance of the revised decree about COGES right after the election. Finally, the inter-ministerial ordinance for the revised decree about COGES was issued in January 2022 and the activities related to COGES resumed.

After the documents related to participatory school management were reviewed and revised from January to March 2022, preparations for the implementation of two training programs started (training on “Guide of COGES for Participatory School Management” and training of trainers on “Manual 1: Democratic Establishment/Renewal of COGES”). First of all, the JICA Expert Team met with the trainers for these training programs and reviewed the training contents and training plans together. The trainers for these training programs were several staff members of DAPS-COGES who were involved in the revision of the documents and COGES counselors in Gbeke who participated in Phase 1. The meeting was held for two days in March 2022 in Bouake, and staff members of DAPS-COGES participated through video conference. At the meeting, participants not only reviewed the training contents but also simulated some parts of the training programs as practice. By the end of the meeting, they were ready to be trainers.

The training on “Guide of COGES for Participatory School Management” was conducted on the 5th April 2022 in Daloa and on the 6th April 2022 in Issia. Originally, the training was planned to be implemented only once in Daloa. However, since the number of participants was huge and the area of the region was large, it was decided to implement it twice considering efficiency of training implementation: one in Daloa for Daloa, Zoukougbeu, and Vavoua departments; and the other in Issia for Issia department. The training was conducted according to the content of the guide. The table below shows the summary of the implemented training.

Table 2.1.24 Summary of Implemented Trainings on the Guide of COGES

	Training in Daloa	Training in Issia
Date	April 5, 2022	April 6, 2022
Venue	Meeting Room of Daloa Prefecture	Event Room of Issia Commune
Trainers	<ul style="list-style-type: none"> • Staff of DAPS-COGES (2) • COGES Coordinator from DRENA Bouake 2 (1) • COGES Counselor from IEPP Bouake Belleville (1) Total: 4 people	<ul style="list-style-type: none"> • Staff of DAPS-COGES (2) • COGES Coordinator from DRENA Bouake 2 (1) • COGES Counselor from IEPP Bouake Belleville (1) Total: 4 people
Participants	<ul style="list-style-type: none"> • COGES Coordinators from DRENA Daloa (3) • COGES Counselors from different IEPP (24) • Staff of Daloa Commune (1) • Staff of Vavoua Commune (2) • Staff of Bediala Commune (1) Total: 31 people	<ul style="list-style-type: none"> • COGES Coordinator and Regional Counselor from DDENA Issia (2) • COGES Counselors from different IEPP (10) • Staff of Issia Commune (2) • Staff of Saioua Commune (2) Total: 16 people
Observers	<ul style="list-style-type: none"> • SG1 of Daloa Prefecture (1) • Deputy Mayor of Daloa Commune (1) • Director of DRENA Daloa (1) • Deputy Coordinator of PCN-CI2 of DGDDL (1) Total: 4 people	<ul style="list-style-type: none"> • Sub-prefect of Issia Sub-prefecture (1) • Deputy Mayor of Issia Commune (1) • Deputy Coordinator of PCN-CI2 of DGDDL (1) Total: 3 people

Source: JICA Expert Team

Based on the evaluation done at the end of the training, more than 80% of the participants said that it was their first time to take the training on the theme. Furthermore, all of the participants evaluated that it was good training, and 50% of them said that it was “very good” training. However, 15% of the participants evaluated that the training venue was just acceptable; and for the training in Issia, 22% of them said so, although other participants evaluated that the venues were good. It might be better to reconsider about the venue when another training session is conducted in Issia.

Training of Trainers on Manual 1

The training of trainers on “Manual 1: Democratic Establishment/Renewal of COGES” was implemented twice as well: one in Daloa and the other in Issia in April 2022. The training was conducted based on the contents of Manual 1, whose major contents were conceptual framework of COGES and process of democratic establishment of COGES. The summary of the training is shown in the table below.

Table 2.1.25 Summary of Implemented Trainings of Trainers on Manual 1

	Training in Daloa	Training in Issia
Date	April 12, 2022	April 13, 2022
Venue	Meeting Room of Daloa Prefecture	Event Room of Issia Commune
Trainers	<ul style="list-style-type: none"> • Staff of DAPS-COGES (3) • COGES Coordinator from DRENA Bouake 1 (1) • COGES Coordinator from DRENA Bouake 2 (1) Total: 5 people	<ul style="list-style-type: none"> • Staff of DAPS-COGES (3) • COGES Coordinator from DRENA Bouake 1 (1) • COGES Coordinator from DRENA Bouake 2 (1) Total: 5 people

	Training in Daloa	Training in Issia
Participants	<ul style="list-style-type: none"> • COGES Coordinators from DRENA Daloa (3) • COGES Counselors from different IEPP (24) • Staff of Daloa Commune (1) • Staff of Vavoua Commune (2) • Staff of Bediala Commune (1) Total: 31 people	<ul style="list-style-type: none"> • COGES Coordinator and Regional Counselor from DRENA Issia (2) • COGES Counselors from different IEPP (10) • Staff of Issia Commune (2) • Staff of Saioua Commune (2) Total: 16 people
Observers	<ul style="list-style-type: none"> • SG1 of Daloa Prefecture (1) • Sub-prefect of Daloa Sub-prefecture (1) • Deputy Coordinator of PCN-CI2 of DGDDL (1) Total: 3 people	<ul style="list-style-type: none"> • Sub-prefect of Issia Sub-prefecture (1) • Deputy Mayor of Issia Commune (1) • Deputy Coordinator of PCN-CI2 of DGDDL (1) Total: 3 people

Source: JICA Expert Team

Based on the training evaluation, 48% of the participants thought that the training was “very good” and the rest of them thought it was “good”. As for various aspects (timing, duration, trainers, contents, etc.) of the training, most of the participants evaluated it as “very good” or “good” as well. Therefore, it can be said that the training was successfully implemented.

Training of Trainers on Manual 2

Before the implementation of the training of trainers (TOT) on Manual 2 (Participatory School Management), trainers for TOT on Manual 2 and Manual 3 were trained. The candidate trainers gathered in Bouake for three days in September 2022 and practiced how to teach these manuals. The candidate trainers were COGES counselors stationed in Gbeke Region and trained by the Project during Phase 1. Some members of community participation Sub-Group also participated in the practice sessions to understand the contents of Manuals 2 and 3.

TOT for Manual 2 was conducted in Daloa for officers in Daloa, Vavoua, and Zoukougbeu departments and Issia for officers in Issia department in October 2022. The summary of the training is shown in the table below.

Table 2.1.26 Summary of Implemented Trainings of Trainers on Manual 2

	Training in Daloa	Training in Issia
Date	October 18 and 19, 2022	October 20 and 21, 2022
Venue	Meeting Room of Regional Council	Event Room of Issia Commune
Trainers	<ul style="list-style-type: none"> • Staff of DAPS-COGES (2) • COGES Counselors from Gbeke (2) Total: 4 people	<ul style="list-style-type: none"> • Staff of DAPS-COGES (2) • COGES Counselors from Gbeke (2) Total: 4 people
Participants	<ul style="list-style-type: none"> • COGES Coordinators from DRENA Daloa (3) • COGES Counselors from different IEPP (28) • Staff of Regional Council • Staff of Daloa Commune (1) • Staff of Vavoua Commune (2) • Staff of Bediala Commune (1) • Staff of Zoukougbeu Commune • Staff of Gboghue Commune Total: 43 people	<ul style="list-style-type: none"> • COGES Coordinator and Regional Counselor from DRENA Issia (2) • COGES Counselors from different IEPP (10) • Staff of Issia Commune (2) • Staff of Saioua Commune (2) Total: 17 people
Observers	<ul style="list-style-type: none"> • National Directorate of PCN-CI2 of DGDDL • Community Participation Sub-Group • DAPS-COGES/MENA • Daloa Prefecture • DRENA Daloa 	<ul style="list-style-type: none"> • National Directorate of PCN-CI2 of DGDDL • DAPS-COGES/MENA • Issia Prefecture • DRENA Issia

Source: JICA Expert Team

The trainings were conducted based on the contents of Manual 2, which included the following:

- Administrative management
- Concept of PACC (COGES Community Action Plan)
- Steps of PACC development
- Resource mobilization
- Financial and material management
- Control
- Monitoring system of COGES

The training evaluation showed that most of the participants rated the training as “very good” and “good” for timing, training materials, and trainers and they said they could teach what they learned to others. However, 46% of the participants said that the training was too long. Maybe, participants from outside the training venues had difficulties in participating in the training for two consecutive days. This point should be taken into account when planning other trainings.

Training of Trainers on Manual 3

In October 2022, TOT for Manual 3 (Establishment and Function of U-COGES) was also conducted. It was conducted in two places, Daloa and Issia, as the other trainings. The training was about Manual 3 and the major contents were 1) Concept of U-COGES, 2) Process of establishment of U-COGES, and 3) Function of U-COGES. The table below summarizes the TOT.

Table 2.1.27 Summary of Implemented Trainings of Trainers on Manual 3

	Training in Daloa	Training in Issia
Date	October 25, 2022	October 26, 2022
Venue	Meeting Room of Regional Council	Event Room of Issia Commune
Trainers	<ul style="list-style-type: none"> • Staff of DAPS-COGES (2) • COGES Counselors from Gbeke (2) Total: 4 people	<ul style="list-style-type: none"> • Staff of DAPS-COGES (2) • COGES Counselors from Gbeke (2) Total: 4 people
Participants	<ul style="list-style-type: none"> • COGES Coordinators from DRENA Daloa (3) • COGES Counselors from different IEPP (28) • Staff of Regional Council • Staff of Daloa Commune (1) • Staff of Vavoua Commune (2) • Staff of Bediala Commune (1) • Staff of Zoukougbeu Commune • Staff of Gboghue Commune Total: 43 people	<ul style="list-style-type: none"> • COGES Coordinator and Regional Counselor from DRENA Issia (2) • COGES Counselors from different IEPP (10) • Staff of Issia Commune (2) • Staff of Saïoua Commune (2) Total: 17 people
Observers	<ul style="list-style-type: none"> • National Directorate of PCN-CI2 of DGDDL • Community Participation Sub-Group • DAPS-COGES/MENA • Daloa Prefecture • DRENA Daloa 	<ul style="list-style-type: none"> • National Directorate of PCN-CI2 of DGDDL • DAPS-COGES/MENA • Issia Prefecture • DRENA Issia

Source: JICA Expert Team

The evaluation of the training was generally very good and the participants were satisfied with the training in terms of timing, duration, venue, training materials, and trainers. Indeed, many participants had experience of establishing U-COGES before the training, but at that time, they did not have sufficient information and knowledge about U-COGES. Therefore, they said that they could establish U-COGES in a proper manner since they finally received the training about U-COGES.

h) Training programs on sustainable management of PMH

Training on the Theoretical Training Manual for Managing CGPE

As a preparation for training on sustainable management of PMH, the training of trainers (TOT) for “Theoretical Training Manual of Local Government Officers for Managing CGPE” was conducted for two days in June 2023 in Daloa. Members of community participation Sub-Group, staff members of ONEP, and members of Scientific Committee of Gbeke (10 people in total) were trained as trainers by the JICA Expert Team.

Right after the TOT, the training on “Theoretical Training Manual of Local Government Officers for Managing CGPE” was conducted on the 15th and 16th June of 2023 at Daloa Prefecture Office. The targets of the training were staff members of sociocultural services and technical services of local governments in Haut-Sassandra, and staff members of DRH (Regional Direction of Hydraulics) in Daloa. There were 32 participants, including trainers and observers, who attended the training. The trainers were the members who participated in the TOT. The training was conducted based on the manual, which includes the following contents:

- Problems of rural hydraulics
- Strategies of sustainable management of PMH
- Processes of establishment, revitalization, and accompanying CGPE
- Social communication with community people and CGPE
- Participatory approach, community mobilization, and facilitation technique
- Necessities of by-laws and internal regulations for CGPE

At the end of the training, a simple exam about the content was conducted. Based on the results of the exam, many participants understood well the content. However, some participants could not participate in the training fully and did not learn about the sections taken when they were not present. Among the contents, “problems of rural hydraulics” and “processes of establishment, revitalization, and accompanying CGPE” would be more difficult than other sections.

Training on the Practical Training Manual for Managing CGPE

The training on “Practical Training Manual of Local Government Officers for Managing CGPE” was implemented about one month after the training on the theoretical training manual for managing CGPE. Like the training on the theoretical training manual, the training of trainers (TOT) was conducted at first for two days in July 2023 at Daloa Prefecture Office. The participants were members of community participation Sub-Group (4 people), staff members of ONEP (2 people), and members of Scientific Committee of Gbeke (4 people) and they were trained by national consultants of the JICA Expert Team.

After the TOT, the training on the practical training manual was conducted for two days in July 2023 at Daloa Prefecture Office for Day 1 and at the Office of Regional Council of Haut-Sassandra for Day 2. The target participants were staff members of sociocultural services and technical services of local governments in Haut-Sassandra, and staff members of DRH in Daloa. A total of 13 people participated. The trainers of this training were the people of community participation Sub-Group, ONEP, and Scientific Committee of Gbeke who were trained at the TOT. The training content was about the practical training manual composed as described below.

- Mobilization, transparent management, and security of financial resources
- Function and management of an association

- Techniques of writing meeting records and usage of management tools
- Promotion of hygiene
- Sensitization on water-borne diseases

Since the training was about the practical activities at villages, several simulations were included so that the participants could practice what to do when they went to villages. When local government officers conducted a training to CGPE members, they would utilize “Practical Guide for CGPE” and a picture book on hygiene and water-borne diseases. Therefore, these documents were distributed to the participants as well.

At the end of the training, the participants took a simple test about the content of the training. Among the items covered by the training, the participants understood “promotion of hygiene” very well, whereas they did not understand well “sensitization on water-borne diseases” compared to other items.

2) Development of database in Haut-Sassandra Region

The inventory survey was conducted at every village existing in a commune by gathering representatives of the village and camps belonging to the village. A local government explained the objectives of the inventory survey to village representatives in advance and requested them to organize a village meeting convening the village and camp representatives on the survey day. The process of the survey in a village meeting consists of the following three steps, namely: i) questionnaire survey, ii) participatory mapping, and iii) confirmation of needs of public facilities. The steps are described below.

Questionnaire survey

At the start of the village meeting, local government officers explained to the participants the objectives of the inventory survey and, together with the participants, prepare a list of localities, including the village and all attached camps to the village.

Thereafter, the inventory survey was conducted by asking questions to the representative of the village and to each camp accordingly based on the questionnaire programmed in the survey application (KoboCollect). Local government officers enter the answers on the KoboCollect application installed on a smartphone. Information is collected in the following order:

- Basic information on the localities: Information on the representatives (respondents), population, existing primary school facility and rural water supply facilities (PMH), distance to the village from the camp (question for camps).
- Detailed information on primary school facilities in the village and camps: school name, number of students, number of classrooms, type/condition of school buildings, name of the surrounding localities from which the children attending schools come from.
- Detailed information on rural water supply facilities in the village and camps: number of PMH, operating status, availability of usage fee collection.

Participatory mapping

After asking questions about all the localities, participants illustrated on a large-sized paper the locations of the village and all attached camps. The distances from the camps to the village were also confirmed on the map.

Thereafter, the locations of existing primary schools and rural water supply facilities were determined on the map. The school coverage showing the surrounding localities from which children attending

schools came from were also determined on the map.

The locations of the villages and camps were identified on Google Earth based on the information obtained in the participatory mapping and imported to GIS after the survey.



Source: JICA Expert Team

Figure 2.1.10 Village Meeting and Participatory Mapping

Confirmation of needs for public facilities

After preparing the map, the needs for construction and rehabilitation of facilities were confirmed on the map according to the following criteria:

Rural Water Supply Facilities

- Needs for construction of new PMH: Localities with a population of 200 or above were considered to have a need for a new PMH. In addition, it was considered that one PMH had a capacity covering 500 people, and if the number of PMH was not enough for the population size, a new installation would be needed.
- Needs for rehabilitation of existing PMH: If the PMH was operating but the situation was severe or that the PMH was out of order, repair would be needed.

Primary School

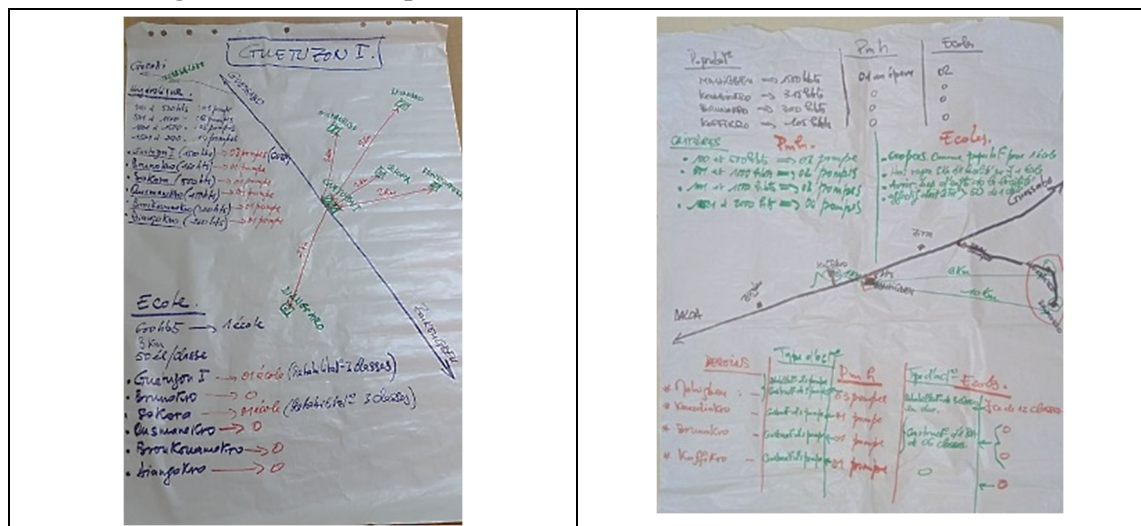
- Need for the construction of new classrooms: Localities that were out of catchment areas of existing primary schools, or localities from which the distances to the existing schools were more than 3 km away, were determined. In this case, it was considered necessary to establish a new primary school for these localities. Thus, representatives of localities discussed on which locality the new primary school should be established. Once the location of the new school had been decided, the localities as catchment areas were listed.
- Need for the rehabilitation of classroom buildings: The condition of heavily damaged classroom buildings was confirmed, and the need for major rehabilitation was determined based on the existing situation. The need for minor rehabilitation of classroom buildings was not determined in the survey, in consideration of the limitation of the survey methodology in collecting information (i.e., no visit to all school facility sites, but information was based on responses of representatives from localities).
- Need for extension of classrooms: It is considered that the maximum number of students per classroom is 50. If the student number per classroom exceeds this number, extension of classrooms is required.

The result of the discussion about needs was entered in the KoboCollect application and presented on the map as well.

Since these needs were calculated by the KoboCollect application, local government officers could confirm the needs based on the collected data after the survey. Discussions on the needs were conducted during village meetings not only to obtain information, but also to confirm these needs together with the participants.

Source: JICA Expert Team

Figure 2.1.11 Example of Questionnaire Constructed on KoboCollect



Source: JICA Expert Team

Figure 2.1.12 Example of Results of Needs Identification on Maps

Before or after conducting the questionnaire survey, local government officers visited the facilities which were situated or close to the survey venue.

After the collection of the required data of all localities by KoboCollect, the database for each local government was generated on the KoboToolbox server in the Excel format. An example of the database is shown in the figure below.

A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	B1	B2	C1	C2	C3	D1	D2	D3	E1	E2
Date	Nom de l'enquêteur	Contact de l'enquêteur	Département	Sous-préfecture	Zone communale ou zone	Codé de la localité	Nom de la localité	Type de localité	Nombre de campements rattachés au	Longitude	Latitude	Nom du représentant de la localité	Position dans la localité	Contact de l'enquêteur	Taille de la population	Distance du campement par rapport au village	Le campement est-il dans l'aire ?	E1 Y a-t-il l'électricité (CE) dans ?	E2 Y a-t-il l'hydraulique urbaine ?
3-1-2023	TOUALLY RAOUIL	05 54 44 15 58	Daloa	Zaibo	NON COMMUNALIZBIV0101	GAMINA	VILLAGE	6		-4.637345	6.968431	LIEUR DODON Chef du Village	07 00 82 71 96 2000				Non	Oui	Non
3-1-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0101	GAMINA	KOFFER CAMPMENT					KOUADIO BROU	PRESIDENT	07 79 17 48 54 156	17		Non	Non	Non
3-1-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0102	KONAN	KOUNEKEI CAMPMENT							700	14		Non	Non	Non
3-1-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0103	KOFRANKRO	CAMPMENT							700	16		Non	Non	Non
3-1-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0104	GRABRO	KONKANK CAMPMENT					GOVORE NIKANE		07 47 46 40 6 400	19		Non	Non	Non
2-28-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV02	BOBONESSOKO	VILLAGE	2		-4.636807	6.967044	SERI DIOTTO	Chf du Village	07 04 36 14 40 10000			Oui	Non	Non
2-28-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0101	ASSIE	KOUASSINE CAMPMENT					KOUASSI NGU	PRESIDENT	07 09 81 53 96 1500	14		Non	Non	Non
2-28-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0102	SOKOOURA	CAMPMENT					ADAMA DIARI	CHEF DE CAU	07 51 07 21 200	5		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV01	ZAIBO	VILLAGE	11		-6.664565	6.964263	LOKPAI DIOTOT	Chf du Village	07 07 09 39 61 100			Oui	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0101	YACOURA	CARRIE CAMPMENT					TRAORE METOGBA		07 58 47 10 14 500	10		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0102	KOTE	NDREKRO CAMPMENT					KOUAME AFFI	PRESIDENTE	07 08 90 83 72 300	7		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0103	BERTEDOUOU	CAMPMENT					SALIA KONE	PORTE PAROL	07 49 91 91 16 400	12		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0104	KOUAKOU	DANKER CAMPMENT					KOUAKOU KA	PRESIDENT	07 87 51 36 82 250	11		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0105	SIRIKIRO	CAMPMENT					AKPAISSOU	VA PORTE PAROL	07 08 39 37 73 500	18		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0106	REBENKIRO	CAMPMENT					KOUAKOU LAI	PORTE PAROL	07 48 88 67 92 150	18		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0107	NOBANOU	CAOIRO CAMPMENT					NOUESSAN	YA SECRETAIRE	07 48 47 18 46 450	20		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0108	ATTIGOUAKRO	CAMPMENT					NDRI NGUESS	BOUCHEF	07 48 23 02 96 250	19-3		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0109	ROYAKRO	CAMPMENT					KOUAME GERO	NOTABLE	07 48 34 97 96 150	18		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0110	KOFFI	YAKRO CAMPMENT					KOUAME NYDA	PORTE PAROL	07 09 89 71 74 200	20		Non	Non	Non
2-27-2023	TOUALLY RAOUIL	07 59 48 92 22	Daloa	Zaibo	NON COMMUNALIZBIV0111	KOUADIO	DIE CAMPMENT						Chf du Village	07 54 44 73 82 205	13		Non	Non	Non
2-5-5-2023	KOUAKOU KOU	07 58 82 08 47	Zindougou		NON COMMUNALIZBIV011	DIEDROBI	VILLAGE	2				YAO KOUAME	Chf du village	07 49 73 14 46 005			Non	Non	Oui
2-5-5-2023	GNATO HYACINT	01 54 29 21 19	Zindougou	Greghou	NON COMMUNALIZBIV012	DAIBRO	CHIEU 2 VILLAGE					GRIOZE KIPPE	BOUCHEF	07 48 43 35 26 000			Non	Oui	Non

Source: JICA Expert Team

Figure 2.1.13 Example of Database Developed from Inventory Survey (Regional Council of Haut-Sassandra)

3) Formulation of sector development plans utilizing the database for Haut-Sassandra Region

In Haut-Sassandra Region, all local governments finished the inventory surveys by the end of the Project, except for the Regional Council. Due to the delay of the commencement of the inventory survey, the large area and the suspension during the local election in September 2023, the Regional Council was not able to finish its inventory survey. However, it planned to continue the survey even after the completion of the Project.

The sectors targeted by these surveys were essentially rural water supply and primary education sectors. Only the Regional Council included the health sector in its surveys in addition to these two sectors. Among the local governments that completed the surveys and received training, Bediala Commune, Gboguhe Commune, and Saioua Commune had completed also the development of their 2024-2026 three-year programs. Among these three local governments, Gboguhe Commune and Saioua Commune integrated certain projects identified by the PCN-CI method in their 2024-2026 three-year programs. On the other hand, the projects integrated in the 2024-2026 three-year program of Bediala Commune were proposed by the municipal council.

Besides, among all the local governments which went through the training program, Issia Commune, Saioua Commune, and Vavoua Commune prepared the report based on the database that they developed. Excel software was used for data processing. Once the database was developed, the selection of priority projects was made using formulas and software functions based on the prioritization criteria.

4) Selection of pilot projects in Haut-Sassandra Region

a) Primary school facility

Plan for the pilot projects

It was planned to select one site in each of four departments in Haut-Sassandra Region. Divided into four groups, the local governments participate in one of the pilot project sites to learn the process of project implementation. The groupings of the local governments are shown in the table below.

In consideration of the technical and financial capacity of local governments, reinforced concrete beam-type school building was applied for Group 1, in which Daloa Commune was included, while the wooden frame-type school buildings were applied for the other three groups.

Table 2.1.28 Local Government Groups Designated to Pilot Project Sites

Site No.	Department	Group of Local Governments to Be Allocated to Each Pilot Project Site	Location of Pilot Project Sites	Type of School Building Structure
1	Daloa	Daloa Commune Bediala Commune (Regional Council) *Other communes can also participate	In Daloa town	Reinforced concrete beam
2	Vavoua	Vavoua Commune Bediala Commune (Regional Council)	In a town or in a village/camp near the arterial road	Wooden frame
3	Issia	Issia Commune Saioua Commune (Regional Council)	In a town or in a village/camp near the arterial road	Wooden frame
4	Zoukougbeu	Zoukougbeu Commune Gboguhe Commune	In a town or in a village/camp near the arterial road	Wooden frame

Source: JICA Expert Team

Selection of pilot project sites

The JICA Expert Team prepared the process of pilot project selection and criteria to be applied for each step in the selection process. The process consists of the following four steps: 1) document screening; 2) first site visits by local governments and the JICA Expert Team; 3) rating; and 4) second site visits by local governments, prefectural corps, other counterparts, and the JICA Expert Team.

The JICA Expert Team distributed a form to all local governments in the beginning of February 2020 and requested them to provide information on the candidate sites which satisfied the list of selection criteria below.

- Necessity of classroom extension;
- Location is easily accessible to neighboring local governments (in town or near an arterial road);
- Availability of land for school building construction;
- Good collaborative relationship between the School Director, COGES Executive Bureau, and the community; and
- No overlap with other projects.

By the end of March 2020, the local governments proposed 56 candidate sites for the school construction. The JICA Expert Team selected 42 sites out of 56 proposed sites in consideration of the

accessibility from Daloa. Thereafter, the selection process was suspended in April 2020 due to the COVID-19 pandemic which lasted for about a year.

In April 2021, the JICA Expert Team resumed the selection process of the pilot project sites and picked 34 sites for the next selection step which was the field survey. The selection result is shown in the table below. Accessibility from Daloa was considered in this selection step, since it is a very important factor for the JICA Expert Team to supervise the construction works properly as well as provide training to the local governments efficiently. As a result, five local governments were selected for the field survey, namely: Daloa, Vavoua, Issia, and Zoukougbeu Communes and Regional Council.

Table 2.1.29 Selection of Sites for the Field Surveys

Site No.	Local Governments	Number of Candidate Sites	Number of Sites Selected for Field Surveys	Travel Time from Daloa
Group 1	Daloa	13	13	Within 1 hour
Group 2	Vavoua	5	5	Within 1.5 hours
	Bediala	5	-	
	Regional Council	6	-	
Group 3	Issia	8	8	Within 1 hour
	Saïoua	5	-	
	Regional Council	1	1	
Group 4	Zoukougbeu	8	7	Within 1.5 hours
	Gboguhe	5	-	
	Total	56	34	

Source: JICA Expert Team

After the field survey at the 34 sites, two sites were selected in each department from these candidate sites, based on the selection criteria shown in the table below. Finally, one site was selected in each department when the JICA Expert Team visited the candidate sites in October 2021 to confirm their conditions including accessibility.

Table 2.1.30 Selection Criteria Considered in the Field Survey

Selection Criteria
Situation of shortage of the number of classrooms and the overcrowding situation
Rigid existing classroom / nonrigid existing classroom
Accessibility from Daloa
Existence of multiple shift system
Right to use the site
Presence or absence of inclination on the site
Securing construction water
Presence or absence of another construction plan
Required number of classrooms (standard number of students: 50 / classroom)

Source: JICA Expert Team

The list of the final selected sites is shown in the table below.

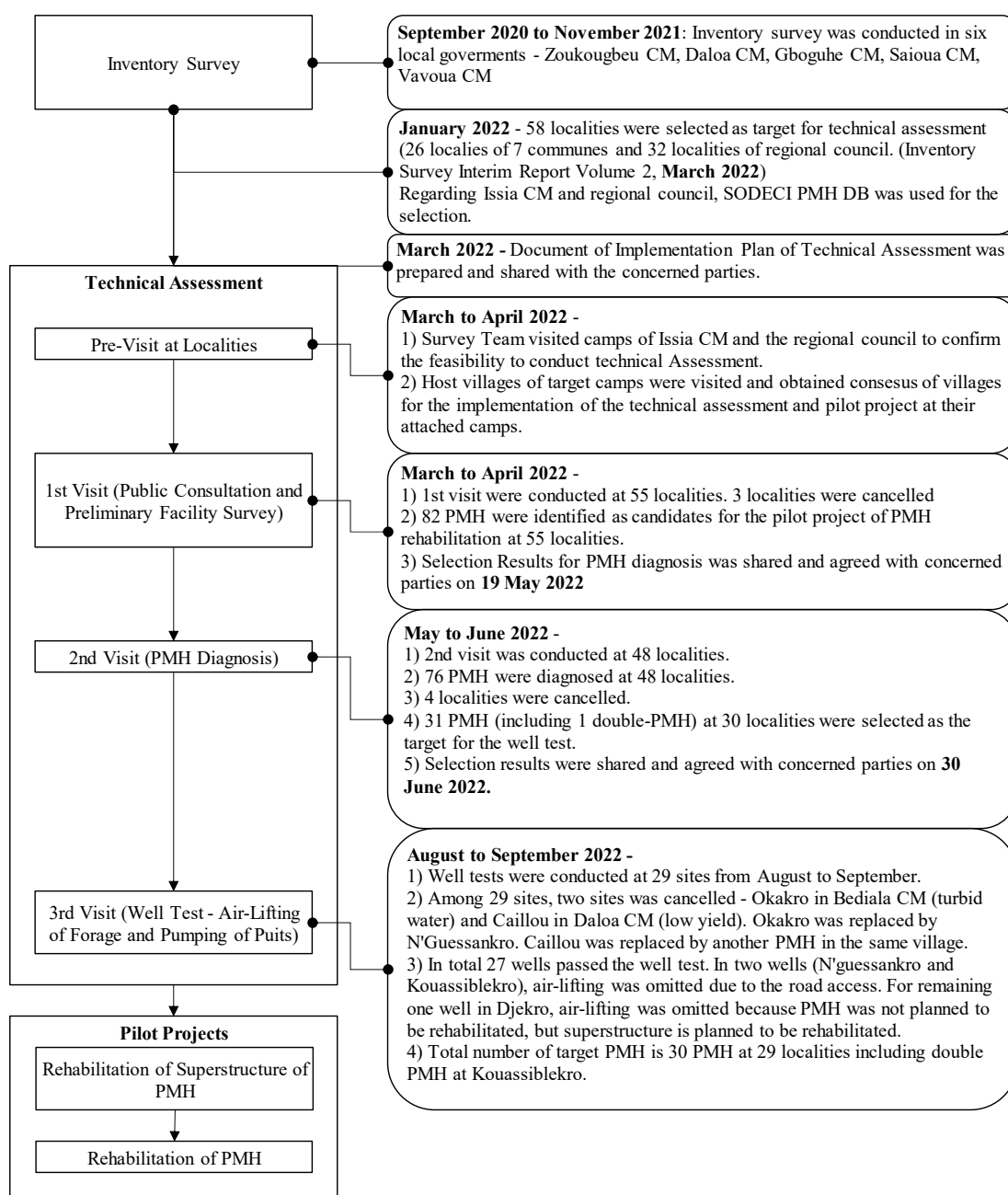
Table 2.1.31 Selected Pilot Project Sites

Department	Selected sites	Local Government
DALOA	EPP ORLY 4	Daloa
VAVOUA	EPP OUSSOUKRO	Vavoua
ISSIA	EPP BAD ZONE3	Issia
ZOUKOUBEU	EPP ZAKOGBEU CARREFOUR	Zoukougbeu

Source: JICA Expert Team

b) HV facility

The process of the selection of pilot project sites is shown in the figure below. The conducted activities at each stage are described step by step.



Source: JICA Expert Team

Figure 2.1.14 Selection Process of Pilot Projects (HV Facility)

Site Selection for Technical Assessment

The inventory surveys of communes of Zoukougbeu, Gboguhe, Bediala, Saioua, Vavoua, and Daloa (6 communes except for Issia Commune) were completed by November 2021. Accordingly, the results of the surveys were organized and analyzed, and the target sites for the technical assessment of the pilot projects (HV facility) which would be PMH rehabilitation were provisionally selected by using both the inventory survey results and PMH data of SODECI PMH Database. In parallel, the JICA Expert Team conducted the data processing of SODECI PMH Database for the provisional selection of technical assessment sites for Issia Commune and the Regional Council, where inventory surveys had not been started yet. The interim results and above-mentioned methodology of the selection were shared in the workshop held on 5 November 2021 in Daloa and in the JCC meeting on 11 November 2021.

After the JCC meeting, the JICA Expert Team had a series of discussions with DRH, SODECI, and local governments in Haut-Sassandra Region to share the details of the selection and to discuss the coming implementation schedule of the PMH rehabilitation pilot projects. As a result, it was agreed that the technical assessment was to start in February 2022 after the finalization of target sites with DRH, SODECI, and local governments. Table 2.1.32 compiles the number of localities provisionally selected for the technical assessment of PMH rehabilitation pilot projects. Based on the results of the technical assessment, 58 localities were to be screened into approximately 30 target sites for the pilot projects.

Table 2.1.32 Number of Target Sites for Technical Assessment by Locality Type

Planning Unit	Camp	Village	Total
01 Bediala_Commune	3	1	4
02 Daloa_Commune	1	1	2
03 Gboguhe_Commune	2	2	4
04 Issia_Commune	2	2	4
05 Saioua_Commune	2	2	4
06 Vavoua_Commune	2	2	4
07 Zoukougbeu_Commune	2	2	4
Sub-Total - 7 communes	14	12	26
08 Daloa_Department	4	4	8
09 Issia_Department	4	4	8
10 Vavoua_Department	4	4	8
11 Zoukougbeu_Department	4	4	8
Sub-Total - Regional Council	16	16	32
Grand Total	30	28	58

Source: JICA Expert Team

Selection of Target Localities

The 1st visit for the technical assessment was for the public consultation and interview survey conducted from March to April 2022. As a result, 55 localities with 82 PMH were selected as the targets for the 2nd visit for the technical assessment. Table 2.1.33 shows the results of the selection of 30 target localities after the 2nd visit (PMH diagnosis). Total number of PMH was 31 in 30 localities. In a locality in Zoukougbeu Commune, there was a double-PMH type well, which contains two PMH in the well.

Table 2.1.33 Selection Results of 30 Target Localities for Well Test

Planning Unit (up)	Borehole		Well	Total	Remarks
	Camp	Village	Village		
01 Bediala Commune	2			2	
02 Daloa Commune	1	0	1	2	
03 Gboguhe Commune	1	1		2	
04 Issia Commune	1	1		2	
05 Saioua Commune	1	1		2	
06 Vavoua Commune	1	1		2	
07 Zoukougbeu Commune	0	1	1	2	
Sub-Total - 7 CM	7	5	2	14	
08 Daloa Department	2	2	0	4	
09 Issia Department	2	2	0	4	
10 Vavoua Department	2	2		4	
11 Zoukougbeu Department	2	1	2	5	Contains a double-PMH
Sub-Total - Regional Council	8	7	2	17	
Total	15	12	4	31	31 PMH in 30 localities

Source: JICA Expert Team

Well Tests at Selected Localities

A total of 31 PMH in 30 localities were provisionally selected as the target sites for PMH rehabilitation pilot projects by the end of June 2022. The objective of the 3rd visit was to evaluate the yield and water quality of target wells by well test (air-lifting or pumping). This well test was conducted by a company called SEPHY contracted by the JICA Expert Team.

There were 29 PMH tested, among which 2 were cancelled in the list due to the turbid water (Okakro) and low yield (Caillou). Okakro was replaced by N'Guessankro and PMH of Caillou was replaced by another PMH in the same village. The test results of 27 PMH in 27 localities were positive. Regarding the remaining 3 localities, the tests were cancelled at N'guessankro and Kouassiblekro due to bad road condition. The test at Djekro was also canceled because the PMH was not planned to be rehabilitated for it was in quite a good condition. Table 2.1.34 shows the results of the well test by PMH and Figure 2.1.15 shows the location map of 30 target localities for the PMH rehabilitation pilot projects.

Table 2.1.34 Results of Well Test by PMH

No.	PMH_no	Planning unit	Type_of locality	Name_of locality	NBR_population PMH	Type_ouvrage	Modele_PMH	Type_rehab_PMH	Results of Well Test
1	p_002	01Bediala_CM	Campement	N'guessankro	300	forage	VER HPV100	Réparation	Selected
2	p_003	01Bediala_CM	Campement	Djekro	321	forage	INDIA MARK 2	Pas de réhabilitation	Selected
3	p_004	01Bediala_CM	Campement	Okakro	300	forage	VER HPV60	Réparation	Cancelled
4	p_006	02Daloa_CM	Campement	Goiville	600	forage	VER HPV30	Remplacement	Selected
5	p_007	02Daloa_CM	Village	Caillou	600	puits	ABI MN 2	Remplacement	Cancelled
6	p_008	02Daloa_CM	Village	Caillou	100	forage	VER HPV60	Pas de réhabilitation	Selected
7	p_009	03Gboguhe_CM	Campement	Konankouamekro	350	forage	VER HPV60/2000	Réparation	Selected
8	p_010	03Gboguhe_CM	Village	LIGUEGUHE	4270	forage	VER HPV60/2000	Réparation	Selected
9	p_013	04Issia_CM	Campement	Moudoukro	600	forage	VER HPV60/2000	Réparation	Selected
10	p_015	04Issia_CM	Village	Koukolaguha	300	forage	VER HPV100	Réparation	Selected
11	p_019	05Saïoua_CM	Campement	Commandant N'guessankro	1500	forage	VER HPV60	Réparation	Selected
12	p_020	05Saïoua_CM	Village	Korebouo	200	forage	VER HPV60	Réparation	Selected
13	p_026	06Vavoua_CM	Campement	Zouzoukro 1	1500	forage	ABI MN 1	Remplacement	Selected
14	p_030	06Vavoua_CM	Village	Dyla	500	forage	ASM	Remplacement	Selected
15	p_034	07Zoukougbeu_CM	Village	Mahigbeu	741	puits	VER 4C	Remplacement	Selected
16	p_035	07Zoukougbeu_CM	Village	Zahirougbeu	400	forage	VER HPV60	Réparation	Selected
17	p_037	08Daloa_CR	Campement	Yacouba carrefour	400	forage	VER HPV60	Réparation	Selected
18	p_041	08Daloa_CR	Campement	Ramatoulaye	1000	forage	ASM	Remplacement	Selected
19	p_045	08Daloa_CR	Village	Bobonissoko	400	forage	VER HPV60	Réparation	Selected
20	p_049	08Daloa_CR	Village	Bekiprea	300	forage	VER HPV60	Réparation	Selected
21	p_052	09Issia_CR	Campement	Dahira 2	500	forage	VER HPV100	Réparation	Selected
22	p_055	09Issia_CR	Campement	Boli	600	forage	VER HPV60	Réparation	Selected
23	p_057	09Issia_CR	Village	Bogbam	2000	forage	VER HPV100	Réparation	Selected
24	p_061	09Issia_CR	Village	Zega	3500	forage	VER HPV60	Réparation	Selected
25	p_068	10Vavoua_CR	Campement	Vaou 2	2200	forage	VER HPV60/2000	Réparation	Selected
26	p_072	10Vavoua_CR	Campement	Dema 3	4000	forage	INDIA MARK 2	Réparation	Selected
27	p_074	10Vavoua_CR	Village	Mignore	20000	forage	VER HPV60	Réparation	Selected
28	p_076	10Vavoua_CR	Village	Gbeuhigby 1	1000	forage	ABI MN 2	Remplacement	Selected
29	p_085	11Zoukougbeu_CR	Campement	KOUASSIBLEKRO	400	forage	VER HPV30	Remplacement	Selected
30	p_086	11Zoukougbeu_CR	Campement	KOUASSIBLEKRO	400	forage	VER HPV30	Remplacement	Selected
31	p_088	11Zoukougbeu_CR	Village	Gorodi	350	puits	VER HPV60	Réparation	Selected
32	p_089	11Zoukougbeu_CR	Village	Dedegbeu	500	forage	VER HPV60	Réparation	Selected
33	p_091	11Zoukougbeu_CR	Village	Detroya	200	puits	ABI MN 2	Remplacement	Selected

Source: JICA Expert Team

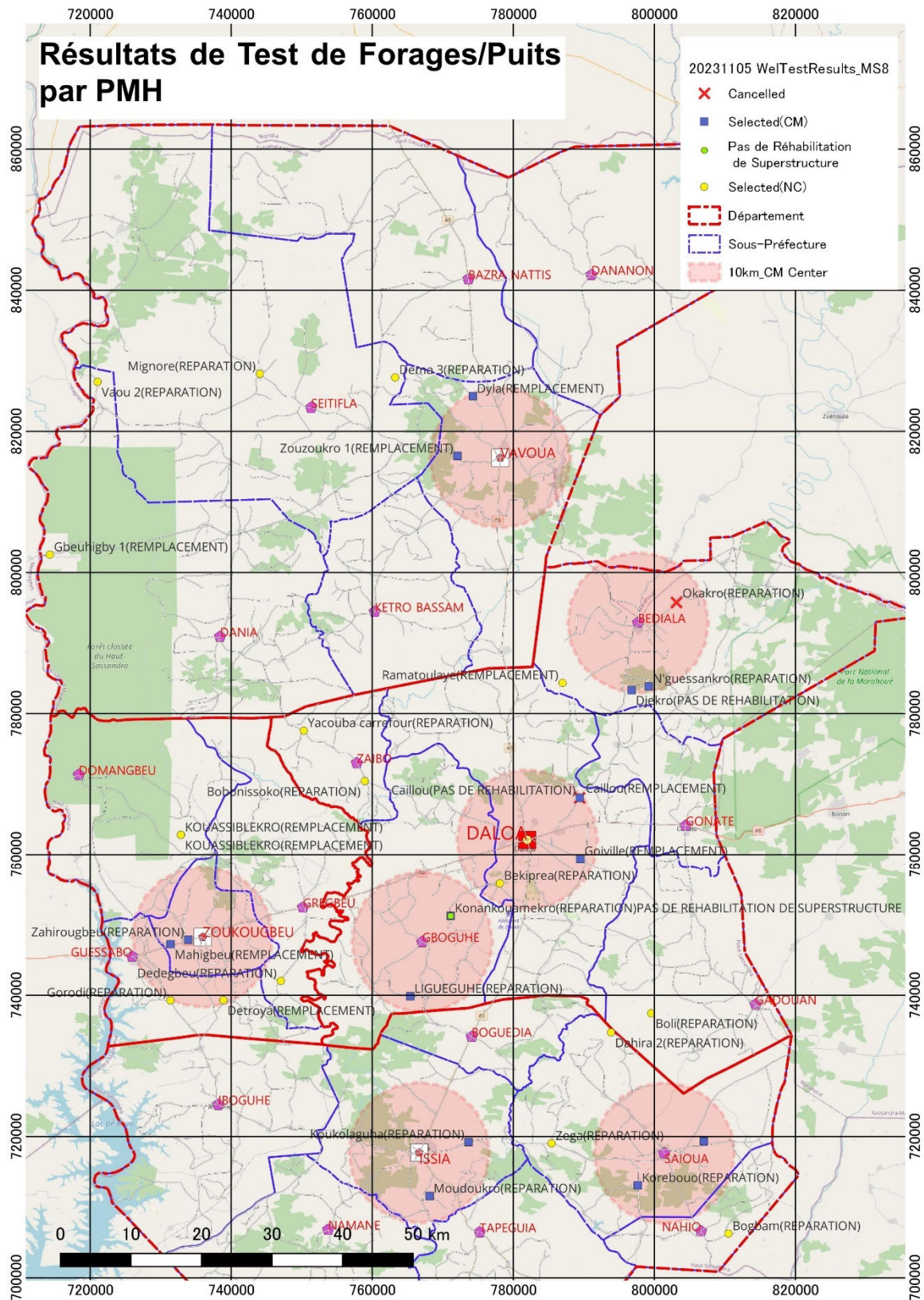


Figure 2.1.15 Location Map of the Target 30 Localities for HV Pilot Projects

Table 2.1.35 shows the planning unit-wise summary of selection of 30 target localities for HV pilot projects. As shown in the table, 31 PMH (of which 2 PMH were of a double-PMH type) in 30 localities, and 29 superstructures out of 30 were to be rehabilitated. These were the final results of project selection through technical assessment for the PMH rehabilitation pilot projects.

Table 2.1.35 Summary of Selection of 30 Target Localities for HV Pilot Projects

Planning Unit	No. of Localities			Rehabilitation of PMH (no. of PMH)				No. of Superstructure to be Rehabilitated
	Camp	Village	Total	No Rehabilitation	Replacement	Repairing	Total	
01Bediala_Commune	2		2	1		1	2	2
02Daloa_Commune	1	1	2	1	1		2	2
03Gboguhe_Commune	1	1	2			2	2	1
04Issia_Commune	1	1	2			2	2	2
05Saïoua_Commune	1	1	2			2	2	2
06Vavoua_Commune	1	1	2		2		2	2
07Zoukougbeu_Commune		2	2		1	1	2	2
08Daloa_Department	2	2	4		1	3	4	4
09Issia_Department	2	2	4			4	4	4
10Vavoua_Department	2	2	4		1	3	4	4
11Zoukougbeu_Department	1	3	4		3	2	5	4
Total	14	16	30	2	9	20	31	29

Source: JICA Expert Team

5) Implementation of selected pilot projects in Haut-Sassandra Region

a) Primary school facility

Tender Implementation for the School Building Construction

The JICA Expert Team completed the tender documents in coordination with DRMP, and submitted these officially to DRMP by the middle of April, 2022. On April 19, 2022, the tender was announced in the Public Procurement Journal published weekly by the Ministry of Budget and State Portfolio, as well as at the Prefecture Office of Daloa and Commune Offices of Daloa, Issia, Vavoua, and Zoukougbeu.

The JICA Expert Team in cooperation with DRMP prepared a document to explain the contents of the tender documents to the candidate construction companies. Then a preparatory meeting was organized inviting the companies as well as the local government officers on 7 May 2022. In the preparatory meeting, the JICA Expert Team explained the objectives and outline of the pilot project, technical and administrative requirements for participating in the tender, documents to be submitted by the companies, tender evaluation methods, etc.

The tender implementation and evaluation took place at the conference room of the Prefecture of Daloa on May 19 and 20, 2022. The project consisted of four lots. The tender opening was executed for these four lots in the morning on May 19, and the evaluations for four lots were carried out simultaneously after the tender opening.

The evaluation committee for each lot was established, consisting of the officers of the concerned commune (the representative of the commune and the chiefs of public procurement, technical services, and financial services), the JICA Expert Team, the Project Coordinator from DGDDL, and representatives from DRENA and DCEP. The evaluation committees conducted the evaluation process simultaneously. The officers of JICA Cote d'Ivoire Office and DRMP participated in the tender and evaluation as observers.

The number of companies participated in the tender of each lot is shown in the table below. The evaluation committees dealt with many documents and continued the evaluation work until late at night on the first day. With the perseverance and concentration of the committee members on their work, they completed the results of evaluation by the end of the first day. On the second day, the committee members prepared the evaluation reports and made conclusions on the successful bidders.

Table 2.1.36 Number of Companies that Submitted the Bid and Passed the Document Screening

Lot	Number of Companies That Submitted the Bid	Number of Companies That Passed the Document Screening
Lot 1	16	3
Lot 2	9	6
Lot 3	13	5
Lot 4	12	6

Source: JICA Expert Team

Out of four companies selected for four lots, three were from Abidjan and the remaining one was from Korhogo in the northern Cote d'Ivoire. The JICA Expert Team visited the offices of the companies in Abidjan and Korhogo, and conducted interviews with the managers and technical staff to confirm the business conditions and technical capability of the companies. Through the interviews, the JICA Expert Team concluded that all selected companies had the capacity to implement the project. On June 1 and 2, 2022, the representatives of four companies and the JICA Expert Team signed the contracts for four lots. The contractors, contract amounts, and project sites of four lots are shown in the table below.

Table 2.1.37 List of Contractors and Contracted Prices

Lot	Company	Location of Headquarters	Contract Amount	Construction Site (Commune)
Lot 1	G-B-A5	Abidjan	33,857,466 FCFA	Daloa
Lot 2	Myked-CI	Abidjan	32,032,889 FCFA	Issia
Lot 3	ECOPREST	Abidjan	29,991,789 FCFA	Vavoua
Lot 4	GPT NKS&ETS GYL	Korhogo	31,815,281 FCFA	Zoukougbeu

Source: JICA Expert Team

Competition of Quotations for the School Furniture Procurement

As for the school furniture, local governments and the JICA Expert Team conducted a survey of contractors in the Region of Haut-Sassandra on September 5 and 6, 2022, and after visiting six companies together with the chiefs of the local government technical services, they selected three companies to participate in the competitive bidding.

Bids were opened on September 15, 2022 with the participation of DGDDL, the Prefecture Office, eight local government technical services, DCEP, DRMP Daloa, DRENA Daloa, and the JICA Expert Team. Two manufacturers were selected.

On September 24, 2022, purchase orders for furniture production were placed with those two companies. Names of companies, contract prices, and names of sites (communes) are shown below.

Table 2.1.38 Summary of School Furniture Contracts

Lot	Company Name	Office Address	Contracted Price	Name of Delivery Site (Commune)
Lot 1	ECOPREST	Abidjan	8,890,000 FCFA	Daloa and Issia
Lot 2	BASE 2A	Abidjan	8,620,000 FCFA	Vavoua and Zoukougbeu

Source: JICA Expert Team

Implementation of School Building Construction Works

The JICA Expert Team issued orders to the contractors on June 9, 2022 to start the construction works. The training on construction supervision was conducted, and the earthwork and preparatory work for foundations started in June.

The construction work in all four sites was expected to be completed by the end of November 2022. However, due to financial difficulties of the contractors and other reasons, the work in each site was delayed and completed in mid-December 2022, and provisional acceptance was made by the JICA Expert Team and local governments from December 11 to 13 in the presence of all parties concerned. The final acceptance was made on December 13, 14, and 15, 2023, one year after the provision acceptance.

Throughout the construction period, the technical service staff of local governments were invited to accompany site visits as much as possible to promote a hands-on understanding of site supervision, and to create opportunities to share their findings with the contractor. Likewise, COGES counselors were invited to visit the site occasionally to share design details and work progress.



Source: JICA Expert Team

Figure 2.1.16 School Building Construction Works

Furniture Procurement

Local governments and the JICA Expert Team reviewed samples of desks and chairs of both companies. After giving instructions for some modifications, they approved the modified samples by October 17, 2022 and ordered production to begin.

Due to a wood supply shortage in November 2022, the delivery and completion dates were changed from early December 2022 to the end of January 2023.

The delivery and installation of school furnitures were completed by the end of January 2023. However, the production of other furnitures such as teacher's chairs and swivel blackboards were delayed, and local governments and the JICA Expert Team confirmed the completion of work in all four schools on February 21 and 22, 2023. The final acceptance was made in September 2023, six months after the provision acceptance.



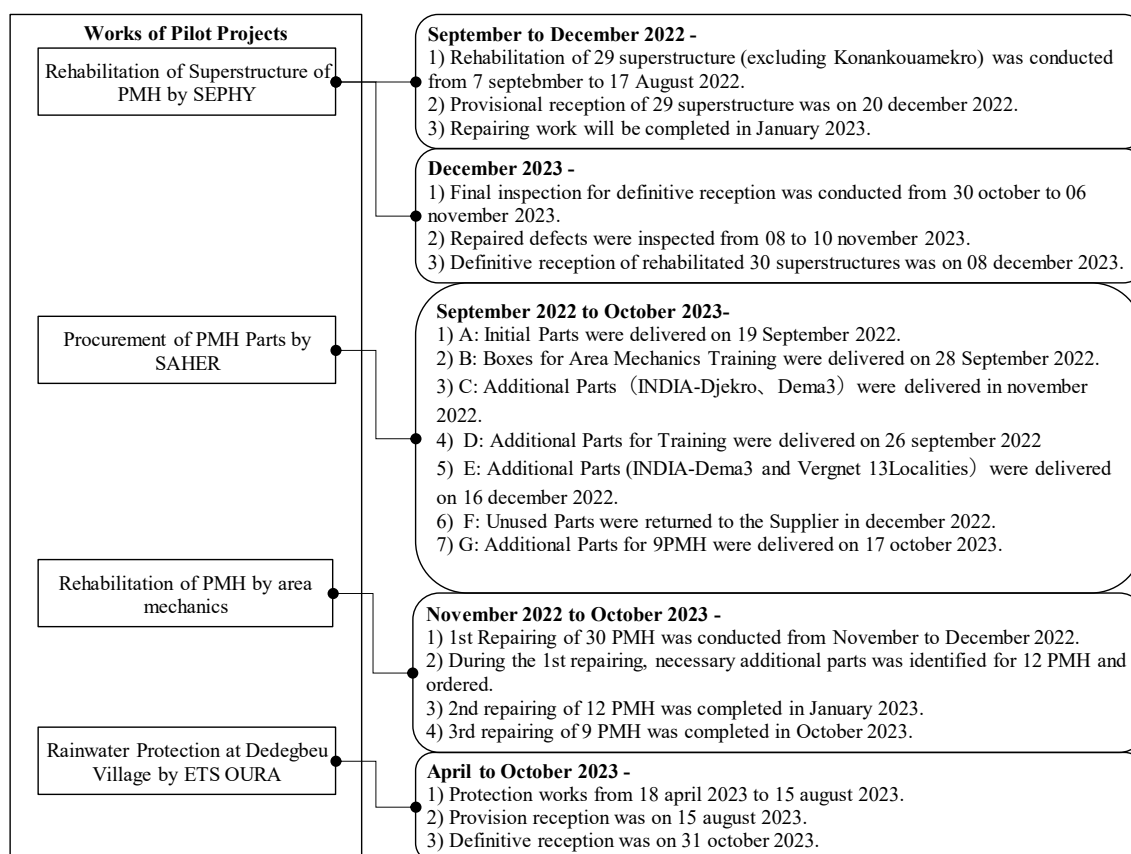
Source: JICA Expert Team

Figure 2.1.17 School Furniture Production

b) HV facility

After the selection of 30 target localities, the PMH rehabilitation pilot projects were implemented from August 2022 to December 2023 when the definitive reception of PMH superstructures were made. The implementation of the PMH rehabilitation pilot projects were composed of the following works and procurement shown in the figure below.

- Rehabilitation of PMH superstructures by the contractor SEPHY.
- Procurement of PMH parts by the supplier SAHER.
- Repairing of PMH by the area mechanics.
- Rainwater protection works at Dedegbeu Village by the contractor ETS OURA.



Source: JICA Expert Team

Figure 2.1.18 Results of Implementation of PMH Rehabilitation Pilot Projects

Well Test and Superstructure Rehabilitation

The well test and superstructure rehabilitation were conducted by subcontracting them to a drilling company SEPHY. The outline of the tendering process is as follows:

- 14 June 2022: Distribution of tender documents to six candidates.
- 21 June 2022: Tender opening and evaluation of four candidates (ABEDA SARL, SEPHY, FORASOL, and KANDAV GROUPE INTERNATIONAL). SEPHY was designated as the first prioritized negotiator.
- 24 June 2022: After the negotiation, SEPHY was awarded the contract agreement. The agreement between the Client – JICA Expert Team/Oriental Consultants Global – and the Contractor – SEPHY – was signed. Agreement price was FCFA 42,225,000 (TTC).

By the end of December 2022, the Contractor completed the rehabilitation of 29 superstructures and the completed works were provisionally received by the JICA Expert Team. In January 2023, the Contractor completed the repairing works of the rehabilitated superstructures in which certain defects were identified during the inspection for the provisional reception.

The completed works were under the warranty by the Contractor until December 2023. In November 2023, the final inspection for definitive reception was conducted and all the defects were repaired by the Contractor by November 2023. Definitive reception of rehabilitated superstructures was notified in December 2023 and the agreement was completed. The table below shows the summary of agreement with the Contractor.

Table 2.1.39 Agreement and Amendments for Well Test and Superstructure Rehabilitation

	Original Agreement	1st Amend.	2nd Amend.	3rd Amend.	4th Amend.	5th Amend.	6th Amend.
Date of Conclusion	24-Jun-22	22-Sep-22	14-Oct-22	26-Oct-22	14-Nov-22	29-Nov-22	14-Dec-22
Work Period	30-Sep-22	16-Oct-22	31-Oct-22	15-Nov-22	30-Nov-22	15-Dec-22	16-Jan-23
Agreement Price (FCFA)	42,225,000	same as price on the left	same as price on the left	40,940,000	same as price on the left	same as price on the left	same as price on the left
Payment Schedule							Final Payment (Retention) FCFA 1,238,875 =>FCFA 4,955,500

Source: JICA Expert Team

Procurement of PMH Parts

Spare parts of PMH for HV pilot projects and for the technical training of PMH repair were procured through SAHER. The scope of the procurement for the tendering was the following:

- Component 1: Procurement of initial spare parts for 29 PMH
- Component 2: Procurement of additional spare parts
- Component 3: Procurement of 14 toolboxes for area mechanics
- Component 4: Procurement of additional parts for the technical training of PMH repair

Regarding Components 2 and 4, the concrete contents and quantities had not been determined at the time of the distribution of the tender documents. Hence, the contents of those components were to be added after the conclusion of the agreement as amendments.

Here is the overview of the tendering process.

- 5 August 2022: Distribution of the tender documents to two candidates.
- 17 August 2022: Opening and evaluation of tender documents from two candidates (SAHER and SEPHY). SAHER was designated as the first prioritized negotiator.
- 31 August 2022: After the negotiation, SAHER was awarded the contract agreement. The agreement price was FCFA30,028,988 (TTC). At the same day, the agreement between the JICA Expert Team/ Oriental Consultants Global and SAHER was signed.

The first repair of 30 PMH was completed in December 2022. However, it was found that further repair was necessary for 12 PMH. Additional parts were procured and 12 PMH were repaired in January 2023 (2nd PMH repair). After the 2nd PMH repair works, final confirmation was done that all 30 PMH were found to be in good working conditions. In October 2023, additional parts for repairing 9 PMH were delivered, and the agreement was completed. The table below summarizes the contract contents with the Supplier, SAHER.

Table 2.1.40 Agreement and Amendments for Procurement of PMH Parts

	Original Agreement	1st Amend.	2nd Amend.	3rd Amend.	4th Amend.	5th Amend.
Date of Conclusion	31-Aug-22	22-Sep-22	6-Dec-22	14-Dec-22	15-Jan-2023	09-Oct-2023
Agreement Price (FCFA)	30,028,988	Same as price on the left	31,710,741	35,485,933	35,109,777	37,035,343
Payment Schedule			- Additional Parts from NDIA FCFA 538,800 - Additional Parts for PMH training FCFA 1,142,953	- Additional Parts from INDIA-Vergnet FCFA 3,775,192	- Return of unused parts – FCFA 376,154	- Additional Parts of 9 PMH FCFA 1,925,564

Source: JICA Expert Team

Until December 2022, three amendments were made between the Client and the Supplier. Certain parts for PMH repair which were delivered by the Supplier were not used. These parts were returned to SAHER and the cost was deducted from the agreement amount. Accordingly, this change was covered in the 4th amendment of the agreement made on 15 January 2023 and the final payment was done. However, due to the necessity of the procurement of additional parts for 9 PMH, the 5th amendment was made in October 2023.

Rainwater Protection at Dedegbeu

At Dedegbeu village in Zoukougbeu Department, it was identified that the ground around the fence of PMH was eroded by rainwater, which may cause damage to the fence in the future. After the discussion between the JICA Expert Team, the village, and the Regional Council of Haut-Sassandra Region, it was decided to construct a protection against the rainwater around the fence of PMH. Figure 2.1.19 shows the plan and section of the rainwater protection.

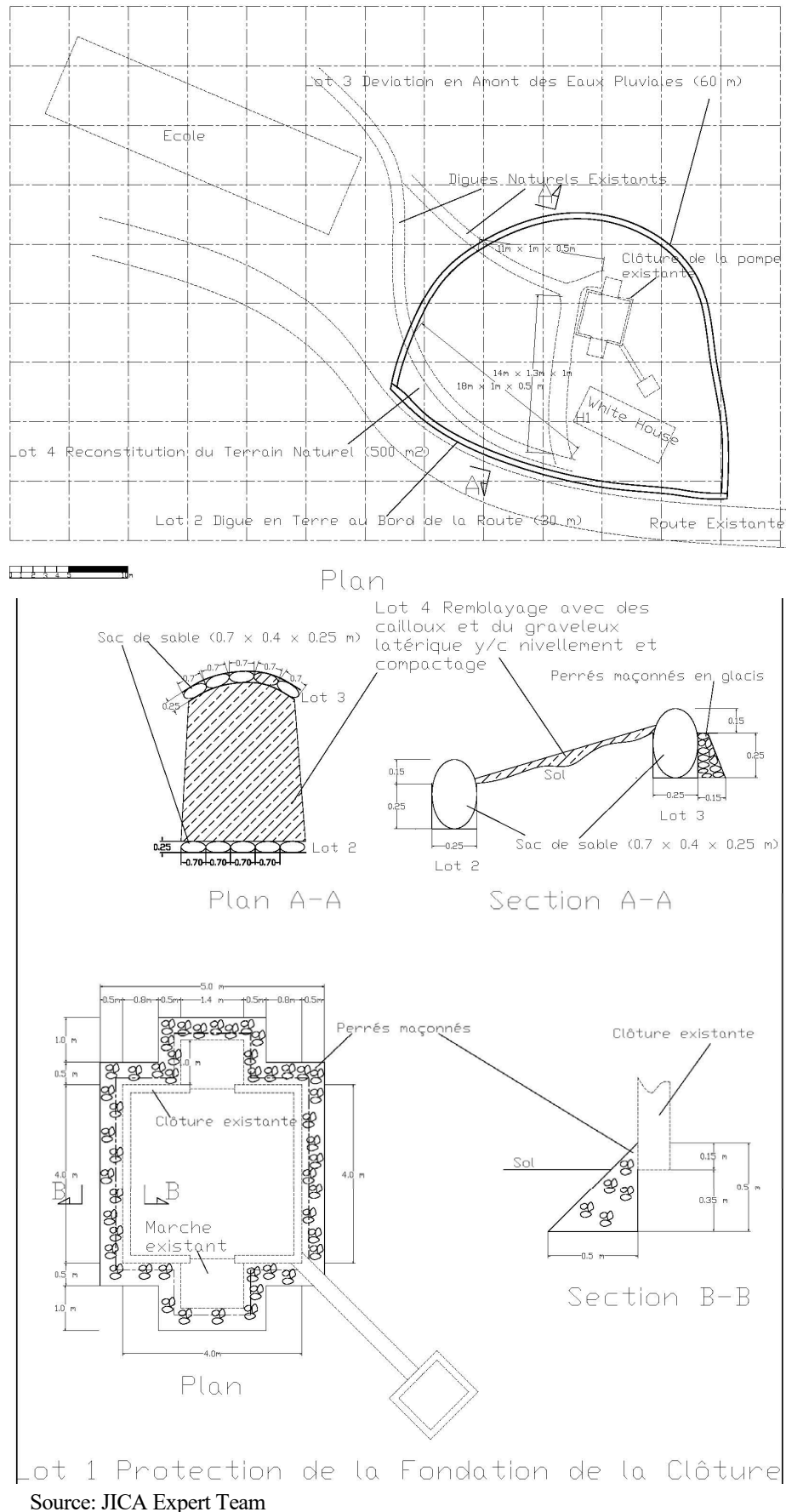


Figure 2.1.19 Plan and Section of the Rainwater Protection at Dedegbeu Village

The construction of the rainwater protection was conducted by subcontracting to the company – ETS OURA. Overview of the tendering process is as follows:

- 30 March 2023: Distribution of the tender documents to three companies.
- 11 April 2023: Opening and evaluation of the tender documents from two candidates (CAPSID and ETS OURA). ETS OURA was designated as the first prioritized negotiator.
- 18 April 2023: After the negotiation, ETS OURA was awarded the contract agreement. The agreement price was 3,601,419 FCFA including VAT. At the same day, the agreement between the JICA Expert Team / Oriental Consultants Global and ETS OURA was signed.

The rainwater protection works were completed on 15 July 2023 and the provisional reception was noticed on 15 August 2023. After the warranty period, the definitive reception was noticed on 31 October 2023 and the agreement was completed. The table below shows the overview of the agreement.

Table 2.1.41 Agreement and Amendment for Rainwater Protection

	Original Agreement	1st Amendment
Date of Conclusion	18-Apr-23	13-Jun-23
Work Period	15-Jun-23	15-Jul-23
Agreement Price (FCFA) including VAT	3,601,419	Same as the price on the left
Payment Schedule		1 st Interim Payment: FCFA 900,345 2 nd Interim Payment FCFA 2,520,993 Final Payment (Retention): FCFA 180,072

Source: JICA Expert Team

Due to the delay of the work, the Client and the Contractor made the 1st amendment on 13 June 2023. The changes were 1) Extension of work period until 15 July 2023 and 2) Addition of the 1st interim payment for the payment equivalent to 25% of the work.

6) Establishment/Revitalization of community-based organizations, and monitoring of management and maintenance of primary schools and rural water supply facilities by community-based organizations

a) Primary school facility

Training of School Directors on Manual 1

Training of school directors on Manual 1 (“Democratic Establishment/Renewal of COGES”) was planned to be implemented in the middle of May 2022. However, it was cancelled because it was suddenly decided by MENA that the election of the members of executive bureaus of COGES should be conducted by the middle of May 2022, and the training on the election procedure was rapidly conducted by DAPS-COGES in the beginning of May.

Although the election of the members of executive bureaus of COGES was conducted, there was a concern that the students’ parents and community did not understand well about COGES. Most of the school directors did not have time to hold community meetings to explain about it before the election due to the rush of the establishment of new executive bureaus of COGES by MENA. So that the school directors would be able to explain about COGES to the students’ parents and community before the school year started in September 2022, the Project decided to support COGES counsellors

and staff of sociocultural services of local governments to implement the training for directors of primary schools. The training content was only the first chapter of Manual 1, which was about “Conceptual Framework of COGES”, because the second chapter of Manual 1, “Process of Democratic Establishment of COGES”, was covered by the training conducted by DAPS-COGES. In addition to Manual 1, the Project developed a flyer (see the figure below) which explained briefly about COGES and could be used by school directors when they would explain about COGES to the students’ parents and community. So, at the training for school directors, the explanation of the content and usage of the flyer was also included.



Source: JICA Expert Team

Figure 2.1.20 Flyer about COGES

The training for school directors was conducted by U-COGES (Union of COGES), which had about 20 COGES members. In order to facilitate IEPP and local governments to implement necessary training for COGES by themselves, the Project supported training of only one U-COGES per local government (8 U-COGES in total) and other U-COGES were supposed to be trained by COGES counselors and staff of sociocultural services of local governments. The U-COGES which included COGES of pilot project sites were selected for local governments where pilot projects of primary school facilities existed and the U-COGES which were accessible for implementation of training and monitoring were selected for the remaining local governments. The trainings were conducted in July 2022 as shown in the table below.

Table 2.1.42 Training for School Directors

Date	Target Local Government	Venue	Target U-COGES
July 19	Daloa Commune	Daloa Labia School Group	U-COGES of Orly-Gbeuliville
July 20	Vavoua Commune	EPP BAD Residentiel	U-COGES of Oussoukro
July 21	Zoukougbeu Commune	Meeting Room of IEPP Zoukougbeu	U-COGES of Zoukougbeu Commune
July 22	Bediala Commune	Ourouta School Group	U-COGES of Bediala Commune
July 25	Issia Commune	Event Room of Issia Commune	U-COGES of Bad Zone 3
July 26	Saioua Commune	Event Room of Saioua Commune	U-COGES of Saioua Commune
July 27	Gboghue Commune	Gboghue 1, 2, 3 School Group	U-COGES of Gboghue Commune
July 28	Regional Council (Iboghue Sub-prefecture)	Iboghue 1, 2 School Group	U-COGES of Iboghue
Trainers		<ul style="list-style-type: none"> ● COGES counselors of the responsible IEPP ● Staff of sociocultural services of the target local government 	
Observers		<ul style="list-style-type: none"> ● National Directorate of PCN-CI 2 of DGDDL ● Members of community participation Sub-Group ● DRENA Daloa/ DDENA Issia ● COGES counselors of DRENA ● COGES counselors of IEPP which were not covered by the Project 	

Source: JICA Expert Team

Training of COGES on Manual 2 and Manual 3

Since new executive bureaus of COGES were established and School Year 2022-2023 started in September 2022, COGES needed to be trained as soon as possible for proper management of schools. Therefore, training for executive bureaus of COGES was implemented after TOT for Manual 2 and Manual 3 was finished in October 2022. As training of school directors on Manual 1, the Project could support training for only one U-COGES per local government and, therefore, the Project supported 8 trainings as shown in the table below. The duration of one training was for three days and the contents were for both Manual 2 and Manual 3. From each executive bureau of COGES of the target U-COGES, presidents (students' parents) and general secretaries (teachers) were invited to the training. At the end of the training, except for the first three trainings, the election of executive bureau members of the respective U-COGES was conducted.

Table 2.1.43 Trainings for COGES

Date	Target Local Government	Venue	Target U-COGES
Nov. 16, 17, 18	Issia Commune	Event Room of Issia Commune	U-COGES of Bad Zone 3
Nov. 22, 23, 24	Saioua Commune	Event Room of Saioua Commune	U-COGES of Saioua Commune
Nov. 22, 23, 24	Regional Council (Iboghue Sub-prefecture)	Iboghue 1, 2 School Group	U-COGES of Iboghue
Dec. 6, 7, 8	Daloa Commune	Meeting Room of Regional Council	U-COGES of Orly-Gbeuliville
Dec. 13, 14, 15	Vavoua Commune	Event Room of Vavoua Commune	U-COGES of Oussoukro
Dec. 13, 14, 15	Zoukougbeu Commune	Meeting Room of IEPP Zoukougbeu	U-COGES of Zoukougbeu Commune
Dec. 19, 20, 21	Bediala Commune	Ourouta School Group	U-COGES of Bediala Commune
Dec. 19, 20, 21	Gboghue Commune	Meeting Room of Gboghue Commune	U-COGES of Gboghue Commune
Trainers		<ul style="list-style-type: none"> ● COGES counselors of the responsible IEPP ● Staff of sociocultural services of the target local government 	

Date	Target Local Government	Venue	Target U-COGES
Observers		<ul style="list-style-type: none"> ● National Directorate of PCN-CI 2 of DGDDL ● Members of community participation Sub-Group ● DRENA Daloa/ DDENA Issia ● IEPP in Haut-Sassandra Region ● COGES counselors of DRENA ● COGES counselors of IEPP which were not covered by the Project 	

Source: JICA Expert Team

Based on the evaluation conducted at the end of each training, the training program was very well received by the participants and they would utilize the manuals for their works as COGES.

Monitoring of support to COGES by IEPP and local governments

As mentioned above, the Project covered the limited number of COGES and the remaining COGES who needed to be trained by COGES counselors and staff of local governments. Although the available resources were very limited, most COGES counselors tried to hold training for their responsible COGES. At first, they conducted a training on Manual 3 and established U-COGES at the same time. It was done during the School Year 2022-2023 and almost all U-COGES in Haut-Sassandra Region (48 out of 50) received the training. It was expected that the training on Manual 2 would follow. However, they were not implemented because the budgets were limited and the government subsidies to COGES did not arrive. Also, COGES did not have any budget for its activities during the school year. After School Year 2023-2024 started in September 2023, many COGES counselors implemented the training on Manual 2 and half of U-COGES received the training by November 2023.

It was noteworthy that most COGES counselors conducted the necessary training to COGES even without the financial support from the Project. It showed that they could hold the necessary training to COGES by their own means once they had the training. However, there were some points of concern observed from the training implemented by COGES counselors. For example, due to the limited resources, they could not hold a full training program. Rather, they held one day explanation meeting without serving any food, transportation support, and manual distribution. It was good that the explanation meetings were held widely, otherwise they would not be sufficient for executive bureaus of COGES to conduct their tasks properly. In addition, COGES counselors could not find resources to reproduce manuals which were supposed to help with the daily work of COGES. There was another observation that staff of local governments was not involved much in this activity. This was the case because the activity had not been planned beforehand and, therefore, it was difficult for local governments to find resources (human and financial). Another reason could be the lack of collaborative work experiences between COGES counselors and staff of local governments that caused difficulty in working together so suddenly.

Monitoring of COGES and U-COGES

The JICA Expert Team together with members of community participation Sub-Group conducted monitoring visits to several COGES and U-COGES in Haut-Sassandra Region in October 2023. All visited COGES developed a PACC (Community Action Plan of COGES). But it was difficult for most COGES to implement the activities listed in their PACC because they did not receive the government subsidies for the previous school year (School Year 2022-2023). Many COGES limited their activities to the most necessary ones, such as purchase of teaching materials and payments for

guards' salaries and bought them on credit. They tried to get support from the community, development associations, local governments, and private companies, but it was not so easy to get them. Because COGES could not implement what they planned in their PACC, their motivations diminished and some of them did not hold general assemblies. It was recommended that COGES should hold general assemblies to share the problems and find any solution as well as they should find ways to get incomes other than the government subsidies. Regarding U-COGES, the situation was similar. Because COGES did not receive the government subsidies, it could not contribute to U-COGES for the moment. Therefore, many of them did not hold general assemblies after they were established nor developed an action plan. Although it was understandable that it was difficult to hold general assemblies due to a lack of resources, it was recommended that U-COGES should hold general assemblies to discuss the current difficulties and share the good examples of overcoming the difficulties.

b) HV facility

After the training programs concerning the management of CGPE were conducted in June and July 2023, the activities to establish/ revitalize CGPE and strengthen it started in July 2023. The target localities (villages and camps) for these activities were the localities where the pilot projects of HV facility were implemented. Therefore, 30 localities were targeted. These activities were conducted by the local government officers of the local governments to which the target localities belong, together with the JICA Expert Team.

The activities were conducted by the following three steps:

- Having a meeting with the chief and representatives of the target localities to explain about the sustainable management and maintenance of PMH and the creation/ revitalization of CGPE (July to August 2023)
- Supporting the target localities to establish/revitalize CGPE in front of inhabitants of the localities as well as the area mechanic, and signing the three-party agreement by CGPE and the area mechanic (August to October 2023)
- Providing with the training to CGPE members and handing over "Practical Guide for CGPE" and a picture book on hygiene and water-borne diseases (August to October 2023)

Since the activities were implemented during the local election period, they were stopped before and after the local election was conducted in the beginning of September 2023. In addition, the activities sometimes could not be implemented as per schedule due to sudden events such as funerals at the target localities. Also, since the activities were conducted during the rainy season, inhabitants were sometimes not available because they went to their farms. Bad condition of roads due to rainy season made it difficult to reach some localities as well. At last, 31 CGPEs were established/revitalized at 30 localities because two CGPEs were established at Dama 3 Camp in Vavoua Department (Regional Council) in order to avoid possible conflicts among the inhabitants. Dama 3 Camp is a big camp with about 4,000 population and various groups of people live there. There are two major groups of people: one is people of various Ivorian ethnic groups called autochtone (indigenous people) and allochtones (migrants), and the other group comprised foreigners (allogene or immigrants). There are two PMHs in the camp and each group uses one of them. At first, local government officers and the JICA Expert Team tried to establish one CGPE for the camp. However, the two groups did not understand each other due to some past troubles. Therefore, it was decided to establish two CGPEs in the camp and each CGPE would manage one PMH.

After the implementation of the three steps, the local government officers together with the JICA Expert Team visited the target localities for monitoring and supporting the created CGPE in October and November 2023. By these visits, the following situations were found.

- Some CGPEs did not start registration of users after the training. (about 5 CGPEs)
- Some CGPEs registered all households instead of the household who used PMH. (about 4 CGPEs)
- Some households were put under pressure before paying (about 10 localities).
- Some CGPEs did not communicate well with the notable people and users. (About 7 CGPEs)
- Some CGPEs did not use CGPE management tools (treasurer notebook, secretary notebook) correctly.
- Most of CGPEs did not start the procedure for legalization (by-laws and internal regulation).

Since the monitoring visits were conducted right after the training, it was understandable that some activities had not been started yet. Anyway, the following advice and support were provided to CGPEs to improve their activities.

- Encourage CGPE to register all users of PMH.
- Advise CGPE to share information regularly with notables and users.
- Advise CGPE to explain the importance of periodical payment to users more often.
- Support for the use of CGPE management tools.
- Advise CGPE to work closely with local government officers.

The monitoring visits showed that advice, support, and encouragement were needed for most CGPE to function properly especially at the beginning of their work. It is recommended that local government officers continue monitoring and supporting the CGPEs.

7) Monitoring of the application status of the methods of the model

The monitoring of the implemented activities (the implementation of the methods of the model) was conducted from time to time after the implementation of each activity by both the JICA Expert Team and Sub-Groups of the Working Group established at DGDDL. These monitoring activities are described in the section of each activity.

8) Compilation of the lessons learned and making recommendations for promoting the model in Haut-Sassandra Region

In Haut-Sassandra Region, activities on planning, project implementation, and management and maintenance of public facilities were conducted based on the methods developed in Gbeke Region during Phase 1 of the Project. In Haut-Sassandra Region, there are many camps scattered in rural areas and different tribes coexist. The methods developed in Phase 1 were examined and refined in the region with different characteristics from Gbeke Region. By carrying out activities in two regions with different characteristics through Phases 1 and 2, methods that could be promoted in other regions of the country was developed. In Gbeke Region, a regional level system to promote the methods by the Scientific Committee has been established. In Haut-Sassandra Region, a Scientific Committee has just been established at the end of Phase 2. It is expected that the Scientific Committee will learn from Gbeke Region and assist local governments in continuing the activities of PCN-CI.

At the end of the Project, the JICA Expert Team together with some local government officers reviewed all conducted activities in Haut-Sassandra Region, compiled the lessons learned, and made

recommendation for the promotion of the methods of PCN-CI. The reviews of the activities, the lessons learned, and the recommendations were explained to all stakeholders in Haut-Sassandra Region in the regional workshop held on November 28, 2023 by the officer of Issia Commune.

The lessons learned include the following:

Planning

- The method is simple and inexpensive. Local governments can implement the method using the available human and financial resources.
- The method promotes the capacity building of local government officers.
- The priority projects are selected with the participation of community people. This process improves the people's trust and image of the local governments.
- Some local governments do not have sufficient computers to apply the method.
- Many local government officers do not have basic computer skills, but there are some people who can use computers in each local government.
- Unavailability of local government officers and elected people in some local governments hinders the implementation of the training.
- The duration of the training is not sufficient for participants to fully understand the contents and obtain the required skills.
- Issues on internet and electricity coverage in some local governments are obstacles in providing training.
- It is important to involve the elected people in the new approach of planning process and gain their commitment.

Project implementation

- The method improves the understanding of local governments on project selection and importance of preliminary study for the project formulation.
- The method improves the local governments' understanding on the advantages of developing short lists of companies based on objective criteria for the selection process based on quotation competition.
- The method improves the capacity of local governments on the preparation of tender documents and the understanding of the regulations on the public procurement.
- The method improves the skills of local governments on the evaluation of bid prices using the concrete calculation system, though local governments usually prefer without evaluation the company which offer the lowest price.
- The method upgrades the knowledge of local governments and improve their understanding on the necessity of supervision for ensuring quality of projects.
- Giving instruction to the beneficiaries, including the community, before handing over the facility is important.
- Through the community participation process during the project implementation, the community people obtain better knowledge about their roles and responsibilities.
- Some local government officers do not have basic skills and knowledge to conduct supervision.
- Some local governments do not have supervision means (equipment and consumables) to conduct proper supervision.
- Unavailability of local government officers and elected people in some local governments hinders the implementation of the training.

Management and maintenance of school and rural water supply facilities

- The method encourages the entire community to contribute to the facility management.
- The method clarifies the responsibility of community people in management and maintenance of facilities.
- The method clarifies the responsibility of local governments in management and maintenance of facilities. Through implementing the methods, the local governments realize the importance of their responsibility in making collaboration with community organizations and other stakeholders such as area mechanics.
- Through the method, local governments realize their responsibility in the water supply sector more.
- Through the method, area mechanics get more interested in the PMH maintenance and repair activity.
- Through the method applying preventive maintenance of PMH, the community people make financial contribution regularly and it ensures that the community have continuous access to drinking water.
- The national policy promoting the free water service and the project to repair PMH by SODECI discourages the participation of community people in management and maintenance.
- The number of PMH is insufficient in some communities. More people are using a PMH than the capacity of PMH.
- Some local governments do not have technical officers. It is difficult to conduct activities in such local governments.
- Some camps are not accessible. Their locations are far from the center of the local governments, and it is difficult to conduct activities in those camps.
- The tribal diversity and the complex social structures sometimes create difficulties in the implementation of activities.

The recommendations on the promotion of the methods of PCN-CI are shown below:

- Continuous implementation of training programs to improve the capacity of local governments.
- Advocating elected people to commit to adopting the new approaches following the methods of PCN-CI.
- Continuous communication with the Sub-Group members of DGDDL and obtain support from them on the implementation of training programs.
- Local governments include the costs required for the activities of PCN-CI in 3-year program.
- Establishment of the Scientific Committee to promote and sustain the methods of PCN-CI.

According to the recommendations, the *arrêté* (ordinance) on the establishment of the Scientific Committee and the members of the Scientific Committee were explained to the participants in the regional workshop held on November 28, 2023 and participants approved the establishment of the Scientific Committee.

(4) Activities for Output 4

1) Compilation of lessons learned from Outputs 1 to 3 and developing improved methods of the model through discussions with people concerned

After implementing all major activities in Gbeke and Haut-Sassandra Regions such as inventory

surveys, various training programs, pilot project implementation, and activities related to management and maintenance of facilities, the JICA Expert Team together with the Working Group members and local government officers reviewed the activities, compiled the lessons learned, and revised and finalized the manuals and guides.

2) Making recommendations to develop the system for disseminating the model and the methods of the model

a) Working Group and Sub-Groups for the promotion of the PCN-CI methods

The Working Group was established in April 2022 to involve the DGDDL officers in activities in Gbeke and Haut-Sassandra Regions and in the development of strategies for the promotion of the methods of PCN-CI to increase the ownership of DGDDL in the promotion of methods of PCN-CI in the future.

The working group was composed of officers from different directorates of DGDDL including the Directorates of Local Development, Administrative Supervision, Personnel of Local Governments, Decentralized Cooperation and Economic and Financial Supervision, and the officers in charge of information technology and communication in DGDDL. Representatives of ARDCI and UVICOCI were also involved in the Working Group. The total number of members was twenty-one (21).

The Sub-Groups were established within the Working Group in June 2022 aiming to enable the Working Group members to understand the methods in detail, develop their capacity as trainers of methods, and discuss the strategies for the promotion of the methods of PCN-CI in detail. The members and the tasks of the Sub-Groups are shown in the table below:

Table 2.1.44 Members and Tasks of Sub-Groups

Sub-Group	Members	Tasks	
Study and Planning	DGDDL (4) Local Experts of JICA Expert Team (3)	<ul style="list-style-type: none"> To develop methods, manuals, and other tools to be used by local governments 	<ul style="list-style-type: none"> Inventory surveys Database development and management Planning and preparation of three-year programs
Community Participation	DGDDL (4) Local Experts of JICA Expert Team (3)	<ul style="list-style-type: none"> To propose strategies on the promotion of methods to other regions and on capacity building of local governments 	<ul style="list-style-type: none"> Participatory management of schools (COGES) Sustainable management of PMH (CGPE, area mechanics)
Infrastructure Development	DGDDL (3) Local Experts of JICA Expert Team (4)		<ul style="list-style-type: none"> Construction of school buildings (procurement, construction supervision, and maintenance) PMH rehabilitation (rehabilitation, maintenance)
Finance and Administration	DGDDL (5) Local Experts of JICA Expert Team (3)	<ul style="list-style-type: none"> To study and propose concrete solutions to finance activities of central and local governments for the introduction of PCN-CI methods in all regions. To propose the organizational and institutional set-up for the promotion of methods in all regions and for the strengthening of the capacities of local governments 	
Public Relations	DGDDL (3) ARDCI (1) UVICOCI (1) Local Experts of JICA Expert Team (2)	<ul style="list-style-type: none"> To conduct public relation activities to disseminate the philosophy and approaches of PCN-CI to various stakeholders and to make them aware of the importance of the PCN-CI methods 	

Source: JICA Expert Team

In the early stage after the establishment of the Working Group and the Sub-Groups, various activities

were carried out focusing on learning the methods by the members. According to the responsible area of each Sub-Group, the Sub-Group members participated in activities such as inventory surveys, various training programs, visits to pilot projects sites, studies through the interviews with local governments, development of manuals and guides, etc.

The working group meetings were held 6 times as shown in the table below. The activities conducted by Sub-Groups were shared in the Working Group meeting for all members to understand the different components of PCN-CI methods. Gradually, the discussion of the Working Group had shifted from the learning stage to the stage of discussing the contents of the model to be promoted in all regions and the concrete strategies of the promotion of the model.

Table 2.1.45 Summary of Working Group Meetings

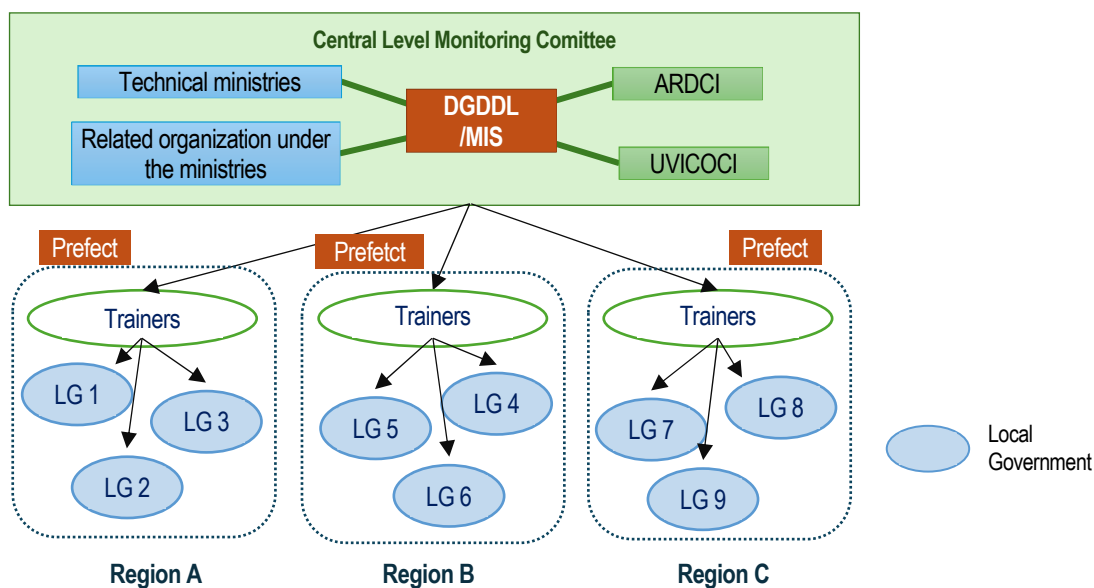
	1st Meeting	2nd Meeting
Date	April 25, 2022	June 1, 2022
Objectives	<ul style="list-style-type: none"> To establish the Working Group To share information of the overview and methods of PCN-CI 	<ul style="list-style-type: none"> To establish Sub-Groups To share experiences in Gbeke Region To learn from the improvement of the methods of inventory surveys and database development
Main Agenda	<ul style="list-style-type: none"> Introduction of participants General framework of the PCN-CI Introduction of methods <ul style="list-style-type: none"> - Inventory survey and planning - Participatory School Management - Sustainable Management of PMH Roles of Working Group 	<ul style="list-style-type: none"> Objectives and roles of Sub-Groups. Making a list of Sub-Group members General frameworks and activities of the Scientific Committee Activities implemented in Gbeke Region Improvement of the method of inventory surveys and database development and the training in Gbeke Region
	3rd Meeting	4th Meeting
Date	September 26, 2022	March 15, 2023
Objectives	<ul style="list-style-type: none"> To share the activities conducted by each Sub-Group 	<ul style="list-style-type: none"> To share the activities conducted by each Sub-Group To discuss the strategies for the promotion of PCN-CI methods to other regions To discuss about how to finance the PCN-CI activities by local governments To discuss about public relation tools of PCN-CI
Main Agenda	<ul style="list-style-type: none"> Presentation of Study and Planning Sub-Group Presentation of Infrastructure Sub-Group Presentation of Community Participation Sub-Group Presentation of Finance and Administration Sub-Group Presentation of Public Relations Sub-Group 	<ul style="list-style-type: none"> Summary of activities carried out by Sub-Groups Analysis of the different scenarios for the promotion of the PCN-CI and selection of the best scenario Presentation of the strategies for the sustainability of the different methods of the PCN-CI Presentation of the brochure Presentation of the Financing Guide for the application of PCN-CI Upcoming activities

	5th Meeting	6th Meeting
Date	June 2, 2023	August 2, 2023
Objectives	<ul style="list-style-type: none"> • To discuss the sectors to be covered by the PCN-CI model in the future • To discuss about how to finance the PCN-CI activities by local governments • To decide the name of the PCN-CI model for the promotion of model in the future • To plan the national tour for the promotion of the PCN-CI model 	<ul style="list-style-type: none"> • To discuss the contents of the MODEL I to be promoted and the strategies of the promotion of MODEL I • To discuss about the Arrete to institutionalize MODEL I • To discuss about how to finance the PCN-CI activities by local governments • To discuss the important upcoming activities
Main Agenda	<ul style="list-style-type: none"> • Presentation of the results of the survey on the applicability of the PCN-CI model to 16 sectors decentralized to local governments • Presentation of the Financing Guide for the sustainability and popularization of the PCN-CI model • Discussion on the name of the model • Presentation and discussion on the national tour to promote the PCN-CI model 	<ul style="list-style-type: none"> • Presentation on the contents of MODEL I and strategies to promote MODEL I (Promotion strategy, sectors to be covered, target local governments, roles and responsibilities of MODEL I actors, etc) • Reflection on the proposal for JICA Expert Team's financing plan • Presentation on the draft ministerial Arrete to institutionalize the MODEL I • Presentation of the Financing Guide for the sustainability and popularization of the PCN-CI model • Discussion on the logo of MODEL I • Presentation and discussion on the national tour to promote the PCN-CI model • Sharing the progress of the establishment of the Scientific Committee in Haut-Sassandra Region

Source: JICA Expert Team

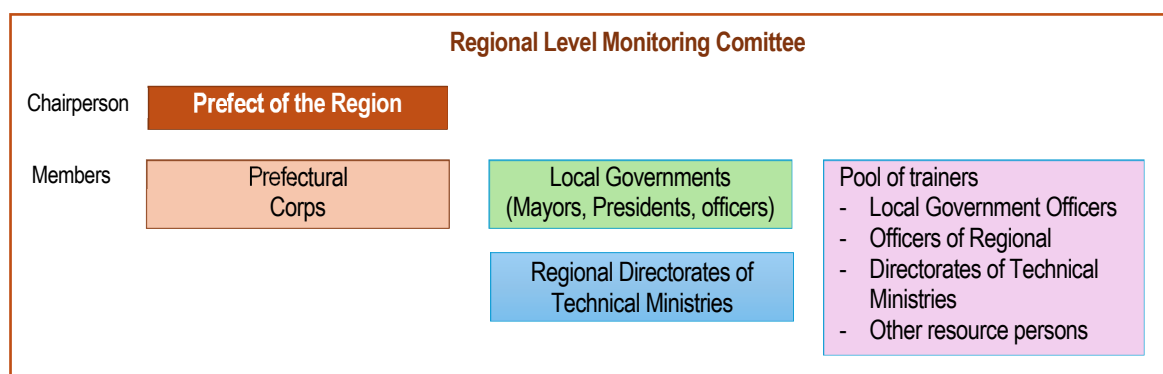
b) Mechanism for the promotion of the model to all regions

The Working Group members discussed the mechanism for promoting the model in the future and decided that the monitoring and promotion of the implementation of model will be managed by the regional level committee such as the Scientific Committee in Gbeke Region. The trainers will be selected from each region and the central level stakeholders including DGDDL and technical ministries and their organizations such as ONEP, ARDCI, and UVICOCI will collaboratively provide training to the trainers from each region. At the regional level, a monitoring committee will be established under the prefect, consisting of local governments, a pool of trainers, and the regional directions of the technical ministries. The monitoring from the central level will be done through the regional level committees. The figures below show the mechanism for the promotion of the model and the structure of a regional level monitoring committee.



Source: JICA Expert Team

Figure 2.1.21 Mechanism for the Promotion of the Model in the Future



Source: JICA Expert Team

Figure 2.1.22 Composition of Regional Level Monitoring Committee

c) Clarification of the sectors to which the model can be applied

A survey to examine the applicability of the model to the sectors other than rural water supply and education sectors was conducted, aiming at clarifying the sectors to be covered in the future when promoting the model to all regions in the country.

The surveys were conducted in Gbeke and Haut-Sassandra Regions in April and May in 2023 targeting all 17 local governments in the regions and the following regional directorates of technical ministries in both regions:

- Regional Directorate of Health and Public Hygiene
- Regional Directorate of Transport
- Regional Directorate of Equipment and Road Maintenance
- Regional Directorate of Construction and Urbanization
- Regional Directorate of Solidarity and the Fight Against Poverty
- Prefecture of Police

In addition, meetings with the following ministries were organized in September and December 2023 to discuss about the applicability of the mode:

- Ministry of Planning and Development
- Ministry of Transport
- Ministry of Hydraulics and Sanitation
- Ministry of Agriculture
- Ministry of Road Infrastructure
- Ministry of Sports
- Ministry of Health and Universal Health Coverage

The following are the findings from the survey.

- Local governments cannot prepare budgets for the formulation of the development plans. Almost all local governments do not formulate development plans.
- In consideration of the actual situation mentioned above, it is not realistic to make the model covering all 16 sectors according to the decentralization law. The model to be promoted to all regions in the future must be realistic, which can be used by the local governments in their activities.
- The methods developed in PCN-CI are suitable for the public facility development and management. The model should focus on the planning, project implementation and management, and maintenance of public facilities.

The JICA Expert Team together with the Working Group discussed and concluded the sectors to which the model can be applied as shown in the table below.

Table 2.1.46 Sectors to which the Model can be Applied

	Sector	Applicability of the methods			Sectors to be included in MODEL
		Planning	Project implementation	Infrastructure management and maintenance	
1	Territory planning	-	-	-	
2	Development planning	-	-	-	
3	Urban planning and housing	-	-	-	
4	Roads and networks	✓	✓	✓	✓✓
5	Transportation	-	-	-	
6	Health, public hygiene and quality of life	-	-	-	
	Health	✓	✓	✓	✓✓
7	Environmental protection and natural resource management	-	-	✓	
8	Security and civil protection	✓	✓	-	
9	Education, scientific research and vocational and technical training	-	-	-	
	Education	✓	✓	✓	✓✓
10	Social, cultural and human promotion activities	-	-	-	
11	Sport and leisure	-	-	-	
12	Promotion of economic development and employment	-	-	-	
	Agriculture (Small-scale irrigation system)	✓	✓	✓	✓✓
	Markets	✓	✓	✓	✓✓
13	Promotion of tourism	-	-	-	

	Sector	Applicability of the methods			Sectors to be included in MODEL
		Planning	Project implementation	Infrastructure management and maintenance	
14	Communication	-	-	-	
15	Water supply, sanitation and electricity	-	-	-	
	Rural water supply	✓	✓	✓	✓✓
16	Promotion of the family, youth, women, children, the disabled and the elderly.	-	-	-	

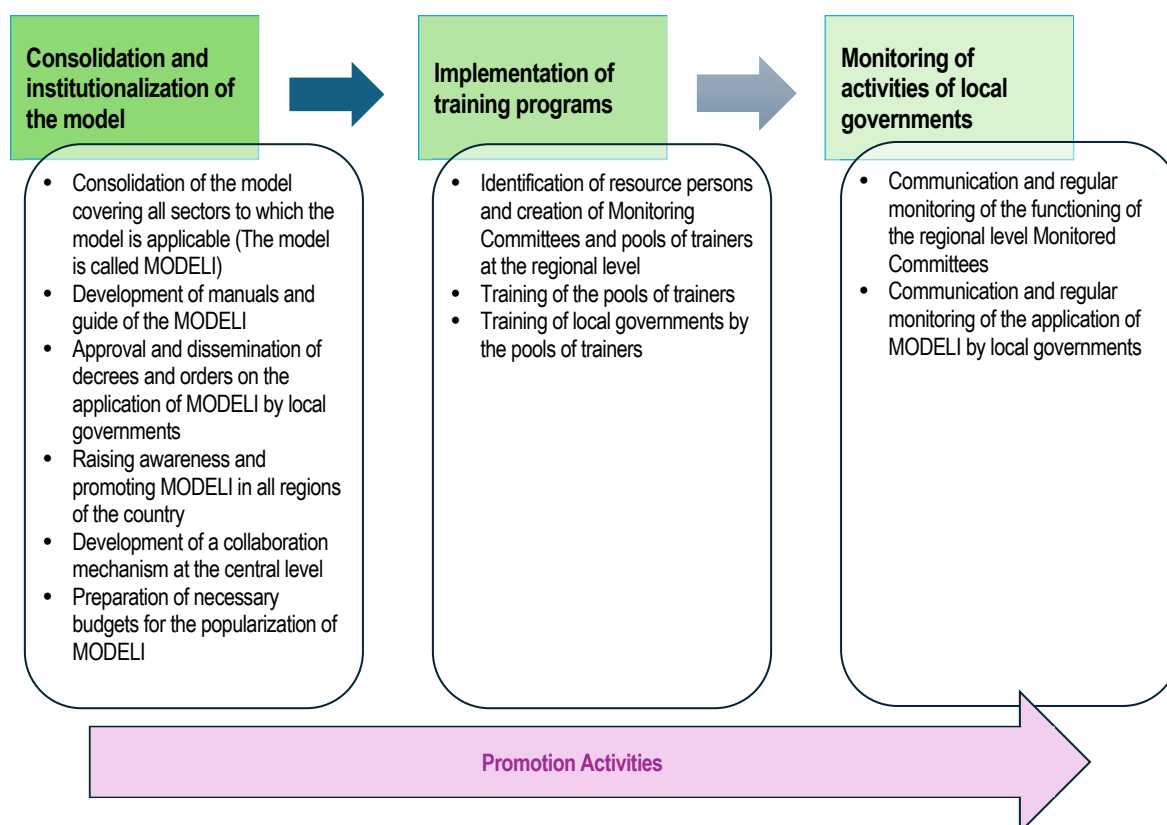
Source: JICA Expert Team

d) Clarification of the Process and Activities for the Promotion of the Model

The Working Group members discussed and clarified the steps for the promotion of the model and activities to be implemented in each step. The promotion process consists of the following three steps:

- Consolidation and institutionalization of the model
- Implementation of training programs
- Monitoring of activities of local governments

The process and activities for the promotion of the model are shown in the figure below.



Source: JICA Expert Team

Figure 2.1.23 Process and Activities for the Promotion of the Model

e) Development of *Arrete* for institutionalization of the model

The Finance and Administration Sub-Group of the Working Group discussed the way of institutionalization of the model and developed two draft ministerial *Arrete* (ordinance) as shown below:

- *Arrete* on the institutionalization of the methods of PCN-CI
- *Arrete* on the establishment of Scientific Committees responsible for monitoring the implementation of the methods of PCN-CI

The first *Arrete* mentioned above explained the activities of PCN-CI to be implemented by the local governments, consisting of the data collection and planning, implementation of projects and infrastructure management and maintenance. The second *Arrete* specified the mechanism for monitoring and promotion of the method of PCN-CI in each region by establishing the Scientific Committee. It was expected that DGDDL would examine the draft *Arrete*, improve them if necessary, and approve them to institutionalize the model.

f) Development of a guide on the budget preparation for the implementation of methods of PCN-CI

In Gbeke Region, local governments conducted activities such as inventory surveys, various trainings for local governments, and regional workshops with their own funds. Through the experience in Gbeke Region, it was confirmed that the activities of PCN-CI could be implemented with small amounts of money, and it was possible for the local governments to prepare the budget for the activities, if mayors understood the importance of activities and agreed on providing the budgets.

The Finance and Administration Sub-Group of the Working Group realized the importance of explaining to local governments how to prepare the budget. When promoting the methods to all regions in the future, it can provide the guide it developed on budget preparation by local governments for the implementation of methods of PCN-CI.

g) Reflection Committee for Capacity Building of Local Governments for Rural Water Supply (C2RCT)

The project encouraged MIS/DGDDL and MINHAS/ONEP to develop a mechanism for collaboration between two entities for the effective use of the outputs of PCN-CI in the rural water supply sector. Accordingly, two entities decided to establish a Reflection Committee for Capacity Building of Local Governments for Rural Water Supply (C2RCT).

Through a series of meetings of C2RCT conducted from December 2022 to August 2023, the document called the “Orientation Document for the Capacity Development of Local Government for the Rural Water Supply” was developed and finalized by the C2RCT. The document clarifies the issues in the rural water supply sector and proposes measures to be taken. The measures include 1) establishment of a monitoring system, 2) promotion of infrastructure development, 3) strengthening the operation and maintenance system, 4) clarification of roles and responsibilities of stakeholders, 5) development of local government capacity, and 6) strengthening the support system for local government.

(5) Activities Concerning the Entire Project

1) Development of Work Plan

A draft Work Plan was prepared in Tokyo through discussions with JICA and the JICA Expert Team in February 2019, before the JICA Expert Team visited Cote d'Ivoire in March 2019. In March and April 2019, the JICA Expert Team visited Cote d'Ivoire for the first time to facilitate the understanding of the stakeholders and discussed with them matters about the Project. The JICA Expert Team explained the contents of the draft Work Plan in a series of meetings which were held for the central government, Gbeke Region, and Haut-Sassandra Region. To reflect the results of the various meetings and field visits, the Work Plan was revised to be approved at the Joint Coordination Committee Meeting in May 2019. The revised Work Plan was discussed and approved at the 1st JCC meeting held in Abidjan on 16 May 2019, and then finalized and printed in July 2019.

2) Confirmation of the Status of Central Government

When the Project officially commenced in Cote d'Ivoire in March 2019, the JICA Expert Team started to contact organizations at the central level which could be related to the Project in order to get necessary information and discuss relevant matters with them.

The table below shows a list of organizations which the JICA Expert Team contacted during the Project and the major themes discussed with them.

Table 2.1.47 Related Organizations at Central Level and Themes Discussed

Organization	Theme(s)
Directorate of Local Development (DDL), MIS	<ul style="list-style-type: none"> ● Laws and rules about local governments ● Situation of local governments
DAPS-COGES, MENA	<ul style="list-style-type: none"> ● COGES and U-COGES
DCEP, MENA	<ul style="list-style-type: none"> ● Construction of public primary schools (Design, Bill of Quantities (BOQ), Procurement, Supervision)
DESPS, MENA	<ul style="list-style-type: none"> ● School mapping ● GIS data of schools in Haut-Sassandra ● Educational statistics ● Standard of establishment of primary schools
Directorate of Primary Schools, Secondary Schools and Colleges (DELC), MENA	<ul style="list-style-type: none"> ● Situation of primary education
Technical Advisor, MH	<ul style="list-style-type: none"> ● Policy and strategy for rural water supply
DGH, MINHAS	<ul style="list-style-type: none"> ● Situation of rural water supply (HV, HVA, and CGPE)
ONEP	<ul style="list-style-type: none"> ● Construction and rehabilitation of rural water supply (HV, HVA)
Water Distribution Company of Cote d'Ivoire (SODECI)	<ul style="list-style-type: none"> ● Presidential project of rehabilitation of 21,000 PMH
National Institute of Statistics (INS)	<ul style="list-style-type: none"> ● GIS data of villages and camps in Haut-Sassandra Region ● Population data by village and camp of Haut-Sassandra Region

Source: JICA Expert Team

In addition to the government organizations mentioned above, the Project Team had meetings with Assembly of the Regions and Districts of Cote d'Ivoire (ARDCI) and Association of Towns and Communes of Cote d'Ivoire (UVICOCI) to present the project content and ask for further collaboration.

The discussions with these organizations continued throughout the project implementation period based upon the needs and the necessities.

3) Social Survey in Haut-Sassandra Region

a) Design of the Survey

In order to design the social survey, the JICA Expert Team conducted rapid assessments of the survey targets (i.e., local governments, prefectural corps, regional directorates, and villages/ camps) to understand their situations roughly. It was found that the situations of local governments, prefectural corps, and regional directorates in Haut-Sassandra Region were not so different from those in Gbeke Region. Therefore, the survey contents could be examined based on the knowledge and experience from Phase 1. It was found, on the other hand, that the situations of villages in Haut-Sassandra Region were very different from those of Gbeke Region. In addition, there were a lot of camps in Haut-Sassandra Region, which do not exist a lot in Gbeke Region. It was necessary to understand more about these villages and camps before examining the survey contents. Therefore, the JICA Expert Team visited more than 10 villages/camps in different sub-prefectures and interviewed residents about their communities. Furthermore, the JICA Expert Team interviewed several sub-prefects to ask about the characteristics of local communities and people in their own sub-prefectures.

After these pre-assessments, the survey contents were examined and it was decided that the social survey would be divided into two parts: the one targeting prefectural corps and villages/camps to understand people's life in the region, and the other targeting local governments and regional directorates to understand these organizations.

b) Survey targeting Prefectural Corps and Villages/Camps

The purpose of this survey is to understand the characteristics of various communities (villages and camps) in Haut-Sassandra Region. In order to achieve the purpose, the questionnaire survey was administered to prefectural corps (prefecture offices and sub-prefecture offices) and villages/ camps. The survey was contracted out to Centre de Recherche pour le Développement / Université Alassane Ouattara (CRD). CRD conducted the field surveys from July 2019 to August 2019 and developed the survey report by December 2019.

The survey targeted two major groups in Haut-Sassandra Region: 1) prefects and sub-prefects; and 2) inhabitants in the villages, camps, and quarters inside the cities. As for the prefects and sub-prefects, all 4 prefects and 19 sub-prefects were interviewed. Regarding the inhabitants in local communities, 47 villages, 47 camps, and 8 urban quarter representatives were interviewed. A total of two villages and one attached camp for each village were selected from each sub-prefecture, and two quarters were selected from the central sub-prefectures of each department.

Below are some of the key findings based on the results of interviews with prefects and sub-prefects.

- Department of Vavoua was the most affected during the crisis in 2002.
- Land-related conflicts are the most recurrent in Haut-Sassandra Region.
- Overall (65%), sub-prefects cited that migrant populations (allochtone and allogene) must have the authorization of their autochtone guardians before submitting a complaint to local governments.
- Sub-prefects hold very few meetings with local governments.

Key findings from the questionnaire surveys of local communities are as follows:

- There is an average of 8 large camps and 35 small camps per village. Majority of these camps (23/47) are located between 3 and 8 km from the host village.

- The dates of creation of most villages were between 1900 and 1959 (before independence), and the camps were established between 1960 and 1979 (after independence).
- Majority of the roads (58.8%) are in very poor conditions, and the population has no access (60.8%) to the power grid.
- Concerning the implementation of projects in camps, majority of respondents (65.7%) say that prior authorization is required from the host villages.
- Regarding the crisis in 2002 and 2010, a large number of respondents say that they were not affected, with rates of 55.2% and 41.8%, respectively.
- 75.5% of the respondents do not receive visits from the local governments. The few and rare visits are made during electoral campaigns, reshape of roads, or during the construction or inauguration of facilities.
- Only 25.5% of the local communities say that they have benefited from local government projects in the past 5 years.
- For a large number of local communities (41.2%), the quality of work of the local governments is very bad.
- A total of 77.5% of the local communities have at least one primary school.
- Majority of the surveyed communities (66.7%) have at least one PMH. Out of a total of 131 PMHs, only 46 are functional (35.1%).
- For 90.2% of the local communities, the whole population do not have access to public water facilities, and majority of them use well water.
- Majority of local communities (61.8%) with PMH have water point management committees, and 59.5% have a committee for each water point. In addition, majority of the surveyed communities (55.9%) replied that they sold PMH water.

The above information are the results when looking at the region as a whole. In addition, each item was analyzed based on department, type of local communities, and location of local communities (inside/ outside communes).

c) Survey targeting Local Governments and Regional Directorates

The purpose of the survey was to get organizational information on counterpart agencies at the regional level. The targets were local governments and regional directorates. The survey was conducted by the JICA Expert Team. It targeted 8 local governments, 1 DRENETFP⁵, 1 DDENETFP⁶, 19 IEPP⁷, and 1 DRH in Haut-Sassandra Region. Interviews with the target offices were conducted in August 2019 and the collection of additional information continued until the end of October 2019.

Below are the key findings of the survey:

- The portion of allochtones (migrants) in its population is the largest for the Regional Council.
- The northern part of the region was severely affected by the crisis in 2002, especially Vavoua and Bediala communes.
- The crisis in 2010 affected the communes within and south of Daloa commune.
- Land-related conflicts are the major present conflicts.

⁵ Regional Directorate of National Education, Technical Education and Vocational Education (DRENA at present)

⁶ Departmental Directorate of National Education, Technical Education and Vocational Education

⁷ Inspection of Pre-primary and Primary Education

- Regarding the computer software knowledge of civil servant staff of sociocultural and technical services of local governments, most of them are familiar with Word, but many of them do not have knowledge of Excel, GIS, and CAD operations.
- Internet access is available in half of all local government offices.
- Most of the civil servant staff of sociocultural and technical services of local governments do not have any means of transportation.
- Most of local governments do not know the number of camps in their areas. Most of them do not have information on the numbers of schools, COGES, and water supply facilities. Most especially, they are not aware of the situations of water supply facilities in their respective areas.
- In terms of priority sector for development, all local governments cited that “education” is the first priority. On the other hand, only Daloa, Vavoua, Issia, Gboghue, and Regional Council mentioned that “water” is one of their priorities.
- Vavoua and Issia communes responded that they do not include camps in their three-year programs.
- Daloa, Zoukougbeu, and Regional Council answered that it is necessary to contact the village chiefs of the main villages before contacting certain camps.
- Lack of schools, long distances to schools, and bad road conditions are the major challenges of primary education in the region. In the existing schools, lack of classrooms is a problem and many schools are forced to do double shifts.
- Both parents and local governments are not so interested in COGES activities and, therefore, their involvement is limited.
- None of the respondents were aware of the exact conditions of PMH.
- PMH has no systematic maintenance system. In most cases, groups of people such as CGPE manage PMH on site, but majority of them are neither trained nor supported by outside partners.
- There is no regular communication framework between local governments and DRENFTF/ DDENFTF/ IEPP. IEPP expects that local governments should be more involved in COGES activities.
- Regarding the relationship between local governments and DRH, the Regional Council has relatively active communication with the DRH.

4) Baseline and Endline Surveys

a) Baseline Survey

Based on the objectively verifiable indicators of PDM Version 1, the draft contents of the baseline survey were prepared in September 2019. However, it was pointed out that the indicators for Overall Goal could not be monitored regularly during and after the Project because this would require a large-scale survey. In addition, the scope of Project interventions was not so wide compared to those which could have an influence on the entire target region. Rather, it was assumed that the effects of the Project would start from the pilot project sites where the Project had direct interventions, and then would gradually spread out to other communities. The indicators were not designed to observe such kind of effects. Therefore, it was decided that the objectively verifiable indicators would be reviewed and revised when the details of the pilot projects would be decided, and the baseline survey would be implemented after the indicators would be revised.

It was anticipated that the details of the pilot projects were decided by June 2020. However, due to the COVID-19 pandemic, all activities, including the preparation of the pilot projects, were delayed and the details of the pilot projects were not decided until October 2021. Right after the details of the pilot

projects were decided, the review of the objectively verifiable indicators commenced and discussions on their revisions among JICA, the JICA Expert Team, and DGDDL/MIS continued up to April 2022.

When the objectively verification indicators of PDM were revised, the JICA Expert Team started the preparation of the baseline survey. The JICA Expert Team deliberated about which indicators should be measured by the baseline survey, what kinds of questions should be asked for each indicator and who should be the targets of the baseline survey. While the final discussions on the details (targets, questions, and methodology) of the baseline survey were going on, the JICA Expert Team recruited one supervisor and four surveyors (two for each region) for the implementation of the survey. After the questions for each indicator were fixed, they were recategorized by responder and the questionnaires by responder were developed using KoboCollect. The baseline survey started at the beginning of August 2022 in two regions and the data collection was finished by the end of September 2022. The baseline survey covered all 17 local governments in two regions (9 for Gbeke, 8 for Haut-Sassandra), 46 localities in two regions (24 for Gbeke, 22 for Haut-Sassandra), national direction of PCN-CI 2 at DGDDL, and Scientific Committee of Gbeke. The collected data was analyzed by indicator of PDM and the results were compiled as a baseline survey report.

b) Endline Survey

The endline survey was conducted in the field from July 2023 to September 2023. For the survey, one supervisor and six surveyors (three for each region) were hired. The targets, questions, and the methodology of the survey were the same as the baseline survey. After the collection of data, they were analyzed by indicator of PDM and the results were compiled as a report. Most of the indicators were improved. Especially, the understanding level about PCN-CI methods by local government officers in Haut-Sassandra was improved very much and the local governments in Haut-Sassandra were willing to utilize the PCN-CI methods in their daily work. However, some of the answers at locality (village) level were not so good as expected. This would be partly because the endline survey was conducted only one year after the baseline survey and therefore, the impacts of the project activities were not sufficiently spread among the inhabitants yet. It is recommended that the local governments continue the implementation of the PCN-CI methods so that the inhabitants gradually feel the improvement of public services provided by local governments.

5) Hygiene Education during the COVID-19 Pandemic

In order to sensitize people about the importance of hygiene during the COVID-19 pandemic, the hygiene education program targeting school children and CGPE was conducted from 28 October to 1 December 2021. The program was conducted by the team consisting of the local government officers, COGES Counselors of DRENA and IEPP, and the JICA Expert Team.

In Gbeke Region, as some CGPE were established during and after Phase 1, it was decided to target not only school children, but also CGPE in villages. One school and one village in each local government were selected according to the criteria and visited as shown in the table below. In Haut-Sassandra Region, only school children were targeted because the pilot projects were not implemented yet and CGPE were not established by the Project. Two schools in each local government were selected according to the criteria and visited as shown in the table below.

Table 2.1.48 Target Schools and Villages in Gbeke Region

Local Government	Schools Visited	Date	Villages Visited	Date
Bouaké	Konankro School Group	28 Oct. 2021	Kokokro	28 Oct. 2021
Regional Council	EPP Balekro	30 Oct. 2021	Allouboti	30 Oct. 2021
Djebonoua	EPP Djebonoua 3	09 Nov. 2021	Blessou	08 Nov. 2021
Diabo	EPP Télébopkri	11 Nov. 2021	Konankro	05 Nov 2021
Brobo	EPP Djamalakro	27 Oct. 2021	Pindikro	27 Oct. 2021
Beoumi	EPP Tiendebo	10 Nov. 2021	Souafoué-Dan	03 Nov 2021
Bodokro	EPP Ahokokro	09 Nov. 2021	Alloukou-Yakro	03 Nov 2021
Botro	EPP Botro-kouadiokro 2	09 Nov. 2021	Takramangouakro	09 Nov. 2021
Sakassou	EPP Bad Residential	11 Nov 2021	Adjoblessou	11 Nov. 2021

Source: JICA Expert Team

Table 2.1.49 Target Schools in Haut-Sassandra Region

Local Government	Schools Visited	Date
Daloa	EPP Kennedy 2 Extension and EPP Daloa South	22 Nov 2021
Regional Council	Doboua and EPP Gosséa 1 School Group	17 Nov 2021
Issia	EPP Issia 2 Extension A and Mira School Group	19 Nov 2021
Saïoua	EPP Municipality 3 and EPP Léolagrange1	23 Nov 2021
Vavoua	Vavoua 146 School Group and Plateau School Group	25 Nov 2021
Bediala	EPP Nanoufla 1 et EPP Ourouta	18 Nov 2021
Gboguhé	Gboguhé School Group	01 Dec 2021
Zoukougbeu	Zoukougbeu School Group	26 Nov 2021

Source: JICA Expert Team

At each school, a bucket with a tap, a bottle of soap, and an A2-sized poster were distributed. The team explained the preventive measures against COVID-19 and demonstrated how to wash hands by using the bucket and the soap. At villages, the team provided the education program for CGPE members on the preventive measures by using pictures drawn on large sheets of paper. After completion of the entire program, the local governments continued the program by themselves and covered more schools and villages using the remaining materials and posters. The total numbers of materials distributed to each local government are shown in the table below.

Table 2.1.50 Total Number of Distributed Materials

Region	Local Government	Distributed Materials
Gbeke Region	Bouake	<ul style="list-style-type: none"> ● 30 buckets with taps ● 30 bottles of soap 33 cl ● 60 posters in A2 format ● 01 picture box
	Regional Council	<ul style="list-style-type: none"> ● 20 buckets with taps ● 20 bottles of soap 33 cl ● 40 posters in A2 format ● 01 picture box
	Djebonoua, Diabo, Brobo, Beoumi, Bodokro, Botro, and Sakassou	<ul style="list-style-type: none"> ● 06 buckets with taps ● 06 bottles of soap 33 cl ● 12 posters in A2 format ● 01 picture box

Region	Local Government	Distributed Materials
Haut-Sassandra Region	Daloa	<ul style="list-style-type: none"> ● 20 buckets with taps ● 20 bottles of soap 33 cl ● 57 posters in A2 format
	Regional Council	<ul style="list-style-type: none"> ● 10 buckets with taps ● 10 bottles of soap 33 cl ● 22 posters in A2 format
	Issia and Saioua,	<ul style="list-style-type: none"> ● 06 buckets with taps ● 06 bottles of soap 33 cl ● 12 posters in A2 format
	Vavoua, Bediala and Zoukougbeu	<ul style="list-style-type: none"> ● 06 buckets with taps ● 06 bottles of soap 33 cl ● 19 posters in A2 format
	Gboguhé	<ul style="list-style-type: none"> ● 06 buckets with taps ● 06 bottles of soap 33 cl ● 14 posters in A2 format

Source: JICA Expert Team

6) Training in Japan

Training in Japan, which was originally planned in 2021, was postponed due to the COVID-19 pandemic. Finally, it was implemented in October 2023 (17th October-24th October).

The objective of the training was set as “Participants from different agencies learn together the local government systems of Japan (planning, community participations, and human resource development of officers) at different levels [Do (prefecture), Shi (city), and Cho (town)], identify a common future vision of the local governments’ service delivery in Cote d’Ivoire, and realize the necessity of promoting the MODEL I to all regions”. In order to achieve the objective, the participants visited Hokkaido, Takikawa City, Kuriyama town in Hokkaido and discussed about the content and dissemination way of the MODEL I in Tokyo. The table below shows the program.

Table 2.1.51 Program of Training in Japan

Date	Activity	Venue
Oct. 17	Briefing	JICA Hokkaido Center
	Visit to Hokkaido Museum	Hokkaido Museum
Oct. 18	Japanese Local Governments	JICA Hokkaido Center
	Review of PCN-CI2	JICA Hokkaido Center
	Regional Administration of Hokkaido Prefecture, General Description of Organization of Civil Servants	Hokkaido Prefecture
	Initiatives of Human Resource Development of Hokkaido Prefecture	Hokkaido Prefecture
	Master Plan of Hokkaido Prefecture	Hokkaido Prefecture
Oct. 19	Master Plan of Takikawa City	Takikawa City
	Construction Projects of Takikawa City and Roles of City	Takikawa City
	Human Resource Development of Civil Servants of Takikawa City	Takikawa City
	Organization of Regional Round Table and Citizens' University	Rural Environment Improvement Center at Ebeotsu

Date	Activity	Venue
Oct. 20	Master Plan of Kuriyama Town	Kuriyama Town
	Construction Projects of Kuriyama Town and Roles of Town	Kuriyama Town
	Human Resource Development of Civil Servants of Kuriyama Town	Kuriyama Town
	Visit of Kuriyama Brick Warehouse "KURIFUTO"	KURIFUTO
Oct. 21	Movement from Sapporo to Tokyo	-
Oct. 22	Off	-
Oct. 23	Review of the Training	JICA HQ
	Discussion on improvement of the MODEL and its dissemination	JICA HQ
Oct. 24	Discussion on future projects with JICA	JICA HQ
	Closing Ceremony	JICA HQ

Source: JICA Expert Team

The list of participants is shown in the table below. The target participants of the training were high-ranking officers from the organizations which were expected to play important roles in disseminating the MODEL. The training aimed to provide a good opportunity to gather decision makers of the organizations together, which was very difficult in Cote d'Ivoire because they were busy. The participants could learn both the MODEL and the Japanese experiences intensively so that they could discuss and improve the content and dissemination strategy of the MODEL at the end of the training. Also, the active cooperation to the promotion and dissemination of the MODEL from the participants could be expected after the training. Originally, participants were nine people. However, one participant, N'guessan Badou Harlette from UVICOCI (No.8 in the table below), did not participate in the training due to an unforeseen event. As a result, eight people from different organizations participated in the training.

Table 2.1.52 Participants of Training in Japan

	Name	Organization	Position
1	EFFOLI BENJAMIN	Cabinet of Ministry, MIS	Chief of Staff
2	YAPI AMONCOU FIDEL	DGDDL, MIS	General Director
3	YAPI OHOUO URBAIN	Directorate of Local Development, DGDDL, MIS	Director
4	KONAN ALLALI STEPHANOS	Directorate of Legality Control and Litigation, DGDDL, MIS	Deputy Director
5	VANIE BI TRAZIE JEAN FRANCOIS	Prefecture of Bouake, Gbeke Region	General Secretary
6	KOUADIO KONAN RAOUL	Cabinet of Ministry, MENA	Chief of Staff
7	BEHIBRO FIDELE	Cabinet of Ministry, MINHAS	Technical Advisor to the Minister
8	N'GUESSAN BADOU HARLETTE (not participated)	UVICOCI	General Secretary, Mayor of Arrah Commune
9	MABO JEAN-JACQUES ROGER	ARDCI	Project Manager

Source: JICA Expert Team

7) Regional Workshops

In order to summarize the implemented activities and to have the common view after the Project completion among the Project actors, the regional workshops were conducted in Gbeke and Haut-Sassandra Regions in November 2023. The major agenda comprised 1) presentation of PCN-CI, 2)

summary of activities of the Project, and 3) future visions of the Project and introduction of MODEL I with short introductory video. The summary of the workshops is shown in the table below.

Table 2.1.53 Summary of Regional Workshops

Region	Haut-Sassandra Region	Gbeke Region
Date	28 November 2023	30 November 2023
Time	9:00-13:00	10:00-14:00
Venue	Daloa Prefecture	Meeting Room of Bouake Wholesale Market
Number of participants	75	78
Participating organizations	<ul style="list-style-type: none"> • Prefectural corps • Local governments • Marahoue District • DRH • DRENA • Regional Directorate of Equipment and Road Maintenance • DGDDL/MIS • Embassy of Japan • JICA Cote d'Ivoire • JICA Expert Team 	<ul style="list-style-type: none"> • Prefectural corps • Local governments • Valle du Bandama District • DRH • DRENA and IEPP • Regional Directorate of Agriculture • Regional Directorate of Equipment and Road Maintenance • Regional Directorate of Plan • Scientific Committee • DGDDL/MIS • DAPS-COGES/MENA • DCEP/MENA • JICA Cote d'Ivoire • JICA Expert Team

Source: JICA Expert Team

At the workshop in Haut-Sassandra Region, in addition to the major agenda, the mayor of Issia commune shared his thoughts about the importance of the Project and the MODEL I by pre-recorded video. Also, the Scientific Committee of Haut-Sassandra was established in the presence of the participants. The *arrete* (ordinance) for the establishment of Scientific Committee was shared in the workshop. After the workshop, an Action Plan for 2024 was supposed to be developed and activities implemented to promote and maintain the MODEL I introduced by the Project.

On the other hand, at the workshop in Gbeke Region, the officer of Regional Council of Gbeke Region shared the results of the selection of priority projects using the data collected through the inventory survey, in addition to the major agenda. Moreover, the Scientific Committee of Gbeke shared the overview of the committee and the planned activities for the year 2024 which would be discussed in their succeeding meeting. These were the following:

- Visit of the elected people of each local government for sensitization about MODEL I
- Annual meeting (for 2023 and 2024)
- Support to local governments to implement inventory surveys
- Training on the project selection methodology
- Monitoring of COGES activities
- Training on creation, training and monitoring of CGPE

8) Final Seminar

Around the end of the Project in December 2023, the final seminar was held in Abidjan. Since the Project developed the MODEL I for dissemination to all local governments in Cote d'Ivoire, the

Project utilized the final seminar to promote the MODEL I to the relevant stakeholders. As a result, the agenda of the seminar was as follows:

- Presentation of PCN-CI by the Project Coordinator from DGDDL
- Presentation of results of activities conducted during PCN-CI by local government officers from Gbeke and Haut-Sassandra Regions
- Presentation of some examples of applications of the PCN-CI methods by local government officers from Gbeke and Haut-Sassandra Regions
- Presentation of the MODEL I with short introductory video by the Project Coordinator from DGDDL

The seminar was held at CRRAE UMOA in Plateau, Abidjan on 13 December 2023 from 10:00 to 14:00 and about 120 people participated. The participants were from ARDCI, UVICOCI, Regional Councils, Communes, Cabinet/MIS, DGDDL/MIS, DAPS-COGES/MENA, DCEP/MENA, DESPS/MENA, DAEP/MINHAS, SODECI, JICA Terminal Evaluation Mission, JICA Cote d'Ivoire Office, and JICA Expert Team. In fact, more participants were expected. However, most of the communes, which DGDDL asked to invite, were not informed about the seminar by UVICOCI. Therefore, only a few communes participated in the seminar.

During the seminar, representatives of some Regional Councils mentioned that they welcomed the MODEL I and they would wait for its implementation in their own regions. They even asked how to get the documents (manuals and guides) developed by the Project and wanted to know what they had to prepare before the implementation of the MODEL I. Although the number of participants was less than expected, it can be said that the seminar was a good start for the dissemination of the MODEL I all over Cote d'Ivoire.

9) Public Relations

a) Model name and logo

The stakeholders of PCN-CI including DGDDL and the JICA Expert Team had realized the necessity of the name of the model which can be used for its promotion to all regions in future. The candidate names were prepared by the JICA Expert Team based on the discussion on the concept of the model and by incorporating the ideas of DGDDL and JICA. The finalized nine candidate names were discussed in the Working Group meeting held on June 2, 2023, and the Working Group members chose the name MODEL I (*Modèle du Développement Local Inclusif*, Inclusive Local Development Model) from the candidates by vote. Several candidate logos of the model name were also developed and the Working Group members selected the logo in their meeting held on August 2, 2023.

b) Development of public relation tools

The Public Relation Sub-Group discussed and prepared a public relation activity plan. In the plan, it was decided to prepare public relation tools. According to the plan, the Sub-Group members and the JICA Expert Team would develop a flyer, brochure, project video, and promotional T-shirts and bags and used them for the regional workshops, final seminar, and other meetings with various stakeholders.

c) Project's Facebook page

During the project period, the JICA Expert Team operated the Project's Facebook page and uploaded posts and videos related to project activities to disseminate project information to the public.

10) Project Monitoring

a) Joint Coordination Committee (JCC)

During the Project implementation period, four Joint Coordination Committee meetings were held at DGDDL in Abidjan. It was agreed at the first meeting that the JCC meeting would be basically held once a year. However, the second JCC meeting was held more than two years after the first meeting due to delayed activities caused by the COVID-19 pandemic. The summary of the meetings is shown in the table below.

Table 2.1.54 JCC Meetings

JCC Meeting	Date	Agenda
1 st JCC Meeting	16 May 2019	<ul style="list-style-type: none"> ● Presentation of framework of the Project ● Presentation of Work Plan
2 nd JCC Meeting	11 November 2021	<ul style="list-style-type: none"> ● Introduction of new Project Director and Project Coordinator ● Overview of the Project and implemented activities ● Overview of the pilot projects and selection processes of target sites ● Information sharing on the revision of PDM indicators and extension of the Project duration ● Future activities and challenges
3 rd JCC Meeting	1 December 2022	<ul style="list-style-type: none"> ● Progress of activities ● Conducted activities of Working Group ● Presentation of revised PDM ● Future activities
4 th JCC Meeting	14 December 2023	<ul style="list-style-type: none"> ● Challenges and recommendations related to the Project activities ● Presentation of MODEL and the strategy of dissemination ● Official presentation of MODEL documents ● Action plan of Cote d'Ivoire side after the completion of the Project ● Presentation of the terminal evaluation results

Source: JICA Expert Team

The first JCC meeting was held in May 2019. At the meeting, the outline of the Project was explained and discussed and the participants agreed on PDM Version 1, Plan of Operation (PO) and the Work Plan.

The second JCC meeting was held in November 2021 after the travel of JICA experts to Cote d'Ivoire was resumed. By that time, due to the transfer of the government personnel, the Project Director and Project Coordinator had been changed. Therefore, at the meeting, the new Project Director and Project Coordinator were introduced. The major purpose of the meeting was to agree on the selected pilot project sites and, therefore, the overview of the pilot projects and the selection process of the pilot project sites were shared. The selected sites for pilot projects of school facilities were approved except for one site, which was in a camp called Oussoukro in Vavoua Commune. It was discussed that a decision should be made with a lot of consideration when implementing any project in a camp and, therefore, the approval should be done after all the stakeholders understood and approved the project in the camp. After the JCC meeting, all stakeholders of Oussoukro Camp gathered at Tiahouo village, to which Oussoukro Camp is attached, and they discussed and agreed on the implementation of the pilot project of school facilities in Oussoukro.

The third JCC meeting was conducted in December 2022. The focus of the meeting was on the discussion about what should be examined during the final year of the Project in order to disseminate the Model nationwide which the Project had developed. In addition, several alternative mechanisms

of training implementation and monitoring for disseminating PCN-CI methods were shared with the participants.

The fourth and final JCC meeting was conducted in December 2023. The major agenda was to share the strategy of disseminating the MODEL, which had been discussed at Working Group meetings. Since the JCC meeting was the final one, the action plan of DGDDL was shared and what activities would be implemented, after the Project completion until the commencement of the next project, was explained. In addition, the results of the terminal evaluation of the Project, which was conducted since the end of November 2023 for about two weeks, were shared by the Terminal Evaluation Team dispatched from Japan.

b) Monitoring Sheet

Monitoring Sheets listed below had been prepared during the implementation period of the project.

- Monitoring Sheet 1: February 2019 – June 2019
- Monitoring Sheet 2: July 2019 – December 2019
- Monitoring Sheet 3: January 2020 – June 2020
- Monitoring Sheet 4: July 2020 – December 2020
- Monitoring Sheet 5: January 2021 – June 2021
- Monitoring Sheet 6: July 2021 – December 2021
- Monitoring Sheet 7: January 2022 – June 2022
- Monitoring Sheet 8-9: July 2022 – June 2023

2.2 Achievements of the Project

2.2.1 Outputs and indicators

(1) Output 1: The training tools to strengthen the local government offices are developed.

The Objectively Verifiable Indicators of Output 1 are the following:

1. Methods of planning, implementation, and management/maintenance for local governments are examined and refined.
2. Training modules (planning, implementation, and monitoring) for local government officers and Regional Directorates (DRH, DRENA, IEPP) are developed.

PCN-CI methods developed in Phase 1 were reviewed and improved incorporating the lessons learned and insights from the activities under Output 2 and Output 3.

In Haut-Sassandra Region, a method of the inventory survey for collecting information of camps and existing public facilities was developed after various trials and improvements. In the region, there are a large number of camps scattered in rural areas, many of which are inaccessible by cars or motorcycles, and their basic information (such as names, geographic locations, and populations) are not available. A participatory approach was adopted to collect camp information by organizing a meeting at the village, inviting its representatives and all the camps belonging to it. In order to avoid time-consuming data entry process and errors, a mobile application called KoboCollect was adopted to input the information collected during the village meetings.

After the completion of the method development for the inventory surveys in Haut-Sassandra region, the method was simplified using paper-based questionnaires in consideration of the levels of computer skills of local government officers. The method of priority project selection using Excel was also developed, in consideration of the capacity level of the local government officers in the operation of Excel. Those simplified methods were introduced in Gbeke Region and it was confirmed that the local government officers were able to prepare survey questionnaires and database by themselves and select priority projects.

Through the implementation of pilot projects in school building construction, methods of the different types of public procurement (such as open tender and the competition of quotation, supervision of construction works and furniture procurement, organization of community meetings, and the management and maintenance school facility and furniture) were developed with the participation of DCEP, DAPS-COGES, and DGDDL.

The method of sustainable management and maintenance of PMH was developed incorporating preventive maintenance under the contract between CGPE, mayor/president of regional council, and area mechanic, which enhanced the method developed in Phase 1.

The method of participatory school management by COGES was reviewed and revised incorporating the amended Presidential decree on COGES and the related inter-ministerial orders. In order to strengthen the cooperative relationship between local governments and COGES, the scope of creating U-COGES was also changed from sub-prefecture unit to basically each commune.

Training modules were developed, and training programs were provided to local government officers, elected representatives, and other stakeholders. A total of 18 manuals and guides and 3 other documents were prepared describing all the methods developed in the Project.

(2) Output 2: The methods of the model are refined and consolidated in Gbeke Region.

The Objectively Verifiable Indicators of Output 2 are the following:

1. An organization which promotes the methods in Gbeke Region conducts activities
2. X% of local governments utilize the methods of the model for planning at development of their 3-year programs.
3. X% of local governments utilize the methods of the model for project implementation.
4. X% of local governments provide support to community-based organizations for management of primary schools and rural water supply facilities.
5. Recommendations for promotion of the model in Gbeke Region.

Scientific Committee established at the end of Phase 1 was revitalized after the discussion with various stakeholders such as prefectural corps, elected people, local government officers, regional directorates, DGDDL, and the JICA Expert Team during Phase 2. The Scientific Committee was officially established by Prefectural Ordinance (arrêté préfectoral) on 7 December 2021 and they conducted various activities such as organization of annual regional workshops, awareness raising visits to local governments, and training programs on inventory survey, planning, and PMH management with good hygiene practice. The Scientific Committee prepared reports after the implementation of activities. It established the system of promotion and monitoring of activities at the regional level, in which the Scientific Committee prepared an annual activity plan, proposed the

plan to all stakeholders in the annual regional workshop, and reviewed and discussed the conducted activities in the regional workshop.

The table below shows the situation of utilization of the planning method by local governments in Gbeke Region. More than half of the local governments implemented inventory surveys with their own funds, selected priority projects, and incorporated the selected projects in 3-year programs. Some local governments have not initiated the planning process because mayors did not provide funding for the activities or the technical and sociocultural officers were unavailable.

Table 2.2.1 Situation of Utilizing PCN-CI Methods in Planning in Gbeke Region as of November 2023

	Local Government	Training on Inventory Survey	Implementation of Inventory Survey	Training on Planning	Selection of Priority Project (PP)	Preparation of Report	3-Year Program
1	Bodokro	Done	Done	Done	Done	Not yet	Priority Projects included
2	Botro	Done	Not yet	Not yet	Not yet	Not yet	Not yet
3	Sakassou	Done	Done	Done	Done	On-going	Priority Projects included
4	Djebnoua	Done	Not yet	Not yet	Not yet	Not yet	Not yet
5	Brobo	Done	Done	Done	Done	Completed	Priority Projects included
6	Bouake	Done	Done	Done	Done	Completed	Priority Projects included
7	Diabo	Not yet	Not yet	Not yet	Not yet	Not yet	Not yet
8	Beoumi	Done	Not yet	Not yet	Not yet	Not yet	Not yet
9	Regional Council	Done	Done	Done	Done	Completed	Priority Projects included

Source: JICA Expert Team

During Phase 2, it was difficult for the local governments in Gbeke Region to learn and apply the methods of project implementation. Since it was expected that all activities in Gbeke Region were implemented with their own funds, the local governments had to prioritize the activities and they were eager to learn the methods of planning and participatory PMH management.

However, the Scientific Committee continuously explained the components of PCN-CI methods and importance of the methods for the project implementation. The local governments understand the importance of the methods, though the activities have not been conducted due to the limitation of the capacity.

It was also difficult for many local governments to implement the methods of the management and maintenance of school and rural water supply facilities and to provide support to community-based organizations during phase 2, due to the financial and human resource limitation and that they prioritized the planning methods.

However, Djebonoua Commune supported CGPE to establish U-CGPE (Union of CGPE) and provided training to them on the PMH management and maintenance. Some local governments provided support to COGES and some of them regularly participated in General Assembly. With the initiative of Scientific Committee, the training on PMH management and maintenance by CGPE with good hygiene practice was provided to all local governments. The method of PMH management incorporating the preventive maintenance was introduced in for CGPE with the participation of DRH, local governments and the Scientific Committee. The local governments understand the importance of supporting community-based organizations for the facility management and maintenance.

Scientific Committee proposed to conduct some activities for COGES and CGPE in 2024 in the regional workshop and the local governments basically agreed on the proposed plan.

Recommendations for promotion of the model in Gbeke Region were developed and presented by Scientific Committee in the final regional workshop. The participants basically agreed on the proposed plan of activities for 2024 and also the financial contribution for the implementation of the activities.

(3) Output 3: The refined methods of the model are implemented in Haut-Sassandra Region through training programs and pilot projects.

The Objectively Verifiable Indicators of Output 3 are the following:

1. Number of implemented training programs on the methods of the model and number and types of participants of the training programs
2. All local governments in Haut-Sassandra Region utilize the methods of the model for planning.
3. All local governments in Haut-Sassandra Region collect information of all localities including camps.
4. All local governments in Haut-Sassandra Region utilize the methods of the model for project implementation through pilot projects.
5. All local governments in Haut-Sassandra Region introduce the methods of the model for management and maintenance of rural water supply facilities.
6. All local governments in Haut-Sassandra Region increase communications with COGES and IEPP for management and maintenance of primary schools.
7. Recommendations for promotion of the model in Haut-Sassandra Region

Training programs shown in the table below were conducted in Haut-Sassandra Region. The local governments officers, elected people, prefectural corps, DRH, DRENA, IEPP, COGES, CGPE, local contractors and area mechanics participated in the training programs.

Table 2.2.2 Training Programs conducted in Haut-Sassandra Region

Training Program	No. of Participants	Times	Types of participants
Training on Inventory Survey	235	42	Local government officers and elected people
Training of IT specialists	32	12	Local government officers and DRH
Training on COGES	1,183	18	DGDDL, Prefectural Corps, Local government officers and elected people, DAPS-COGES, DRENA, IEPP, COGES members
Training on CGPE	127+villagers	8	Prefectural Corps, Local government officers and elected people, ONEP, DRH, DGDDL, Area Mechanics, CGPE members, villagers
Training on School Construction	567	22	DGDDL, Local government officers and elected people, DCEP, DAPS-COGES, COGES, local contractors, Scientific Committee members in Gbeke
Technical Training on PMH	132	26	DGDDL, DRH, MINHAS, ONEP, Local government officers and elected people, Scientific Committee members in Gbeke

Source: JICA Expert Team

After learning the methods in the training programs mentioned above, the local governments utilized the methods in the activities.

The table below shows the situation of utilization of the planning method by local governments in Haut-Sassandra Region. All local governments completed the inventory survey, except the Regional

Council, of which the survey was suspended due to the election in 2023, but it will restart in the beginning of 2024. Six local governments out of eight have selected the priority projects, and five local governments have incorporated the priority projects in 3-year programs.

Through the inventory surveys, all local governments except the Regional Council collected the information of camps including the names, geographical locations, populations and the conditions of existing PMH and school facilities. The information was included in the database of the local governments. The Regional Council completed the inventory survey in two departments, Issia and Zoukougbeu departments, out of four departments. The information of the camps in those two departments were compiled in the database.

Table 2.2.3 Situation of Utilizing PCN-CI Methods in Planning in Haut-Sassandra Region as of November 2023

	Local Gov't	Training on Inventory Survey	Implementation of Inventory Survey	Training on Planning	Selection of Priority Project (PP)	Preparation of Report	3-year Program
1	Bediala	Done	Done	Done	Done	Not yet	Not yet
2	Daloa	Done	Done	Not yet	Not yet	Not yet	Not yet
3	Gboguhe	Done	Done	Done	Done	On-going	Priority Projects included
4	Issia	Done	Done	Done	Done	Not yet	Priority Projects included
5	Saioua	Done	Done	Done	Done	Completed	Priority Projects included
6	Vavoua	Done	Done	Done	Done	Completed	Priority Projects included
7	Zoukougbeu	Done	Done	Done	Done	Not yet	Priority Projects included
8	Regional Council	Done	Suspended due to 2023 election. will restart in January 2024	Done	Not yet	Not yet	Not yet

Source: JICA Expert Team

Communes of Daloa, Vavoua, Issia and Zoukougbeu, which had pilot projects of school construction, used the methods for project selection, tender document preparation, tender implementation, supervision of construction works and furniture procurement and organization of community meetings in the pilot projects. Other four local governments practiced the methods by participating in the pilot project implementation.

Zoukougbeu commune has utilized the design of school building for the construction and tender was implemented according to the PCN-CI methods after the pilot project.

All local governments used the methods for the supervision of the PMH rehabilitation in the pilot projects.

All local governments received the training and conducted the following processes: 1) support localities to establish CGPE, 2) training for CGPE and area mechanics, and 3) monitoring of CGPE and area mechanics.

All COGES counselors, chiefs, and staff of sociocultural services of all local governments received the training on Manuals 1, 2 and 3 and Guide of COGES. They provided training to COGES of 1 U-COGES of each local government. They also received the training on the school facility maintenance by COGES and provided the training on the school facility maintenance to the COGES. Through the activities, the communication between the local governments and COGES, and between the local governments and IEPP increased.

Recommendations for promotion of the model in Haut-Sassandra Region were developed and presented by a representative of the local government officers in the final regional workshop. The participants agreed on the recommendation, especially the establishment of the Scientific Committee to monitor and promote the method utilization in Haut-Sassandra Region. The issue is to make the Scientific Committee functional by getting cooperation of all stakeholders in the Haut-Sassandra Region.

(4) Output 4: Recommendation of applying the model and the methods of the model to other Regions is made.

The Objectively Verifiable Indicators of Output 4 are the following:

1. Revised manuals on the methods of the model in line with the lesson learned in Gbeke and Haut-Sassandra Regions are prepared and agreed in JCC.
2. Lessons learnt on the implementation of the methods of the model in the area where camps exist are compiled.
3. Recommendation on ways of dissemination of the methods of the model to other local governments is made.
4. The methods of the model are shared with the umbrella organizations of local governments as well as other organizations by actors of the target regions.
5. Dissemination tools such as a guide and audio visuals are developed for promoting the methods of the model.
6. The central government implements some activities at the central level for promoting the methods of the model.

The manuals and guides describing the methods of PCN-CI were finalized incorporating all lessons learned from the project activities. The methods were developed and examined in Haut-Sassandra Region, where a large number of camps exist.

The strategies for the dissemination of the model to other regions was developed in collaboration with the Working Group and the JICA Expert Team. The strategies clarified the sectors to which the model is applicable, target regions, a mechanism for the dissemination of the model, dissemination process, and roles of stakeholders for dissemination.

2.2.2 Project Purpose and indicators

The Project Purpose is “the foundation of enhancing capacity of local government to provide transparent public services in collaboration with communities is established.”

The Objectively Verifiable Indicators of the Project Purpose are the following:

1. Data and needs collected in collaboration with communities are used at the formulation of the three-year programs (primary education and rural water supply sectors) of local governments in Gbeke and Haut-Sassandra Regions.
2. Projects of primary education and rural water supply sectors under the Three-year Programs are properly implemented in collaboration with communities in Gbeke Region.
3. Projects of primary education and rural water supply sectors are implemented in a transparent manner with quality control in Haut-Sassandra Region.

4. Methods for inventory survey and project implementation in the areas where camps exist are developed.
5. Community-based organizations manage primary schools and rural water supply facilities with technical supports from local governments in Gbeke and Haut-Sassandra Regions.
6. More than X% local governments in Gbeke and Haut-Sassandra Regions realize that the contents and frequency of information sharing and collaborations with technical ministries and its regional directorates are improved.
7. Local governments coordinate and cooperate each other under the initiatives of prefectural corps for sustainable utilization of the methods of the model (i.e. allocation of budgets, training on the methods) in Gbeke and Haut-Sassandra Regions.
8. Actions necessary for promoting the methods of the model by the central government are clarified.

Five (5) local governments out of nine (9) in Gbeke Region and five (5) local governments out of eight (8) in Haut-Sassandra Regions incorporated the selected priority projects in their 3-year programs.

In Gbeke Region, the local governments concentrated on the planning activities applying the PCN-CI methods, therefore they could not spend much time for learning the methods on the project implementation and management and maintenance. It is expected that the local governments who completed the planning process will start learning and applying the methods of project implementation and management and maintenance in the following years.

The methods for the inventory survey and project implementation in the areas where camps exist were developed through the activities in Haut-Sassandra Region.

The terminal evaluation found some positive changes on the management and maintenance of school and rural water supply facilities by community-based organizations in Haut-Sassandra Region. For example, schools used to be managed solely by COGES members, but now they are run by elected members with the participation of local residents. Some CGPEs have also initiated making their own internal rules in addition to PCN-CI rules. However, the actual operationalization was yet to come in Haut-Sassandra Region because of the delay in the pilot projects. In Gbeke Region, the project intervention on the management and maintenance of the facilities was limited as mentioned above. It is expected that the methods will be promoted in Gbeke Region with the initiatives of the Scientific Committee in the following years.

Through the implementation of the project activities and regional meetings, the communication between the local governments and the regional directorates of the technical ministries increased. The Scientific Committee in Gbeke Region facilitated the communication among the stakeholders and they coordinate with the stakeholders to collaborate in the implementation of activities such as the regional workshop. In Haut-Sassandra Region, the good relationship between the local governments was developed through the training programs and pilot project implementation. The Scientific Committee was established in the final regional workshop to sustain and promote the utilization of the methods. It is expected that DGDDL provide support to the Scientific Committee and monitor their activities until it becomes functioning.

DGDDL developed the action plan to promote the methods and presented in the JCC in December 2023.

As a conclusion, it can be said that the foundation for the enhancing capacity of local government to provide transparent public services in collaboration with communities has been established in Gbeke Region by the formal development of the Scientific Committee and the development of regional level regular activities such as the preparation and explanation of annual activity plan with the cost estimation to the stakeholders, the organization of annual regional workshops, and the review of conducted activities. In Haut-Sassandra Region, the good cooperative relationship was developed among the stakeholders with good understanding of the methods of PCN-CI, but it is necessary to make the Scientific Committee, which have just established in the end of Project, functioning in order to ensure the sustainability of the utilization of the methods.

At the central level, DGDDL officials understand the methods of PCN-CI well and are motivated to promote the methods to all regions in the country through the working group activities and meetings. It is the achievement of the phase 2. However, in order to realize the capacity development of all local governments in the country, it is expected that DGDDL starts coordination with technical ministries and other related organizations and establishes the central level monitoring committee, realizes the institutionalization of the model, conducts the promotion activities and prepares budget for the monitoring and promotion of the model at the national level.

2.3 History of PDM Modifications

PDM Version 0 was reviewed and revised to develop PDM Version 1, which was discussed and approved at the first JCC in May 2019. The basic concept of the Project was the same and the organization names were updated and some wordings and expressions were changed reflecting the situations at that time. The Minutes of Meeting on the amendment of the R/D regarding the amendment of PDM and PO was signed in October 2019.

It was planned that the objectively verifiable indicators of PDM Version 1 would be reviewed and revised when the details of pilot projects were decided. Due to the COVID-19 pandemic, the implementation of Project activities was delayed and the review of indicators of PDM was also delayed. Finally, the indicators of PDM started to be reviewed and modifications were discussed when the details of pilot projects were decided in October 2021. Several discussions were held between DGDDL and the JICA Expert Team and at last, they agreed on the revised indicators and made PDM Version 2 in April 2022, which was agreed by JICA as well. In addition, the extension of the Project duration was discussed because the implementation of activities was delayed due to the COVID-19 pandemic and it was agreed that the project period would be extended for one year and PO would be modified accordingly when the JICA Headquarters conducted a monitoring mission in February 2022. After the mission, DGDDL and the JICA Expert Team discussed and agreed where to revise PO, which was also agreed by JICA. Based on the results of the series of the discussions on the modifications of PDM and PO, the minutes of meetings on the revisions of R/D was signed in August 2022 and the revisions of the indicators of PDM and the modified PO were officially agreed.

2.4 Others

2.4.1 Results of Environmental and Social Considerations (if applicable)

Since the pilot projects were relatively small and they were planned to be implemented where facilities (i.e., primary school facilities and HV facilities) already existed, it was assumed that the impacts on the environment or society were minimal. Therefore, the Project was classified as Category C based on the guidelines of environmental and social considerations issued by JICA.

2.4.2 Results of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

In terms of considerations on peace building, the balance of benefits from public services as well as from the Project among various ethnic groups should be taken into consideration. In Haut-Sassandra Region, there are various ethnic groups and they are classified into three major categories: Autochtone (indigenous people), Allochtone (migrants), and Allogene (immigrants). Within each category, there are various groups. Although there were no apparent conflicts among different ethnic groups, it was better to allocate any benefits fairly. Therefore, when considering development interventions in this region, including the pilot project for this Project, it was necessary to think about the balance of allocations of the benefits among the various ethnic groups.

In relation with the matter on ethnic groups, it is necessary to deal with villages and camps carefully especially because the residents in villages are mainly Autochtone, while the residents in camps are mainly Allochtone and Allogene. If only villages were taken into account, many people who were Allochtone and Allogene would be left behind. In addition, the number of residents in camps was very huge as confirmed by the social survey. The social survey confirmed as well that camps were established as communities and the living conditions in the camps were worse than in the villages. Therefore, camps should be also considered as local communities and as a part of the region, although they are not official administrative communities.

When dealing with camps, relationships between camps and villages which the camps are attached to have to be considered. All the camps are attached to a certain village, and relationships between villages and camps are different from village to village. It is better to approach the villages to understand the relationship between them, even when camps are the main targets of intervention in order to prevent any possible conflicts. In fact, the social survey disclosed that the villages wished to be involved in the development projects in the attached camps. So, even when targeting the camps, the host villages should be involved in discussions as stakeholders from the beginning.

The social survey pointed out as well that there were a lot of land-related conflicts all over the region. There were many cases in which the people fought over land ownership of the same land. Therefore, land ownership of the candidate sites should be confirmed, particularly when selecting the sites of the pilot projects. In relation to the selection of pilot project sites, it was also necessary to be careful with issues pertaining to political will because political conflicts existed in many communities based on the social survey.

These are the identified considerations on peace building which should be taken into account when the development activities are implemented in the areas where the camps exist like Haut-Sassandra region. The Project developed the specific methodologies to include camps in the regional development and to implement development activities in camps, but to avoid possible conflicts as

much as possible follows. Regarding the land conflicts, it was not applicable to the Project because the Project targeted the existing facilities for their improvements.

In order to include the camps as a part of the region at the time of development, the methodology of inventory surveys which was re-examined for Phase 2 included how to reach the camps. Since villages wanted to be involved in the development activities in the attached camps, villages were contacted first at the inventory surveys and representatives of a village and the attached camps gathered at the village at the time of the survey to answer the situations of their own localities and discussed together about the needs. By doing so, the village could lead the development of all the localities, and camps could be included in the development. Looking at the inventory surveys conducted in Haut-Sassandra, these were generally welcomed by most inhabitants of both villages and camps as well as by the local government officers because they enabled local governments to gather real data and needs information from the field with the cooperation of the inhabitants. The inhabitants could practically feel involved in the planning process, which appeared to be a first-time experience for most of them. However, several difficulties were also identified during the implementation of inventory surveys for certain villages and camps. For example, there were a few cases that existing discords among villages and between villages and some of their camps, which could arise from land conflicts, political reasons, cultural and ethnical differences and so on, made it difficult to have unified conclusions about the needs of their localities. Another difficulty was one type of land conflict, in which two villages claimed ownership of the same camp attached to their villages. Therefore, these villages did not get along well, and the disputed camp might not be included in the inventory survey. These difficulties were not easy to resolve and the prefectural corps were generally responsible for similar matters in Cote d'Ivoire. What local governments could have done was to explain the purposes and benefits of the inventory survey clearly and repeatedly to the inhabitants and to share the matter with the prefectural corps for their facilitation and support. Also, in order to reduce the discords due to political reasons, it is necessary for local governments to develop their three-year programs based on the updated data and to show the inhabitants that they develop said program equitably, which the Project attempts to introduce.

In addition, the Project examined the methodology of project implementation, especially for project selection, in areas where there are camps. First of all, the selection criteria were clearly set based on the scientific data so that the political will could not interrupt. Moreover, because the Project wanted to examine how to implement development activities in camps, one of the criteria was to include camps as pilot project sites. The relationships between villages and attached camps differed, some were friendly and collaborative and some were very sensitive due to different reasons. Taking this into consideration, it was advised that the agreement on the project by the village should be obtained in order to avoid any complaints and conflicts possibly raised by the village in the future when a project would be implemented in a camp. As for the pilot projects of school facility, Oussoukro camp in Vavoua Commune was identified as a candidate site. In that case, the overview and selection process of the pilot project were explained to village chief and other notables of Tiahouo Village, the host village of Oussoukro camp, at the village by local government officers with the presence of sub-prefect of the area and the representatives of Oussoukro camp. At the end of the meeting, all the participants agreed on the project in Oussoukro camp and signed the minutes of the meeting. As for pilot projects of HV facility, camps were included in the 58 candidate sites. Before conducting the technical assessments at those camps for the selection of target sites, local governments and the JICA Expert Team visited the villages where the camps have been attached to after they explained about the pilot projects to sub-prefects and

discussed about the Project and obtained agreements on targeting those camps as candidate sites for the technical assessments. Besides, throughout the pilot project selection process, the local governments and the JICA Expert Team continued the coordination with those host villages. As it is mentioned here, it was learned that, in the course of the selection process, the explanation of the project should be done to the village with the support of sub-prefect, and the agreement of the village should be obtained before implementation of the project when a project is implemented in a camp. During and after the project implementation, the information of the projects in camps was shared with the host villages from time to time so that they could get sufficient information about the projects in a timely manner.

In sum, the following points should be considered when local governments implement developmental activities in the area where many camps exist.

- The balance of allocations of the benefits among the various ethnic groups, which include Allochtone (migrants) and Allogene (immigrants), should be considered.
- Camps where Allochtone (migrants) and Allogene (immigrants) mainly live should be included as local communities at the time of developmental planning.
- Generally speaking, the host villages should be involved in discussions as stakeholders from the beginning when developmental activities are implemented in camps. Especially, the host villages should be contacted first when camps are targeted for certain projects.
- At the time of the inventory surveys, villages should be contacted first and then, the community meetings should be held at the host villages together with representatives of the attached camps so that all stakeholders discuss together about the development of the host villages and the attached camps and the host villages could lead the discussion at the same time.
- When selecting projects in camps, local governments should explain the selection process and criteria clearly to the host villages (village chiefs and other notables) and obtain agreements on the projects from the host villages before the commencement of the projects.
- Throughout the project implementation in camps, local governments should explain the progress of the projects to the host villages in addition to the target camps from time to time.
- If some disagreements among localities (villages and camps) occur, local governments should consult the sub-prefects of the area on how to deal with the matters. Sometimes, it would be better to let the sub-prefects deal with them.

Chapter 3 Results of Joint Review

3.1 Results of Review Based on DAC Evaluation Criteria

The Terminal Evaluation was conducted for the Project. The Evaluation Team was officially dispatched from Japan to Cote d'Ivoire and the evaluation was conducted from 26 November 2023 to 15 December 2023. The Evaluation Team evaluated the results of the Project by DAC's six evaluation criteria. Therefore, the evaluation results by the Terminal Evaluation Team have been included in this section.

3.1.1 Relevance

The Evaluation Team reconfirmed that the relevance of the Project is **high**.

(1) Relevance with the policy of Cote d'Ivoire

At the time of planning, the National Development Plan (2016-2020) focuses on reducing regional disparities and improving local administration, with "improving the quality of state institutions and governance" as the main strategic axis. The objective of the Project which aims to provide better public services through establishment and consolidation of a system to improve public service delivery is in line with the policy of Cote d'Ivoire.

(2) Relevance with the needs of beneficiaries

The central and northern regions were not provided with the public services due to the prolonged conflict political turmoil. Although regional disparities and population discontent are not the direct cause of past conflicts, they can be a destabilizing factor in the situation. Therefore, the need to strengthen local administration system in order to provide effective basic services is urgent and important.

The PCN-CI methods for service delivery in Gbeke region was developed in Phase 1, but the methods needed to be tested in other settings in order to disseminate it in other parts of the country.

(3) Appropriateness of Project Plan and Approach

Several indicators of project purpose were either the same as or difficult to distinguish from indicators of Outputs, and appropriate indicators were not put in place. There were also some problems with the indicator setting, as indicators of activities were also placed in the output indicators. These made it difficult to grasp the aim of the Project. However, there had been no problem with the logic between outputs and project purpose.

3.1.2 Coherence

The coherence of the Project is evaluated as **relatively high**.

(1) Relevance with the assistance policy of Japan

The Country Assistance Policy (March 2018) at the time of planning identified “maintaining a secure, stable society” as one of priority issues. “Building stable society” was a main strategy to achieve this area. It aimed to contribute in strengthening the capacities of local administration and basic social services for the population.

At TICAD IV, Japan had expressed its support for capacity building of central and local government authorities under the pillar of “Promoting social stability for shared prosperity.”

This Project aimed to improve local administration in a wider area and to build citizens' trust in local administration by adopting the public service delivery system established in Phase 1 in Gbeke Region, the center of the central and northern regions that were conflict-affected areas.

Therefore, the objective of the Project was aligned with the assistance policy and strategy of Japan.

(2) Internal and External Coherence

Internal and external coherence were not confirmed because specific collaboration/coordination was not envisioned in this Project at the time of the ex-ante evaluation, and there were no specific synergistic effects from actual collaboration/coordination.

3.1.3 Effectiveness

The effectiveness of the Project is evaluated as **high**.

(1) Achievement of the Project Purpose

It was expected that the project purpose would be achieved by the end of the project period. However, further efforts are necessary for both central, regional, and local government levels.

The Evaluation Team observed that PCN-CI methods had been consolidated to some extent in Gbeke Region. In order to continue the PCN-CI methods in the region, the Scientific Committee was formalized by prefecture ordinance, and training for local government officers was conducted at their own expense. The Project provided support in the form of advice that triggered their awareness of what they needed to do. This type of technical cooperation took time, but it certainly fostered a sense of ownership and contributed greatly to the establishment of the methods.

In Haut-Sassandra Region, the Scientific Committee was also formally established. In addition, a high level of commitment was demonstrated by the fact that each local government conducted its own inventory survey with its own funds.

On the other hand, training for new staff members due to staff transfers and promoting understanding of decision makers who have newly become council members are challenges that must continue to be addressed in both regions. But the ownership and willingness to continue to use the methods were well noted at all levels of governments.

Some positive effects were also observed as listed below.

Relationships between community and local government officers

- Most local government officers in Haut-Sassandra Region indicated that they had never visited the village before, and the local government welcomed the strengthened relationship with residents through the Project.
- Many positive comments were made that even when a community had a problem or need, the people did not know who to contact because they did not have an established relationship with the local government before. But the project helped them built such relationship with local government officers and enabled them to understand the role of the local government.

Change in local government officers

- During interviews, the local government officers in Gbeke and Haut-Sassandra Regions, expressed that their satisfaction had increased when they were able to provide public services that meet the real needs of community.

Differences from other methods

- The Evaluation Team confirmed that the PCN-CI methods were correctly understood at all levels interviewed, both in central and local governments. It was pointed out that the PCN-CI methods were characterized by their focus on the community, encompassing planning, implementation, and maintenance at the community, and that what made it different from other methods.

(2) Causality relationship between Outputs and Project Purpose

All four outputs were confirmed to be necessary to achieve project purpose to build the foundation for the improved methods of delivering public services with the community. Output 2 and Output 3 were necessary inputs for Output 1. Output 4, for the activities at the central level, was necessary to strengthen the foundation and to achieve the overall goal. As in 4-1, there was some problems in the indicators, but the causality between relationship of Outputs and Project purpose was appropriate.

3.1.4 Efficiency

Efficiency is evaluated as **Moderate**.

(1) Achievement Level of Outputs

The four outputs were generally achieved as planned.

(2) Inputs

Inputs from both Japanese and Ivorian sides were appropriate. It is worth mentioning that most of the costs for trainings conducted by Scientific Committee members for local government officers and monitoring activities in Gbeke Region were borne by their own funds. The costs for conducting inventory survey in both regions were also borne by local governments in each region.

(3) Delay in some of activities caused by the COVID-19 pandemic and 2023 local election

Planning stage, including inventory survey and project selection, was affected by the COVID-19 pandemic and the local election in 2023. In addition to these reasons, in Haut-Sassandra Region, it took more time than expected to obtain permission to conduct survey in the camp areas as well as to

understand the actual structure of local setting. Therefore, the selection of pilot project sites was delayed, leading to delays in the subsequent activities such as establishment/revitalization of community-based organizations for management and maintenance of public facilities. In addition, the baseline survey was also delayed since the field surveys were to be conducted at the pilot project sites.

The COVID-19 pandemic limited many project activities and implementation processes including remote supervision from Japan by the JICA experts and training of participants. In light of this, both sides agreed to extend the project for one year until February 2024 through the Minutes of Meeting signed in February 2022.

3.1.5 Impact

Impact of the Project is expected to be **high**. No negative impact by the Project has been observed at the time of the Terminal Evaluation.

It is too early to judge the level of achievement of Overall Goal. However, some positive signs to produce impact have already been seen.

According to the response in the endline survey, some local governments use part of PCN-CI methods informally. Although it has not been confirmed, it is said that staff members who have experienced the methods in Gbeke or Haut-Sassandra Regions were utilizing the element of methods in their new transfer locations such as Divo (Ioh Djboua Region), Bounkani (Tehini Region), Hambol (Dabalala Region) and so on.

It was also noted that local governments in Gbeke Region have continued to utilize the PCN-CI methods in implementation. From the final workshop presentation, it was noted that Sakassou Commune adopted the PCN-CI methods for tender and construction monitoring with community participation for the health clinic project identified in the existing 3-year program.

The Evaluation Team noted that UNDP is going to utilize some aspects of PCN-CI methods in the project “Local Government Social Infrastructure Improvement Plan in the Northern Region,” which is financed by Japan.

The Evaluation Team also observed some changes in relationships between people at the villages and local government officers through the Project. In the villages visited for COGES and CGPE study at the time of the Terminal Evaluation, the Evaluation Team noted that they had had little contact with local government officers in the past, but they began to interact with them through the Project and learned about the work of the local government and who its officers are. Many villagers said they have come to build confidence in the local government. In return, some of the local government officers that the Evaluation Team interviewed said that being in contact with local community has changed their motivation as public servants, as they can directly feel that they are responding to the needs of the community.

Considering the above information, the prospects for achieving the overall goal of expanding the methods to other regions and realizing the effect of fostering trust in local government are high.

3.1.6 Sustainability

Sustainability of the Project effect is **moderate**. Once the institutionalization of PCN-CI model and financial issues to implement PCN-CI activities are secured, the sustainability will be achieved to a large extent.

(1) Policy Aspects

“Balanced regional development” and “Strengthening governance, modernizing the State and cultural transformation” are the two of six pillars of the current National Development Plan (2021-2025).

The institutionalization of the Scientific Committee as a formal organization provided policy backup for conducting activities by PCN-CI methods in the two target regions. It is expected that PCN-CI methods are formally officialized at the central level.

In this regard, the political sustainability of the project effects will be ensured.

(2) Technical Aspects

At the central level, most of the Sub-Group members of DGDDL/MIS became trainers for local government officers. In Gbeke Region, some key local government officers remained from Phase 1 and Scientific Committee members have been trained as trainers. In Haut-Sassandra Region, although the Scientific Committee members and local government officers of Haut-Sassandra have been trained, there are still needs for refresher course to consolidate their skills and knowledge.

A pool of trainers was established at the central level together with the technical ministries. Therefore, there are no major problems if the trainings are continued in cooperation initiated by Scientific Committee members with central level even if there are transfers of local government officers.

(3) Institutional and Financial Aspects

Means of transport still remains as one of serious issues for the local government officers to implement PCN-CI methods including inventory survey, supervision of construction, and monitoring management and maintenance by community-based organizations.

In Gbeke, local government trainings were mostly financed within the region, and some local governments have devised ways to continue PCN-CI methods, such as creating a separate budget line within the state or on-top of monitoring costs for construction projects in the three-year program. Another important issue for the sustainability of the project effects is promoting understanding of mayors and other elected people on the PCN-CI model. Without their understanding, it is difficult to implement PCN-CI methods.

Furthermore, although the financial resources for implementation are limited, it is important to keep in mind that if a village is repeatedly left out of the selection process, trust in the local government will be undermined. Therefore, the financial aspect remains somewhat of a challenge for sustainability of the effects of the project.

3.1.7 Conclusion

It is expected that almost all outputs have been achieved during the project period through great efforts from the Ivorian side and Japanese side. The Project was in line with the National Development Plan (2016-2020) and needs of beneficiaries, thus its relevance is high. The coherence is relatively high although the internal and external coherence was not confirmed, but the Project was in line with the Japanese assistance policy for Cote d'Ivoire. The project purpose is expected to be achieved by the end of the project period. It was confirmed that the PCN-CI methods were steadily gaining ground in the two regions, although continuous efforts are required from central and local levels. The efficiency was evaluated as moderate as delays were observed for reasons other than the COVID-19 pandemic.

A prospect to achieve the overall goal remains on course after two to three years, however, the Evaluation Team recognized some positive signs to produce impact. Thus, impact as a whole is considered relatively high. The sustainability is considered as moderate, if the institutionalization of the PCN-CI methods and financial issues to implement PCN-CI methods were more cleared, the sustainability will be ensured to a great degree.

3.2 Key Factors Affecting Implementation and Outcomes

3.2.1 Hindering Factors to the Project Implementation

The Terminal Evaluation pointed out the hindering factors to the project implementation as below.

(1) COVID-19 Pandemic

The project activities were disturbed by the COVID-19 pandemic. Some of the activities were stopped or slowed down such as inventory surveys and several training sessions. In addition, the JICA experts could not work in Cote d'Ivoire for 1.5 years from April 2020 to September 2021. The project activities were carried out by the national staff under the supervision of the JICA experts, however, there were restrictions on project activities, such as movement restriction and prohibition on meetings of a certain number of people.

(2) Local Election held in September 2023

The election campaign started from the beginning of 2023. It was difficult for local government officers to visit villages for this period since villagers mistakenly assumed the visit as political campaign. The inventory survey of Regional Council in Haut-Sassandra was delayed for this reason. The monitoring activities of COGES and CGPE by local government officers in two regions were similarly affected.

3.2.2 Other Factors Affecting Implementation and Outcomes

In addition to the hindering factors pointed out by the Terminal Evaluation Team, there were some other factors affecting implementation and outcomes of the Project, which are described in this section.

(1) Presidential Election in October 2020

The presidential election was conducted at the end of October 2020 as planned. Prior to the election, many election-related demonstrations, sometimes violent ones, occurred in many areas in Cote d'Ivoire. This trend continued up to the middle of December 2020, when the newly elected president was inaugurated. Therefore, the implementation of each activity was carefully examined and decided upon one by one during the period.

Even after the new president was inaugurated, the activities of the government at the central level appeared to have slowed down because the new government was not formed until April 2021. After the new government was formed, changes and transfers of high officials at the central government took place, which further slowed down their activities. As a result, the project activities were slowed down during the period, adding to the influence of the COVID-19 pandemic.

(2) Changes of Major Counterparts at the Central Level

The Project Director and the Project Coordinator were replaced in September 2021 as a result of the changes of personnel of DGDDL/ MIS. MIS appointed a new Director General and a new Director for the Directorate of Local Development, and they were the ones who became the Project Director and the Project Coordinator of the Project, respectively, based on the R/D (Record of Discussion) of the Project. Since their assumption of office, the JICA Expert Team tried to explain about the Project to them whenever there were opportunities because they were not involved in the Project before their assignment. However, it took some time until they fully understood the Project.

In April 2022, the Ministry of Hydraulics (MH), one of the major counterpart ministries, was merged with the Ministry of Sanitation and Hygiene; and the new Ministry of Hydraulics, Sanitation and Hygiene (MINHAS) has been established. The former Minister of Sanitation and Hygiene was reappointed as the new minister. The Director of the Cabinet of former MH and the Technical Advisor for the Director, who had been involved in PCN-CI since Phase 1 and contributed to the development of the PCN-CI model and coordinated with the Minister and other donor projects, were transferred to another ministry. Therefore, significant effort was required to obtain the new ministry's understanding on the PCN-CI methods and close cooperation for the Project.

(3) Revision of Decree Related to COGES

Right after the inauguration in December 2020, the President suddenly announced the revision of the decree related to COGES. The revision would eliminate exceptional contributions from students' parents and added the local governments as COGES financial source instead. In order to implement the decree properly in the field, an inter-ministerial ordinance was required. However, the ordinance was not prepared immediately. Since these changes in the decree would influence the contents of the manuals and the guide related to participatory school management through COGES, which were developed during Phase 1, the JICA Expert Team halted the activities related to COGES and observed the progress of the development of the inter-ministerial ordinance through communications with DGDDL and DAPS-COGES of MENA.

The inter-ministerial ordinance was not issued for more than half a year. So, the JICA Expert Team consulted the Director of DAPS-COGES of MENA regarding the situation after the travel to Cote d'Ivoire of the JICA experts resumed in November 2021. The Director explained that the content of the inter-ministerial ordinance was already decided, but it took time to get signatures from different ministers and that was why the ordinance was not issued at that time yet. According to the Director, the participatory school management by COGES developed during Phase 1 was applicable even under the new ordinance. In addition, the government of Cote d'Ivoire decided to give subsidies to all COGES in the country as well as allocate extra budget to local governments for supporting COGES as a replacement of exceptional contributions from students' parents, which means that it was ensured that COGES would receive a certain amount of money to continue school management. Based on these facts, the JICA Expert Team decided to resume the activities related to COGES, although the inter-ministerial ordinance related to it was not yet issued at that time. Finally, the inter-ministerial ordinance was issued in January 2022.

Since then, the activities related to COGES were implemented and its capacity building in the target regions was conducted. However, many COGES could not implement activities due to lack of financial resources. According to the revised decree and the inter-ministerial ordinance, COGES

would receive subsidies from the government of Cote d'Ivoire as well as support from local governments in order to implement activities. However, the subsidies from the government were not released to COGES on time and the mechanism of support from local governments to COGES was not clearly defined. As a result, COGES could not receive financial support from two major sources and most of them did not have money to implement planned activities because they were not allowed to collect exceptional contributions from students' parents anymore. Until the completion of the Project, this challenge was not solved and many COGES could not implement activities for the improvement of schools.

3.3 Evaluation of the Results of Project Risk Management

The following measures were taken for the factors affecting the project implementation mentioned in the previous section.

(1) COVID-19 Pandemic

In order to implement activities safely even during COVID-19 pandemic, various measures were taken. Since the JICA experts could not travel to Cote d'Ivoire for more than a year, the activities in Cote d'Ivoire were implemented by the counterparts together with the national staff of the JICA Expert Team. In order to enhance communication between Cote d'Ivoire and Japan while the JICA experts worked in Japan, online meeting tools (Zoom, etc.) were introduced and online meetings were held frequently. As for the implementation of training programs, the same training program was conducted several times in different cities so that the number of participants became less and the movements of participants reduced. At each training, the online meeting tools were set up to connect the training venue to other cities as well as Japan so that people outside the training venue could observe the training. With these measures, many activities were conducted even during COVID-19 pandemic although it took more time than planned.

(2) Elections

In order to avoid any incidents, the volume of activities, especially the activities at the local level, was reduced before and after the elections. Also, activities were stopped during the election period.

(3) Changes of Major Counterparts at the Central Level

Repeated explanations about the Project were done for the National Directorate of the Project at DGDDL by the JICA Expert Team whenever the major counterparts changed. In addition, DGDDL and the JICA Expert Team tried to bring the newly assigned people to the target regions where the major activities were implemented and to have discussions with people in the target regions. If it was difficult to bring them to the target regions, people in the target regions were invited to Abidjan to share their experiences. By doing so, the understanding level of the newly assigned people increased, and they gradually became the supporters of the Project.

(4) Revision of Decree Related to COGES

As noted in the previous section, activities related to COGES were suspended for approximately one year until an inter-ministerial ordinance was issued that stipulated the details of the revised decree after the Presidential decree on COGES was revised, as it was determined that the contents of the manuals and guide for participatory school management through COGES could not be reviewed. The

resumption of activities after the contents of the inter-ministerial ordinance were clarified enabled the preparation of manuals and guides that reflected the contents of the revised Presidential decree and the inter-ministerial ordinance.

The revised Presidential decree provided COGES with major financial sources in the form of subsidies from the central government and support from local governments. However, during the approximately two years since the law went into effect, supports from the central government and local governments have been limited and timing of the supports has also been a challenge. COGES, which is unable to obtain funds for its activities in a timely manner, is making efforts on its own to manage its schools but is having great difficulty in securing financial resources because it is no longer able to collect exceptional contributions from students' parents due to the amendment of the Presidential decree. In the future, it is expected that support from the central government and local governments will be provided sufficiently as planned, but at the same time, it is also desirable to consider new funding sources for COGES that do not rely on the central government and local governments.

3.4 Lessons Learned

3.4.1 Lessons Learned from the Terminal Evaluation Team

The Terminal Evaluation listed the lessons learned from the Project in the report. These are the following:

(1) Utilization of national staff will enhance the project outcomes.

As in this project, when the one of the major objectives is to strengthen the respective relationships at the central, regional, and field levels, it is necessary to closely exchange views with the parties concerned, backed by locally specific knowledge. As a result of the effective use of national staff, close consultations with the Cote d'Ivoire side, and continued support while flexibly responding to their needs, trust from both the government and the community has increased. This led to enhanced effectiveness of cooperation.

(2) Active participation of locally hired local government officers

When a local government has many competent locally hired staff members, the participation of locally hired staff members in the management of activities, including necessary training and committee membership, can be expected to ensure continuity of effectiveness even when local government officers are transferred.

3.4.2 Lessons Learned from the JICA Expert Team

In addition to the lessons learned pointed out by the Terminal Evaluation Team, the JICA Expert Team considers the following as lessons learned from the Project.

(1) Active participation of the counterparts at the central level

Since the Project aimed to establish a model to strengthen public services provided by local governments, it was essential that the officers at the central level who were supposed to develop and implement policies participate in the project activities. However, generally speaking, the focus tends to be on the regional level rather than on the central level when the pilot activities are implemented

in some regions because the practical activities happen at the regional level. Indeed, even at the Project, only few officers participated in the project activities at the beginning of the Project. But, in the middle of the Project when the Project Director and the Project Coordinator were replaced, the situation changed. In order to examine the model at the central level, the Working Group was established and many officers of DGDDL participated in the Project. As a result, there are many officers at DGDDL who know the model established by the Project very well and DGDDL is ready to disseminate the model nationwide.

(2) Wait for the initiatives by the counterparts themselves

As for the activities of Output 2 of the Project, it was expected that the Scientific Committee of Gbeke Region where capacity building of local government officers was already implemented during Phase 1 conducted the necessary activities by their own initiatives. Considering the ownership and sustainability of the activities, the JICA Expert Team did not ask the Scientific Committee members to implement certain activities and let them think what kind of activities needed to be implemented. At the beginning of the Project, nothing was implemented, but the JICA Expert Team patiently waited for their own initiatives. Then, gradually, they found what should be done such as issuance of the ordinance, creation of the restricted Scientific Committee, sensitization of the elected people, implementation of training on CGPE and inventory survey, and so on. Finally, they become a good example for other regions and DGDDL learns their experience to duplicate it in other regions.

Chapter 4 For the Achievement of Overall Goal after the Project Completion

4.1 Prospects to Achieve Overall Goal

4.1.1 Achievement of Overall Goal

As described in “Impact” of six evaluation criteria in the previous chapter, the Terminal Evaluation Team confirmed that there were good signs of achievement of overall goal at the time of the Terminal Evaluation.

4.1.2 Proposal of Revision of PDM

The Terminal Evaluation Team proposed to change or add some of the wordings of the indicators of PDM due to the overlap between Project Purpose and Outputs, and the fact that the meanings of some indicators were not clear and difficult to measure. In addition, the Evaluation Team proposed to amend indicators of overall goal in consideration of availability of indicators. The proposed indicators are shown in the table below.

Table 4.1.1 Proposed Revision of the Indicators of PDM

	Current indicator	Proposed Indicator
Overall Goal	2. More than X % of localities in the target regions consider that local governments understand the needs of residents.	2. <u>More than 10 localities in each target region</u> consider that local governments understand the needs of residents.
	3. More than X % of localities in the target regions consider that their development needs are fairly taken into consideration.	3. <u>More than 10 localities in each target region</u> consider that their development needs are fairly taken into consideration.
	5. More than X % of localities in the target regions consider that primary schools and rural water supply facilities are well managed by community-based organization.	5. <u>More than 10 localities in each target region</u> consider that primary schools and rural water supply facilities are well managed by community-based organization.
Project Purpose	1. Data and needs collected in collaboration with communities are used at the formulation of the 3-year programs (primary education and rural water supply sectors) of local governments in Gbeke and Haut-Sassandra Regions.	1. Data and needs collected in collaboration with communities are used at the formulation of the 3-year programs (primary education and rural water supply sectors) of <u>more than half of local governments each</u> in Gbeke and Haut-Sassandra Regions.
	2. Projects of primary education and rural water supply sectors under the 3-year programs are properly implemented in collaboration with communities in Gbeke Region.	2. Projects of primary education and rural water supply sectors under the 3-year programs are properly implemented in collaboration with communities in Gbeke Region. (<u>“Properly implemented” means that construction supervision should be carried out in accordance with the guidelines and manuals to ensure quality.</u>)

	Current indicator	Proposed Indicator
	3. Projects of primary education and rural water supply sectors are implemented in a transparent manner with quality control in Haut-Sassandra Region	3. Projects of primary education and rural water supply sectors are implemented in a transparent manner with quality control in Haut-Sassandra Region. (<u>"In a transparent manner" means that tender and construction supervision are carried out according to the guide and manuals.</u>)
	6. More than X % of local governments in Gbeke and Haut-Sassandra Regions realize that the contents and frequency of information sharing and collaborations with technical ministries and its regional directorates are improved.	6. <u>In Gbeke and Haut-Sassandra Regions the information shared and collaborations made between local governments and technical ministries and its regional directorates are improved.</u>
Output	2.1 X% of local governments utilize the methods of the model for planning at development of their 3-year programs	2.1 <u>Local governments</u> utilize the methods of the model for planning at development of their 3-year programs (<u>community meeting, inventory survey and selection of priority projects by PCN-CI methods</u>)
	2.2 X% of local governments utilize the methods of the model for project implementation	2.2 <u>Local governments</u> utilize the methods of the model for project implementation
	2.2 X% of local governments provide support to community-based organizations for management of primary schools and rural water supply facilities	2.3 <u>Local governments</u> provide support to community-based organizations for management of primary schools and rural water supply facilities

Source: Terminal Evaluation Report

4.2 Recommendations for Cote d'Ivoire Side

The Terminal Evaluation Team made the following recommendations to the relevant organizations for the remaining period and after the completion of the Project.

(1) MIS

- The achievements in Gbeke and HS regions have increased the potential for expansion of other regions. Therefore, institutionalization of the PCN-CI methods is very important for implementing the expansion to other regions. It is expected that this will proceed as soon as possible.
- In order to utilize the experiences of Gbeke and Haut-Sassandra regions as showcase for expansion to other regions, it is important that MIS monitor the performance of these two regions and provide technical support as necessary.
- It is recommendable to conduct regionwide PR campaign. Possible methods are thought including actual visits and explaining to local government officers and elected people in all regions and conducting PR activities at ARDCI and UVCOCI meetings.

(2) MINHAS/ONEP

- As a technical ministry in the area of water supply, it is recommended to continue to provide technical inputs in training local governments in close cooperation with MIS.

(3) MENA

- Like MINHAS, it is expected that continuous support be provided for capacity development of local governments in close cooperation with MIS.

- Although the COGES and the monitoring mechanism by local government officers were established through the Project, it was observed that the financial constraint to implement activities are significant for COGES to effectively function. COGES activities are largely dependent on central subsidies. In fact, no COGES received subsidies on a regular and timely basis, and many COGES were not successful in income-generating activities. In addition to timely allocation of subsidies, it is recommendable that MENA considers revising the manuals to introduce practical measures for the flexible use of their own resources other than subsidies.

(4) Gbeke Region

- It is advisable that the Scientific Committee, in cooperation with DGDDL/MIS, follow up with local governments that have not yet completed the inventory survey and, if necessary, enhance understanding of elected people to provide funds for the survey. Training local government officers who have not yet attended any capacity building trainings can also be important. Scientific Committee is expected to continue monitoring COGES and CGPE.

(5) Haut-Sassandra Region

- In cooperation with DGDDL/MIS and Scientific Committee of Gbeke Region, promotion and monitoring of PCN-CI methods are necessary for the newly established Scientific Committee.
- Scientific Committee members are expected to continue their activities to enhance understanding of the elected people on PCN-CI methods and to provide training to local government officers, especially those who are newly assigned to the region.

ANNEX 1

Results of the Project

ANNEX 1-1

List of Counterparts

Central Government		
Name	Organization	Position in PCNCI2
YAPI Fidèle	DGDDL	DGDDL, Project Director
YAPI Urbain		DDL, Project Coordinator
DIBI Carlos Oscar		Deputy Project Coordinator
N'DRI KOUAKOU Philomème		Study and Planning Sub-Group
KOUASSIBLE Joel		
SILUE Emmanuel		
DEZO Yannick		
YEO KOLOTCHOLOMA		Infrastructure Sub-Group
MOBIO ALAIN		
Mme SIKA ZOZO CHRISTELLE		Community Participation Sub-Group
ALLA Yao Eli		
ATSEYE Koussou Angele		Administration and Finance Sub-Group
OULAI Gonle Jonas		
ALLALI Konan Stéphanos		Public Relations Sub-Group
SILUE Métanhan		
YAPI Valery		
ASSAMOI Jean-Pierre		
MABO Roger		
KOUADIO Seraphin	MENA	DCEP
KECTHO Touré		
KONE SALIF		
PAH POTEY HERVE		
LIDA GILBERT		
CESAR KASSI		DAPS-COGES
OUATTARA LINDA		
NOMEL Melanie Caulomet Kouakou		
EFFI Germaine		
KIE Marie Dominique		
ASSAGOU Adiépe Atsé Hyacinthe		
BEYOGBIN Bérénger		
EBA Aka Stanislas Alexandre	MINHAS	Technical Advisor
BEHIBRO Fidel		ONEP
KAMSSOKO Guibril		
COULIBALY Daouda		
KOUAME Didier		
AMALAMAN Georges		

List of Counterparts

Gbeke Region		
Name	Organization	Position
TUO Fozié	Prefectural Corps	Prefect of Gbeke Region/ Bouake Department
TRAORE née Moïse-Henri Imelda Marguérite Marie-Doussou		Prefect of Beoumi Department
TIE GBE Bonaventure		Prefect of Sakassou Department
ELLA née GBANDA Odette		Prefect of Botro Department
KATOU Bony Francis		SG (General Secretary) of Gbeke Region/ Bouake Department
VANIE Bi Trazié Jean-François		SG of Gbeke Region/ Bouake Department
<i>all Sub-Prefects</i>		-
Amadou KONE	Bouake Commune	Mayor
DIEZAO Lagou Ruffin		SG
DIALLO Mansira		Director of Social Affairs and Human Development
TOURE Mori		Chief of Life and Association Services
DEGRI Marie Chantale		Sub-director of Social Affairs and Human Development
TAKI Patrice		Technical Director
ADJE Kouamé		Technical Services
KOFFI Kouman	Bodokro Commune	SG
AMANI Kouadio Adège		Chief of Sociocultural Services
BIERI Komenan		Chief of Technical Services
DJAHA Yao Ernest		Staff of Technical Services
KOUADIO lawly N'Guessan		Chief of Financial Services
DJINHIN Joachim	Bontro Commune	SG
LOUKOU Germain		Chief of Technical Services
YAO Innocent		Chief of Sociocultural Services
N'GUESSAN Bruno	Sakassou Commune	SG
N'DA Kouadio Laurent		Chief of Technical Services
ADOU Dongoh		Chief of Sociocultural Services
AGUIE Kohou Justice	Djebonoua Commune	Chief of Sociocultural Services
MAMADOU Ouattara		Chief of Technical Services
N'GORAN Ehouman Guy	Brobo Commune	SG
SESS Sess Olivier		Chief of Sociocultural Services
KONAN Severin		Chief of Administrative Services
LAGO Toh Brice	Diabo Commune	SG
ATTO Kouakou Aimé Franck	Diabo Commune	Chief of Technical Services
KONAN Kouakou Eugène		Chief of Sociocultural Services
CAMARA Matié	Beoumi Commune	Chief of Technical Services
BISSIE Modeste		Chief of Administrative Services
N'Goran Patrice	Regional Council of Gbeke Region	DGA
KOUADIO Bachelard François		DGAA
KOBLAN N'Cho Blaise		Director of Social Affairs and Human Development

List of Counterparts

Gbeke Region		
Name	Organization	Position
DJANHOUE Bi Irié	Regional Council of Gbeke Region	Director of Development and Planning
KOUASSI Kouamé Firmin		Technical Director
BOLE Yao Pascal		Chief of Hygiene and Sanitation Services
ANNE Esse Nina epse ANGUEMIAN		Chief of Communication Services
YEO Eugène	DRH	DRH
YEO Cynthia		In charge of Rural Hydraulics
KONAN Kouassi Jules		In charge of Village Hydraulics
GADEAU Sebastien	DRENA 1	COGES Coordinator
TUO Siaka		COGES Counselor
KONE Assouma		
SORO Diofhoua	DRENA 2	COGES Coordinator
OUATTARA Nahoua		COGES Counselor
SORO Tionro		
KONAN André		
YAO Nogbou Antoinnette		
OYEWUNI ALICE		
BROU Kouassi Leon		

Haut-Sassandra Region		
Name	Organization	Position
KOUAMÉ Koffi	Prefectural Corps	Prefect of Haut-Sassandra Region/ Daloa Department
JEAN BRICE Tra Bi Koué		Prefect of Issia Department
TANRAH Doh Jacob		Prefect of Vavoua Department
SEKOU Sanogo		Prefect of Zoukougbeu Department
GBEI Kepo Emmanuel		SG of Haut-Sassandra Region/ Daloa Department
<i>All sub-prefects</i>		-
NIAGORAN Leopold	Daloa Commune	Director of Social Affairs and Human Promotion
AKOMIAN N'Cho Constant		Technical Director
ZEZE Hermann		Technical Staff
BLE Wega Aline	Daloa Commune	Chief of Financial Services
BAGATE Salif	Bédiala Commune	Chief of Sociocultural Services
DJAH I Dago Fulgence		SG
BOGUI Kokra Serge Hermann	Issia Commune	Chief of Sociocultural Services
ZIBO Patrick Anderson		Chief of Technical Services
BOUAZO Tapé Hyacinthe Angenor		Technical Staff
YAPO Aboa Bernard		Technical Staff
DAN Kouapeu Modeste	Gboguhé Commune	SG
KONE Mama Stéphanie		Chief of Sociocultural Services
GOU Bolou Etienne		Technical Staff

List of Counterparts

Haut-Sassandra Region		
Name	Organization	Position
SEKA Brou Théophile	Saïoua Commune	Chief of Sociocultural Services
BOUAZO Alain Thierry		Technical Staff
NIAMIAN Azito Blaise		Sociocultural Technical Staff
FREBO Igor	Zoukougbeu Commune	Staff of Technical Service
N'DRI Kouadio Stéphane		Chief of Technical Services
KOUDOU Seri César		Chief of Administrative Services
MOULAN Nicaise		Chief of Sociocultural Services
KONE Yacouba	Vavoua Commune	Chief of Technical Services
SAHOUI Jean Marcel		Chief of Administrative Services
YAO Kouassi Bertin		Municipal Councilor
BLE Koussou Hubert		Chief of Sociocultural Services
N'GOUAN Brou Anderson	Regional Council of Haut-Sassandra Region	Technical Staff
KOFFI Richmond Kouadio		Director of Social Affairs and Human Promotion
SERI Zoman		Technical Staff
AKADIE Douglas	DRH Daloa	DRH
KOUAME Florent		Staff
GBAKA Elvis		
ASSIE Jean-Luc Magloire	DRENA Daloa	COGES Coordinator
ZAN BI BOUE LIN		COGES Counselor
TIENS BANDE W. Brice		
DIABATE Cafolie	DRENA Daloa	COGES Counselor
SYLLA Mohamed		
KOUASSI Koffi Alexis		
ZAN Bi Boue Lin		
KOFFI Affi Noël		
KANDO Roger		
YAO Maturin		
YAO Koume Alexis		
ASSIE Jean-Luc	DRENA Daloa	COGES Counselor
KONE Yehoro Adolphe		
KOUAKOU Kouakou Thomas		
KANOUEAN Aufrey		
KONATE Lassina		
YOCODE Evariste Athur		
AMAN Ehouman Pascal		
NOGBOU K. Félix		
TONEBi Kouamé		
BOMENE Née N'GUESSAN V		
DIOMANDE Souleymane		
MAH Monice Desiré		
SILUE Tiamboro Remi		
ASSANVO Apkena		

List of Counterparts

Haut-Sassandra Region		
Name	Organization	Position
KOUASSI Kouadio	DRENA Daloa	COGES Counselor
TIENS Bande Brice		
N'GUESSAN Née N'CHO C.		
AGBOKE Franck Denis		
FOFANA Tata		
KONE Sidoubien	DRENA Issia	COGES Counselor
POLO Bi Toh		
SANGARE Seydou		
ADJE Adje Modeste		
ANON Eddy Nicaise		
ABOU Valery Chritian A.		
KOFFI Konan Jean-Jacques		
GBADIE Gosso Jean-Luc		
SANGARE Seydou		
AKOI Née GNACADJA Prisca		
AMONCHI Aline		

ANNEX 1-2**List of Equipment provided**

ITEM	MODEL	BENEFICIARY	HANDOVER DATE
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Vavoua Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Issia Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Daloa Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Saïoua Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Zoukougbeu Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Bédiala Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Gboguhé Commune	September 2019
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Regional Council of Haut-Sassandra	September 2019
Laptop	HP Probook 450 Corei5/G5	Scientific Committee of Gbeke	January 2024
Laptop	Dell Inspiron 15 3000 series, 500g HD, RAM4g; screen 15, Core i3	Scientific Committee of Gbeke	January 2024
Laptop	HP Probook 1tera HD, RAM 8g, screen 15, Core i5	Scientific Committee of Gbeke	January 2024
Laptop	HP Probook 1tera HD, RAM 8g, screen 15, Core i5	Scientific Committee of Haut-Sassandra	January 2024
Laptop	HP Probook 1tera HD, RAM 8g, screen 15, Core i5	Scientific Committee of Haut-Sassandra	January 2024
Laptop	HP Probook 1tera HD, RAM 8g, screen 15, Core i5	Scientific Committee of Haut-Sassandra	January 2024
Smartphone	Tecno Camom 11 Pro	Vavoua Commune	February 2020
Smartphone	Tecno Camom 11 Pro	Issia Commune	February 2020
Smartphone	Tecno Camom 11 Pro	Daloa Commune	February 2020
Smartphone	Tecno Camom 11 Pro	Saïoua Commune	February 2020
Smartphone	Tecno Camom 11 Pro	Zoukougbeu Commune	February 2020
Smartphone	Tecno Camom 11 Pro	Bédiala Commune	February 2020
Smartphone	Tecno Camom 11 Pro	Gboguhé Commune	February 2020
Plotter	Canon iPF 770	Regional Council of Haut-Sassandra	December 2023
Printer	HP Officejet 7740	Vavoua Commune	March 2020
Printer	HP Officejet 7740	Issia Commune	March 2020
Printer	HP Officejet 7740	Daloa Commune	March 2020
Printer	HP Officejet 7740	Saïoua Commune	March 2020
Printer	HP Officejet 7740	Zoukougbeu Commune	March 2020
Printer	HP Officejet 7740	Bédiala Commune	March 2020
Printer	HP Officejet 7740	Gboguhé Commune	March 2020
Printer	HP Officejet 7740	Regional Council of Haut-Sassandra	March 2020
Printer	HP Officejet 7740	Daloa Prefecture	December 2023

Dispatched Experts

Project Title: The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI) Phase 2

Inputs		Year	2019				2020				2021				2022				2023				2024
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
Expert																							
Toshiaki KUDO	Plan																						
	Actual																						
Junko OKAMOTO	Plan																						
	Actual																						
Harumi TSUKAHARA	Plan																						
	Actual																						
Masakazu SAITO	Plan																						
	Actual																						
Keiko OTOGURO	Plan																						
	Actual																						
Terumasa SATO	Plan																						
	Actual																						
Shozo KAWASAKI	Plan																						
	Actual																						
Koki MASUMI	Plan																						
	Actual																						
Tomohiro KATO	Plan																						
	Actual																						
Yuri SATO	Plan																						
	Actual																						
Mayumi FUJIYAMA	Plan																						
	Actual																						
Tadasi SATO	Plan																						
	Actual																						
Yee Sing TEH	Plan																						
	Actual																						
Fumito SUZUKI	Plan																						
	Actual																						
Hajime MAYAMA	Plan																						
	Actual																						

Work in Japan Work in Cote d'Ivoire

Revised Plan of Operation

Project Title: The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI) Phase 2

Activities		Year	2019				2020				2021				2022				2023				2024
Sub-Activities			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
Output 1. The training tools to strengthen the local government officers are developed.																							
1-1 Improve manuals for the methods of the model and develop training modules and plans	Plan																						
	Actual																						
1-2 Revise manuals and training modules based on Outputs 2 and 3	Plan																						
	Actual																						
Output 2. The methods of the model are refined and consolidated in Gbeke Region.																							
2-1 Review the status of the application of the methods of the model	Plan																						
	Actual																						
2-2 Monitor the status of the application of the methods of the model and enhance the implementation of the methods of the model	Plan																						
	Actual																						
2-3 Compile the lessons learned and make recommendations for promoting the model in Gbeke Region	Plan																						
	Actual																						
Output 3. The refined methods of the model are implemented in Haut-Sassandra Region through training programmes and pilot projects.																							
3-1 Implement training programs	Plan																						
	Actual																						
3-2 Develop database in Haut-Sassandra Region	Plan																						
	Actual																						
3-3 Formulate sector development plan utilizing database in Haut-Sassandra Region	Plan																						
	Actual																						
3-4 Select pilot projects in Haut-Sassandra Region	Plan																						
	Actual																						
3-5 Implement selected pilot projects in Haut-Sassandra Region	Plan																						
	Actual																						
3-6 Establish/ revitalize community-based organizations and monitor management and maintenance of primary schools and rural water supply facilities by the community-based organizations	Plan																						
	Actual																						
3-7 Monitor the status of the application of the methods of the model	Plan																						
	Actual																						
3-8 Compile the lessons learned and make recommendations for promoting the model in Haut-Sassandra Region	Plan																						
	Actual																						
Output 4. Recommendation of applying the model and the methods of the model to other Regions is made.																							
4-1 Compile lessons learned from Outputs 1 to 3 and develop improved methods of the model through discussions with concerned people	Plan																						
	Actual																						
4-2 Make recommendation to develop the system for disseminating the model and the methods of the model	Plan																						
	Actual																						

Revised Plan of Operation

Project Title: The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI) Phase 2

Monitoring Plan		Year	2019				2020				2021				2022				2023				2024
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
Training in Japan																							
Training in Japan	Plan																						
	Actual																						
Monitoring																							
Joint Coordinating Committee	Plan																						
	Actual																						
Set-up the Detailed Plan of Operation	Plan																						
	Actual																						
Confirmation of Status of Central Government	Plan																						
	Actual																						
Submission of Monitoring Sheet	Plan																						
	Actual																						
Monitoring Mission from Japan	Plan																						
	Actual																						
Social Survey	Plan																						
	Actual																						
Baseline and Endline Survey	Plan																						
	Actual																						
Reports/Documents																							
Work Plan	Plan																						
	Actual																						
Project Completion Report	Plan																						
	Actual																						
Public Relations																							
Public Relations on the Project	Plan																						
	Actual																						

ANNEX 2

List of Products

Produced by the Project

ANNEX 2

List of products produced by the project

※All documents are made in French.

No.	Title of Document	Step	Sector	Content	Target User
1	Manuel sur la méthodologie de mise en œuvre des enquêtes d'état des lieux et création de base de données (※Manual on Methodology for Implementation of Inventory Surveys and Creating Databases)	Study and Planning	Education/ HV	- The concept and purpose of a site survey - Survey implementation plan - Questionnaire design - Field data collection approach - Database creation and analysis	- Director/Chief of Technical Services - Director/Chief of Sociocultural Services - Local agents - General Secretary
2	Manuel de programmation et d'utilisation de l'application KoBoCollect (Collecte de données sur Mobile) (※KoBoCollect (Mobile Data Collection) Application Programming and User Manual)	Study and Planning	Education/HV	- Programming a Questionnaire in KoboToolbox and MS Excel - Use of The KoBoCollect application for data collection - Data management on The server - Data analysis	- Director/Chief of Technical Services - Director/Chief of Sociocultural Services - Local agents
3	Manuel sur Initiation à la Cartographie par l'utilisation du Logiciel Quantum GIS (QGIS) (※Manual on Introduction of Mapping using Quantum GIS Software (QGIS))	Study and Planning	Education/HV	- Notion of mappint - Knowledge of reference projection systems - GIS data acquisition - Digitization of raster data - Thematic data analysis - Map production	- Director/Chief of Technical Services - Director/Chief of Sociocultural Services - Local agents
4	Manuel sur Méthodologie de Sélection des Projets Prioritaires par l'Utilisation de MS EXCEL (※Manual on Methodology for Selecting Priority Projects using MS EXCEL)	Study and Planning	Education/HV	- Definition of needs identification criteria - Definition of project prioritization criteria - Basic knowledge of Excel - Use of calculation operators and functions - Use of SI functions, rounding, sorting, filtering and ranking, etc. - Project selection using filter functions, scoring system and custom sorting	- Director/Chief of Technical Services - Director/Chief of Sociocultural Services - Local agents - Elected representatives
5	Guide synthétique d'élaboration des dossiers de consultation des entreprises et de passation des marchés (※Synthetic Guide of Development of Tender Documents and Procurement)	Project implementation and supervision	Education	- Elaboration of Tender Documents and Requests for Quotation - Management of invitations to tender and requests for quotations - Selection of works and furniture supply companies	Technical and financial directorates of local governments
6	Catalogue des plans standards (※Catalog of Standard Plans)	Project implementation and supervision	Education	- Architecture and execution drawings - Structural calculation note - Technical specifications - Estimated works	Local government technical services
7	Manuel de Gestion et de supervision des travaux de construction et opérations de fournitures de mobiliers scolaires (※Manual of Management and Supervision of Construction Work and School Furniture Supply Operations)	Project implementation and supervision	Education	- Management and supervision of school building construction work - Management and supervision of school furniture supply operations.	Technical and social services for local governments
8	Guide de conduite de réunion communautaire dans un projet de construction d'école primaire (※Guide to Conducting a Community Meeting in an Elementary School Construction Project)	Project implementation and supervision	Education	- Techniques for organizing a community meeting - Community mobilization strategy for the success of an elementary school construction project - Orientation of beneficiary communities to the appropriation of delivered infrastructures and furnishings	COGES coordinators, COGES counselors, Technical and Socio services of local governments, the elected people
9	Manuel de mise en œuvre des projets pilotes HV (※Implementation Manual for HV Pilot Projects)	Project implementation and supervision	HV	- Administrative structures involved in HV infrastructure development - Procurement for HV projects (Superstructures, Spare parts, Air-Lift blowing) - Definition of types of work (Construction and Rehabilitation) - Capacity-building of ACTs for drilling and PMH rehabilitation projects - Monitoring and quality control of works - Works acceptance procedure	- Director/Chief of Technical Services - Local Agents
10	Manuel de Gestion et de maintenance des infrastructures et Mobiliers scolaires (※Manual of Management and Maintenance of School Infrastructure and Furniture)	Management and Maintenance	Education	- Management of infrastructures and school furniture - Preventive and curative maintenance of infrastructures and school furniture	COGES coordinators, COGES counselors, local government technical and sociocultural services, school directors
11	Manuel 1 MISE EN PLACE OU RENOUVELLEMENT DEMOCRATIQUE DES ORGANES DES COMITES DE GESTION DES ETABLISSEMENTS SCOLAIRES PUBLICS (COGES) (※Manual 1 Democratic Establishment/ Renewal of COGES)	Management and Maintenance	Education	- COGES conceptual framework - Democratic election implementation process	COGES coordinators, COGES counselors, local government technical and sociocultural services, school directors
12	Manuel 2 TECHNIQUE DE GESTION PARTICIPATIVE D'ECOLE PAR LES COMITES DE GESTION DES ETABLISSEMENTS SCOLAIRES (COGES) (※Manual 2 Techniques of Participatory School Management by COGES)	Management and Maintenance	Education	- Administrative management - Concept of PACC - Mobilization of resources - Financial and material management - Control - Monitoring system for COGES	COGES, COGES coordinators, COGES counselors, local government sociocultural services

ANNEX 2

List of products produced by the project

※All documents are made in French.

No.	Title of Document	Step	Sector	Content	Target User
13	Manuel 3 MISE EN PLACE ET FONCTIONNEMENT DES UNIONS DES GESTION DES ETABLISSEMENTS SCOLAIRES PUBLICS (U-COGES) (※Manual 3 Establishment and Management of Unions of COGES)	Management and Maintenance	Education	- Concept of U-COGES - Process of setting up a U-COGES - Functioning of the U-COGES	COGES, COGES coordinators, COGES counselors, local government sociocultural services
14	GUIDE DES COGES POUR LA GESTION PARTICIPATIVE DE L'ECOLE (※Guide of COGES for Participatory School Management)	Management and Maintenance	Education	- Participatory school management - Roles and skills of players in participatory school management	COGES coordinators, COGES counselors, local government sociocultural services
15	Manuel de Formation Théorique des Agents des Collectivités Territoriales pour une Gestion Durable des Pompes à Motricité Humaine (※Theoretical Training Manual of Local Government Officers for Managing CGPE)	Management and Maintenance	HV	- Village hydraulics problems; - Sustainable PMH management strategy; - Process for creating, revitalizing and supporting CGPEs; - Social communication with localities and CGPEs; - Participatory approach, community mobilization and facilitation techniques; - Need for statutes and internal regulations for CGPEs;	- Chief of Technical Services; - Chief of Sociocultural Services; - Local technical officer
16	Manuel de Formation Pratique des ACT pour une Gestion Durable des Pompes à Motricité Humaine (※Practical Training Manual of Local Government Officers for Managing CGPE)	Management and Maintenance	HV	- Mobilization, transparent management and securing of financial resources; - Functioning and management of an association; - Record-writing techniques and use of management tools; - Promotion of hygiene; - Awareness-raising on water-borne diseases.	- Chief of Technical Services; - Chief of Sociocultural Services; - Local technical officer
17	Guide pratique de gestion des Comités de Gestion des Points d'eau (※Practical Guide for CGPE)	Management and Maintenance	HV	- Composition and operation of a CGPE; - Promotion of good hygiene practices.	CGPE Executive Bureau member
18	Guide de financement pour l'application du Modèle de Développement inclusif (MODEL) (※The Financing Guide for the application of MODEL)	N.A.	Education/HV	- Presentation of the Modeli - Programming and budgeting	Local governments
19	Gestion et maintenance des infrastructures publiques du MODEL, Valeurs et Caractéristiques (※Management and Maintenance of Public Infrastructures of MODEL, Values and Characteristics)	Management and Maintenance	Education/HV	- About MODEL - Method of management and maintenance of MODEL infrastructures - Main features of MODEL - Values of MODEL - Applicability of MODEL to other sectors	DGDDL
20	Stratégie de vulgarisation du MODEL à l'échelle nationale (※MODEL Dissemination Strategy)	N.A	Education/HV	- Content of the MODEL to be promoted - Popularization scenario of the MODEL - Methodology for popularizing MODEL - Target local authorities - Roles and responsibilities of stakeholders in the popularization of MODEL	DGDDL Local governments
21	Document d'orientation pour le renforcement des capacités des Collectivités territoriales dans le secteur de l'hydraulique rurale (※Orientation Document for Capacity Development of Local Government in Rural Water Supply)	N.A	HV	- Administrative structures involved in HV infrastructure development - Procurement for HV projects (Superstructures, Spare parts, Air-Lift blowing) - Definition of types of work (Construction and Rehabilitation) - Capacity-building of ACTs for drilling and PMH rehabilitation projects - Monitoring and quality control of works - Works acceptance procedure	- DGDDL - MINHAS/ONEP/DRH - Elected people - General Secretary - Director/Chief of Technical Services - Director/Chief of Sociocultural Services - Local agents

ANNEX 3

Project Design Matrix

Project Design Matrix

Title: The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI) Phase 2

Implementation Agency: Ministry of Interior and Security

Direct Target Group: Officers of local authorities and regional directions in Gbeke and Haut-Sassandra Region

Indirect Target Group: People in Gbeke and Haut-Sassandra Region

Duration: February 2019 - February 2023 (four years)

Target Area: Gbeke Region and Haut-Sassandra Region

PDM: Ver.0


18 October 2017

Overall goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption
The capacity of local government to provide public services is established and confidence of the people in the local government is reinforced.	- Training is implemented in other Regions based on the training modules. - More than 70% of people in the target regions are satisfied with public services in Gbeke Region and Haut-Sassandra Region. - More than 70% of people in the target regions who feel that local governments listen to the voices of community in Gbeke Region and Haut-Sassandra Region. - More than 70% of people in the target regions who realize that local governments undertake fair development activities in Gbeke Region and Haut-Sassandra Region. - More than 70% of people in the target regions who realize that local governments disclose information to the resident in Gbeke Region and Haut-Sassandra Region.	1. Studies of community leaders, community organizations, and local governments	
Project purpose	Objectively Verifiable Indicators	Means of Verification	
The foundation of enhancing capacity of local government to provide transparent public services in collaboration with communities is established.	1. The Three-year Development Plans (water and education sectors) are formulated based on the data and prioritization process in communes and Regional Council in Gbeke and Haut Sassandra Regions. 2. Projects of primary education and water sectors under the Three-Year Program are implemented upon public consultation in Gbeke. 3. Schools and water facilities are managed and maintained in collaboration with community organizations and commune/Regional council in Gbeke. 4. More than 70% of commune / Regional Council officers realize that the contents and frequency of technical support from its regional directions is improved with their clear roles and responsibility, compared to before the Project started.	1. Result of B/L survey and E/L survey in target areas 2. Studies of local governments, regional directions and central government 3. Studies of community leaders, community organizations, and local governments	-Events which affect local governance do not occur in Cote d'Ivoire
Outputs	Objectively Verifiable Indicators	Means of Verification	
1. The training tools to strengthen the local government officers are developed.	1. Training modules (planning, implementation, and monitoring) for local government officers (officers of Technical Services, officers of social-cultural services, officers of development and planning) and Regional Directions (DTH, COGES Counsellors)) are developed. 2. Training plans (with trainers) are developed.	1. Training plan and training implementation report	-The socio-political situation in target Regions is not significantly deteriorated.
2. The "model" of basic service delivery is refined and consolidated in Gbeke Region.	1.Number of projects per commune/Regional Council in the 3-Year Program using the planning tools and methodology of the "model". 2.Number of projects per commune/Regional Council in the 3-Year Program using the tools and methodology of the "model". 3. Percentage of school and water facilities managed and maintained in collaboration with community organizations 4. Recommendations for revision of the "model"	1. Sector development plans prepared by the Régional Council and the communes in Gbeke Region 2. Minutes of meetings of the coordination committee / scientific committee 3. Project progress report 4. Annual reports of COGES / CGPE	
3. The refined "model" is implemented in Haut-Sassandra Region through training programmes and pilot projects.	1. At least, 70% local government officers receive training related to the "model" of basic service delivery. 2. All the communes and Regional Council in Haut Sassandra Region utilize the planning tools and methodology introduced in the training. 3. All the pilot communes and Regional Council in Haut Sassandra Region utilize the tools and methodology for implementation of school and water facilities 4. All the pilot communes and Regional Council in Haut Sassandra Region utilize the tools and methodology for maintenance of school and water facilities 5. Recommendations for revision of the "model"	1. Result of B/L survey and E/L survey in target areas 2. Studies of local governments, regional directions and central government 3. Studies of community leaders, community organizations, and local governments	
4. Recommendation of applying the "model" to other Regions is made.	1. Revised manual on the "model" in line with the lesson learned in Gbeke and Haut Sassandra Regions is prepared and agreed in TWG and JCC. 2.Training implementation system is prepared (including conditions, resources needed for implementation).	1-1. Seminar reports, project progress reports 1-2. Minutes of meetings of the coordination committee / Scientific committee 2-1. Action Plan	
Activities	Inputs		
1-1.Training modules and plan are developed.	<Japanese side> (a) Dispatch of Experts (b) Expense for the Project activities (c) Training in Japan/ third countries (d) In country Training for counterpart personnel (e) Partial cost related to the training on the modules developed for decentralized entities, regional directions and elected representatives (the proportion of cost-sharing shall be discussed between the parties) (f) Equipment (g) Local consultants	<Ivoirian Side> (a) Assignment of counterpart personnel (b) Provision of facility and equipment Office space with necessary equipment and utilities (electricity, water, etc.) at MIS, and Haul-Sassandra, and a few desks in Bouake (c) Budget allocation - Operation and maintenance cost of provided equipment and developed facilities in the Project - Operational cost for facilitators of the Project - Budget for training on the modules developed for decentralized entities, regional directions and elected representatives - Necessary costs In implementation of the Project in Gbeke Region	
1-2. Training modules are revised based on output 2 and 3.			
2-1. Review the status of application of the "model"			
2-2. Monitor the application of the "model"			
2-3. Compile the lessons learnt and recommendation are made to refine the "model"			
3-1. Training programs are implemented.			
3-2. Database is developed in Haut-Sassandra Region.			
3-3. Sector development plan is formulated utilizing database in Haut-Sassandra Region.			
3-4. Select pilot projects in Haut-Sassandra Region			
3-5. Implement selected pilot projects in Haut-Sassandra Region			
3-6. Monitor the management and maintenance by community organizations in Haut-Sassandra Region			
3-7. Monitor the application of the "model" and reflect the result of the review to the training program			
3-8. Compile the lessons learnt and recommendation are made to refine the "model"			
4-1. Lessons learned from Outputs 1 to 3 are compiled and improved "model" is developed through discussions with concerned people.			
4-2. Recommendation is made to develop the training implementation system.			

Project Design Matrix

Project Title: The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI) Phase 2
Implementation Agency: Ministry of Interior and Security
Direct Target Group: Officers of local authorities and regional directions in Gbeke and Haut-Sassandra Region
Indirect Target Group: People in Gbeke and Haut-Sassandra Region
Period of Project: February 2019 - February 2023 (4 years)
Project Site: Gbeke Region and Haut-Sassandra Region

Version PDM Vesion 1
Date 30 September 2019

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal The capacity of local government to provide public services is established and confidence of the people in the local government is reinforced.	- Training is implemented in other Regions based on the training modules. - More than 90% of people in the target regions are satisfied with public services in Gbeke Region and Haut-Sassandra Region. - More than 90% of people in the target regions who feel that local governments listen to the voices of community in Gbeke Region and Haut-Sassandra Region. - More than 90% of people in the target regions who realize that local governments undertake fair development activities in Gbeke Region and Haut-Sassandra Region. - More than 90% of people in the targe regions who realize that local governments disclose information to the resident in Gbeke Region and Haut-Sassandra Region.	1. Studies of community leaders, community organizations, and local governments	
Project Purpose The foundation of enhancing capacity of local government to provide transparent public services in collaboration with communities is established.	1. The Three-year Programs (primary education and rural water supply sectors) are formulated based on the data and prioritization process in communes and Regional Council in Gbeke and Haut-Sassandra Regions. 2. Projects of primary education and rural water supply sectors under the Three-year Programs are implemented upon public consultations in Gbeke Region. 3. Projects of primary education and rural water supply sectors are implemented upon public consultation in Haut-Sassandra Region. 4. Primary schools and rural water supply facilities are managed and maintained in collaboration with community-based organizations and commune/Regional council in Gbeke and Haut-Sassandra Regions. 5. More than 90% of commune / Regional Council officers in Gbeke and Haut-Sassandra Regions realize that the contents and frequency of technical support and collaborations from technical ministries and its regional directorates is improved with their clear roles and responsibility, compared to before the Project started.	1. Result of B/L survey and E/L survey in target areas 2. Studies of local governments, regional directorates and central government 3. Studies of community leaders, community organizations, and local governments	-Events which affect local governance do not occur in Cote d'Ivoire
Outputs 1. The training tools to strengthen the local government officers are developed.	1. Training modules (planning, implementation, and monitoring) for local government officers and Regional Directorates (DRH, DRENETFP/ DDENETFP, IEPP) are developed. 2. Training plans (with trainers) are developed.	1. Training plan and training implementation report	-The socio-political situation in target Regions is not significantly deteriorated.
2. The methods of the model are refined and consolidated in Gbeke Region.	1.Number of projects per commune/Regional Council in the 3-Year Program using the planning tools and the methods of the model for the project formulation 2.Number of projects per commune/Regional Council in the 3-Year Program using the tools and the methods of the model for the project implementation 3. Percentage of primary schools and rural water supply facilities managed and maintained in collaboration with community-based organizations 4. Recommendations for promotion of the model in Gbeke Region	1. Sector development plans prepared by the Regional Council and the communes in Gbeke Region 2. Minutes of meetings of the coordination committee / scientific committee 3. Project progress report 4. Annual reports of COGES / CGPE	
3. The refined methods of the model are implemented in Haut-Sassandra Region through training programmes and pilot projects.	1. At least, 90 local government officers receive training related to the methods of the model 2. All the communes and Regional Council in Haut-Sassandra Region utilize the planning tools and the methods of the model introduced in the training. 3. All the pilot communes and Regional Council in Haut-Sassandra Region utilize the tools and the methods of the model for implementing projects of primary education and rural water supply sectors 4. All the pilot communes and Regional Council in Haut-Sassandra Region utilize the tools and the methods of the model for management and maintenance of primary schools and rural water supply facilities 5. Recommendations for promotion of the model in Haut-Sassandra Region	1. Result of studies conducted through questionnaires and interviews with officials and community 2. Minutes of meetings of the coordination committee 3. Project progress report	
4. Recommendation of applying the model and the methods of the model to other Regions is made.	1. Revised manuals on the methods of the model in line with the lesson learned in Gbeke and Haut-Sassandra Regions are prepared and agreed in JCC. 2.Recommendation on the training implementation system is made (including conditions, resources needed for implimentation).	1-1. Seminar reports, project progress reports 1-2. Minutes of meetings of the coordination committee / Scientific committee 2-1. Action Plan	
Activities 1-1. Improve manuals for the methods of the model and develop training modules and plans 1-2. Revise manuals and training modules based on Outputs 2 and 3 2-1. Review the status of the application of the methods of the model 2-2. Monitor the status of the application of the methods of the model and enhance the implementation of the methods of the model 2-3. Compile the lessons learned and make recommendations for promoting the model in Gbeke Region 3-1. Implement training programs 3-2. Develop database in Haut-Sassandra Region 3-3. Formulate sector development plan utilizing database in Haut-Sassandra Region 3-4. Select pilot projects in Haut-Sassandra Region 3-5. Implement selected pilot projects in Haut-Sassandra Region 3-6. Establish/ revitalize community-based organizations and monitor management and maintenance of primary schools and rural water supply facilities by the community-based organizations 3-7. Monitor the status of the application of the methods of the model 3-8. Compile the lessons learned and make recommendations for promoting the model in Haut-Sassandra Region 4-1. Compile lessons learned from Outputs 1 to 3 and develop improved methods of the model through discussions with concerned people 4-2. Make recommendation to develop the system for disseminating the model and the methods of the model	Inputs <Japanese side> (a) Dispatch of Experts (b) Expense for the Project activities (c) Training in Japan (d) In country Training for counterpart personnel (e) Partial cost related to the training on the modules developed for decentralized entities, regional directions and elected representatives (the proportion of cost-sharing shall be discussed between the parties) (f) Equipment (g) Local consultants	<Ivoirian Side> (a) Assignment of counterpart personnel (b) Provision of facility and equipment - Office space with necessary equipment and utilities (electricity, water, etc.) at MIS, and Haul-Sassandra, and a few desks in Gbeke (c) Budget allocation - Operation and maintenance cost of provided equipment and developed facilities in the Project - Operational cost for facilitators of the Project - Budget for training on the modules developed for decentralized entities, regional directions and elected representatives - Necessary costs In implementation of the Project in Gbeke Region	Pre-Conditions Security in target areas does not hamper the project activities. Cooperation and understanding on the Project are obtained from Commune office and community population.  <Issues and countermeasures>

Note:
Model: Overall picture/ mechanism of basic service delivery (primary education and rural water supply sectors) from planning, implementation and management/ maintenance, which will be realized by introduction of the methods, with the following principles; 1) clarification of roles and responsibilities of all actors in the public sector and development of mechanism for collaboration and coordination among them, 2) planning and project implementation based on objective data and with secured fairness, and 3) public involvement in all processes
Method: A methodology developed through the Project in order to provide basic service delivery by local governments. The Project will develop various methods and these methods are explained in manuals. Implementation of the methods will lead to the realization of the model.

Project Design Matrix

Title: The Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI) Phase 2
Implementation Agency: Ministry of Interior and Security
Direct Target Group: Officers of local governments and regional directions in Gbeke and Haut-Sassandra Region
Indirect Target Group: People in Gbeke and Haut-Sassandra Region

Duration: February 2019 - February 2024 (five years)

Version PDM Vesion 2
Date 2022/8/31

Target Area: Gbeke Region and Haut-Sassandra Region

Overall goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption
The capacity of local government to provide public services is established and confidence of the people in the local government is reinforced.	1. The methods of the model are used by at least one local government in other regions. 2. More than 70% of localities in the target regions consider that local governments understand the needs of residents. 3. More than 70% of localities in the target regions consider that their development needs are fairly taken into account in the three-year programs. 4. Local governments in the target regions explain the procedure of project selection and implementation to the residents. 5. More than 70% of localities in the target regions consider that primary schools and rural water supply facilities are well managed by community-based organizations and local governments. 6. Coordination and cooperation among local governments each other under the initiatives of prefectural corps for sustainable utilization of the methods of the model continues in Gbeke and Haut-Sassandra Regions. 7. Satisfaction level of people with public services increase in the target regions.	* Interview surveys of DGDDL, local governments and community representatives	
Project purpose	Objectively Verifiable Indicators	Means of Verification	
The foundation of enhancing capacity of local government to provide transparent public services in collaboration with communities is established.	1. Data and needs collected in collaboration with communities are used at the formulation of the three-year programs (primary education and rural water supply sectors) of local governments in Gbeke and Haut-Sassandra Regions. 2. Projects of primary education and rural water supply sectors under the Three-year Programs are properly implemented in collaboration with communities in Gbeke Region. 3. Projects of primary education and rural water supply sectors are implemented in a transparent manner with quality control in Haut-Sassandra Region. 4. Methods for inventory survey and project implementation in the areas where camps exist are developed. 5. Community-based organizations manage primary schools and rural water supply facilities with technical supports from local governments in Gbeke and Haut-Sassandra Regions. 6. More than 70% local governments in Gbeke and Haut-Sassandra Regions realize that the contents and frequency of information sharing and collaborations with technical ministries and its regional directorates are improved. 7. Local governments coordinate and cooperate each other under the initiatives of prefectural corps for sustainable utilization of the methods of the model (i.e. allocation of budges, training on the methods) in Gbeke and Haut-Sassandra Regions. 8. Actions necessary for promoting the methods of the model by the central government are clarified.	* Result of B/L survey and E/L survey (interview surveys of local governments, community representatives and community-based organizations) in target areas * Monitoring Sheets * Developed Manuals	-Events which affect local governance do not occur in Cote d'Ivoire
Outputs	Objectively Verifiable Indicators	Means of Verification	
1. The training tools to strengthen the local government officers are developed.	1. Methods of planning, implementation and management/ maintenance for local governments are examined and refined. 2. Training modules (planning, implementation, and monitoring) for local government officers and Regional Directorates (DRH, DRENA/ DDENA, IEPP) are developed.	* Monitoring Sheets * Developed Manuals	-The socio-political situation in target Regions is not significantly deteriorated.
2. The methods of the model are refined and consolidated in Gbeke Region.	1. An organization which promotes the methods in Gbeke Region conducts activities. 2. 70% of local governments utilize the methods of the model for planning at development of their 3-year programs. 3. 70% of local governments utilize the methods of the model for project implementation. 4. 70% of local governments provide support to community-based organizations for management of primary schools and rural water supply facilities. 5. Recommendations for promotion of the model in Gbeke Region	* Result of B/L survey and E/L survey (interview surveys of local governments, community representatives and community-based organizations) in Gbeke * Monitoring Sheets * Recommendations	
3. The refined methods of the model are implemented in Haut-Sassandra Region through training programmes and pilot projects.	1. Number of implemented training programs on the methods of the model and number and types of participants of the training programs 2. All local governments in Haut-Sassandra Region utilize the methods of the model for planning. 3. All local governments in Haut-Sassandra Region collect information of all localities including camps. 4. All local governments in Haut-Sassandra Region utilize the methods of the model for project implementation through pilot projects. 5. All local governments in Haut-Sassandra Region introduce the methods of the model for management and maintenance of rural water supply facilities. 6. All local governments in Haut-Sassandra Region increase communications with COGES and IEPP for management and maintenance of primary schools. 7. Recommendations for promotion of the model in Haut-Sassandra Region	* Monitoring Sheets * Recommendations	
4. Recommendation of applying the model and the methods of the model to other Regions is made.	1. Revised manuals on the methods of the model in line with the lesson learned in Gbeke and Haut-Sassandra Regions are prepared and agreed in JCC. 2. Lessons learnt on the implementation of the methods of the model in the area where camps exist are compiled. 3. Recommendation on ways of dissemination of the methods of the model to other local governments is made. 4. The methods of the model are shared with the umbrella organizations of local governments as well as other organizations by actors of the target regions. 5. Dissemination tools such as a guide and audio visuals are developed for promoting the methods of the model. 6. The central government implements some activities at the central level for promoting the methods of the model.	* Monitoring Sheets * Revised Manuals agreed in JCC * Recommendations * Dissemination tools (guide, audio visuals, etc)	
Activities	Inputs		Pre-Conditions
1-1. Improve manuals for the methods of the model and develop training modules and plans	<Japanese side> (a) Dispatch of Experts (b) Expense for the Project activities (c) Training in Japan (d) In country Training for counterpart personnel (e) Partial cost related to the training on the modules developed for decentralized entities, regional directions and elected representatives (the proportion of cost-sharing shall be discussed between the parties) (f) Equipment (g) Local consultants	<Ivoirian Side> (a) Assignment of counterpart personnel (b) Provision of facility and equipment - Office space with necessary equipment and utilities (electricity, water, etc.) at MIS, and Haut-Sassandra, and a few desks in Gbeke (c) Budget allocation - Operation and maintenance cost of provided equipment and developed facilities in the Project - Operational cost for facilitators of the Project - Budget for training on the modules developed for decentralized entities, regional directions and elected representatives - Necessary costs In implementation of the Project in Gbeke Region	Security in target areas does not hamper the project activities.
1-2. Revise manuals and training modules based on Outputs 2 and 3			
2-1. Review the status of the application of the methods of the model			
2-2. Monitor the status of the application of the methods of the model and enhance the implementation of the methods of the model			
2-3. Compile the lessons learned and make recommendations for promoting the model in Gbeke Region			
3-1. Implement training programs			
3-2. Develop database in Haut-Sassandra Region.			
3-3. Formulate sector development plan utilizing database in Haut-Sassandra Region			
3-4. Select pilot projects in Haut-Sassandra Region.			
3-5. Implement selected pilot projects in Haut-Sassandra Region.			Cooperation and understanding on the Project are obtained from Commune office and community population.
3-6. Establish/ revitalize community-based organizations and monitor management and maintenance of primary schools and rural water supply facilities by the community-based organizations			 <Issues and countermeasures>
3-7. Monitor the status of the application of the methods of the model			
3-8. Compile the lessons learned and make recommendations for promoting the model in Haut-Sassandra Region			
4-1. Compile lessons learned from Outputs 1 to 3 and develop improved methods of the model through discussions with concerned people.			
4-2. Make recommendation to develop the system for disseminating the model and the methods of the model			

Note:

Model: Overall picture/ mechanism of basic service delivery (primary education and rural water supply sectors) from planning, implementation and management/ maintenance, which will be realized by introduction of the methods, with the following principles; 1) clarification of roles and responsibilities of all actors in the public sector and development of mechanism for collaboration and coordination among them, 2) planning and project implementation based on objective data and with secured fairness, and 3) public involvement in all processes

Method: A methodology developed through the Project in order to provide basic service delivery by local governments. The Project will develop various methods and these methods are explained in manuals. Implementation of the methods will lead to the realization of the model.