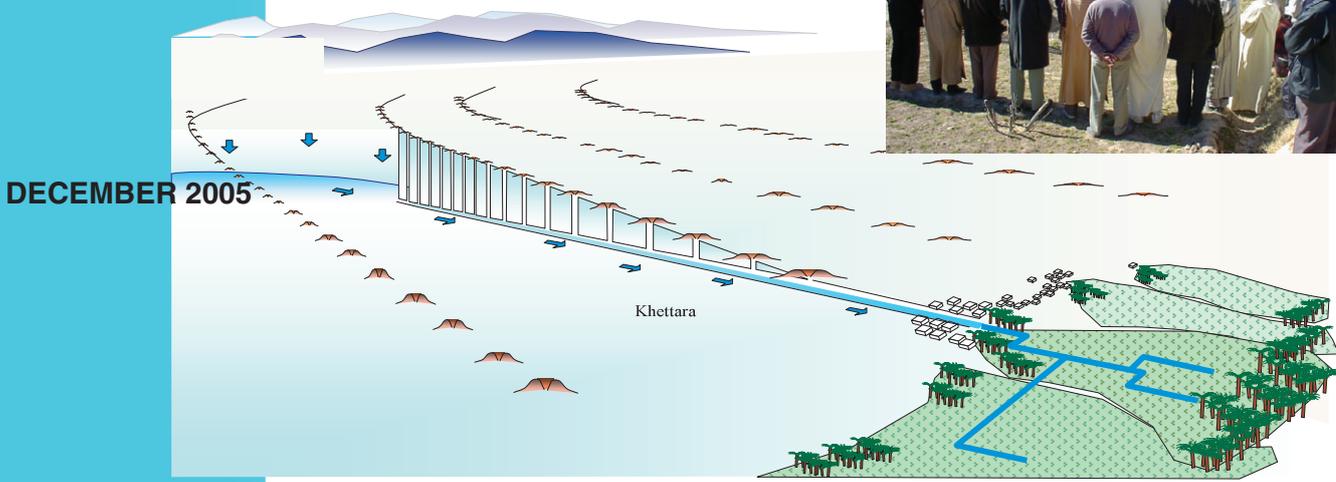


MINISTRY OF AGRICULTURE, RURAL DEVELOPMENT AND SEA FISHERIES
REGIONAL AGENCY FOR RURAL DEVELOPMENT OF THE TAFILALET
THE KINGDOM OF MOROCCO

**THE DEVELOPMENT STUDY
ON RURAL COMMUNITY DEVELOPMENT PROJECT
IN SEMI-ARID EAST ATLAS REGIONS
WITH KHETTARA REHABILITATION
IN THE KINGDOM OF MOROCCO**

**MANUAL FOR ORGANIZATION STRENGTHENING
ON KHETTARA VILLAGE**



**The Development Study on Rural Community Development Project
in Semi-Arid East Atlas Regions with Khettara Rehabilitation**

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1. Introduction

1.1 Objective of the Manual

In Tafilalet area of Morocco, about 570 khattaras, with total length of galleries reaching 2,900km, have been constructed by the local people. This water exploitation facility, khattara, has bestowed a large extent of favor on the life of local people for hundreds of years since its establishment, by providing water for people, livestock and their agriculture activities. Khattara was constructed and has been maintained by local people represented by a traditional khattara organization. However, significant decrease in water discharge has been observed on many khattaras in recent years despite large efforts made by their traditional organizations on its maintenance. Consequently, only about 190 khattaras are currently functional.

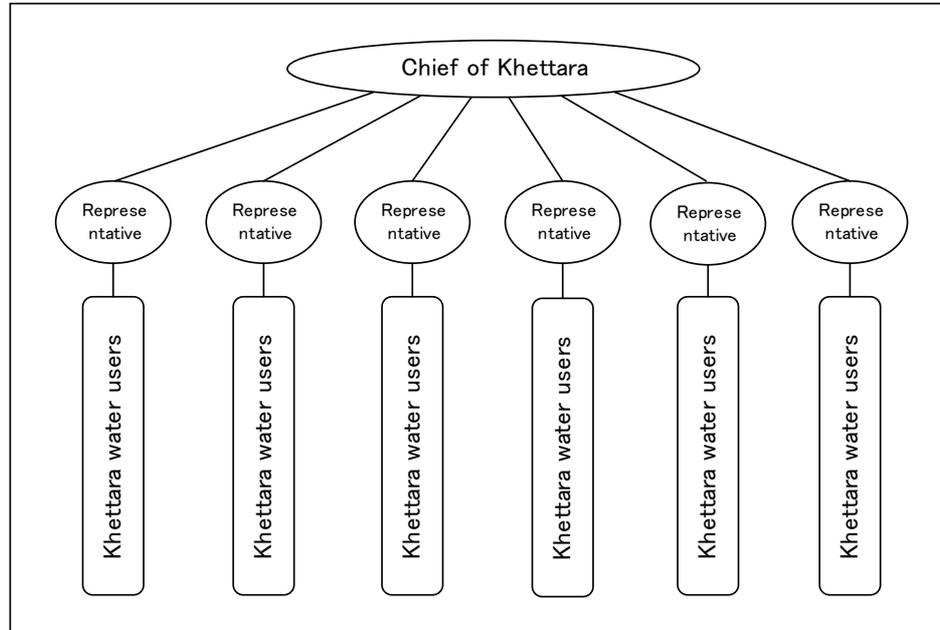
On khattara rehabilitation master plan prepared by JICA Study Team in cooperation with ORMVA/TF, rehabilitation of khattaras is identified critical for sustaining life of local people in the oasis area. The master plan also advocates necessity of strengthening farmer's organizations, represented by traditional khattara organizations and associations, for realizing the project and keeping its sustainability.

This manual is expected to be used by ORMVA/TF staffs as a guideline for implementing the master plan, specifically on organization strengthening component, with providing information, technique and training tools actually used during the JICA Study. Adequate modification and update should be made based on further information collected in the future since it is prepared based on the available information at present.

2. Present Situation of Farmer's Organization in Khettara Village (Ksar)

2.1 Traditional Khettara Organization

Following diagram shows a typical composition of traditional khettara organization.



Traditional khettara organization is usually composed of small water users groups on each day of water cycle. In case a khettara with 12 days water cycle, 12 small water users groups are formulated. Water rights on each day are distributed among members of these small khettara water users groups. Each water users group selects a representative of their own group, and the representatives select a Chief of khettara. Each small water users groups usually consist with 10 to 20 members. Hence, whole traditional khettara organization has about 80 to 300 members since typical days of water cycle is from 8 to 15.

Traditional khettara organization carries out khettara rehabilitation and maintenance works with dividing the required labor and cost in accordance with volume of water right on each members. However, these traditional khettara organizations have not obtained legal status since they are voluntary organized by local people and managed by their own customary law.

2.2 Associations

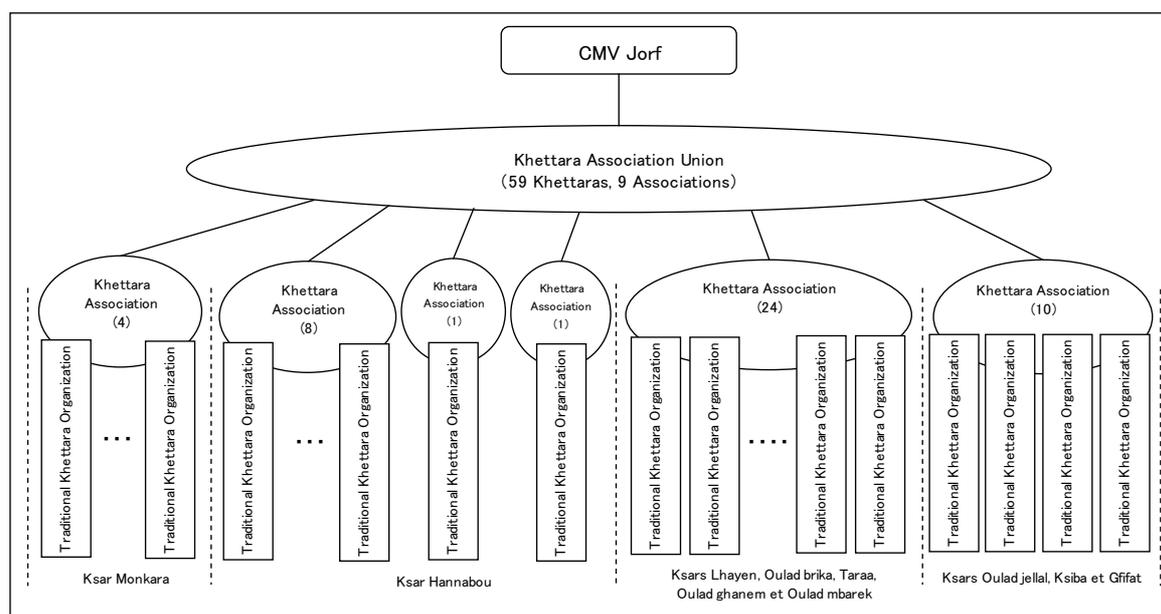
Many associations have been established in recent years in rural areas where khettaras are located. Association is a voluntarily established community organization, in comply with an Association Law of the country. It has obtained legal registration and carried out activities based on their own set objectives, i.e. infrastructure development, social development, sports and culture activities.

Table 2.2.1 Number of association active in rural development field in Tafilate area (as of 2003)

Cercle	No. of registerd association
Goulmima, Tinejddad, Assoul, Amellago	50
Errachidia, Boudenib	41
Rich, Imilchil	25
Erfoud, Rissani, Taouz, Alnif	41
Beni-Tadjit, Bouanane, Ain Chouater	34
<u>Total</u>	<u>141</u>

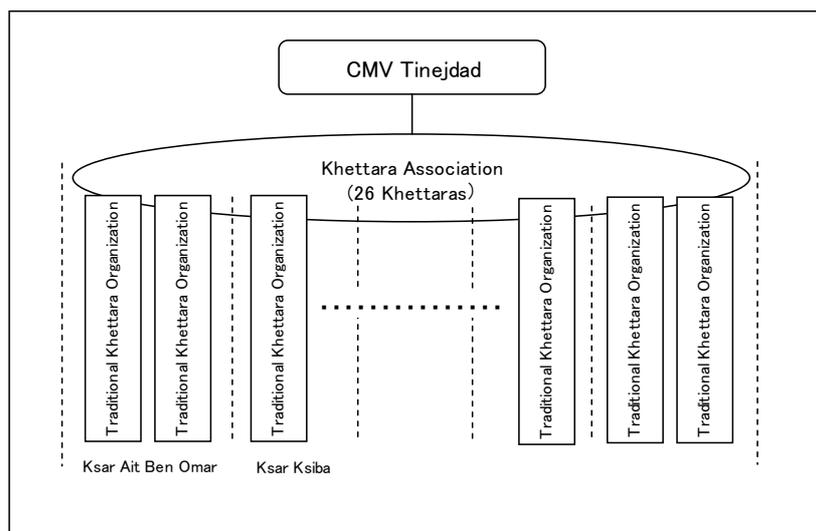
Source: ORMVA/TF

ORMVA/TF has been promoting establishment of associations specialized on khattara rehabilitation and maintenance works since 1999. Several associations have been established in Jorf and Tinejddad areas owing to support by ORMVA/TF. For identifying difference in the purpose and activity, ORMVA/TF calls this kind of association as “Khattara Association” even though its legal status is same as other associations for rural development. Following diagrams shows organizational structure of Khettara Associations in Jorf and Tinejddad areas.



Note: Numbers in brackets indicate numbers of traditional organizations belong to the association.

Figure 2.2.1 Relationships between Khettara Associations and Traditional Khettara Organizations (Jorf Area)



Note: Numbers in brackets indicate numbers of traditional organizations belong to the association.

Figure 2.2.2 Relationships between Khejtara Association and Traditional Khejtara Organizations (Tinejdad Area)

In case of Jorf and Tinejdad areas, an association is formed with only chiefs of khejtara or some of other representatives from traditional organizations, but not with all khejtara users. Also, there is a union of Khejtara Associations in Jorf area which supposed to promote information exchange and coordination among member associations.

2.3 Organization Capacity Assessment

2.3.1 SWOT Analysis

Strengthening, Weakness, Opportunity and Threat (SWOT) of traditional khejtara organization and association can be summarized as follows.

Table 2.3.1 SWOT Analysis on Traditional Khejtara Organization

		Opportunity	Threat
Strengthening	Having rich knowledge and experience on khejtara maintenance and rehabilitation works.	Acquired knowledge, experience, trust and leadership can be utilized as bases for implementation of khejtara rehabilitation works in the future.	—
	Acquired trust and leadership from local people through implementation of khejtara maintenance and rehabilitation works.		Newly established organization such as association has difficulty to acquire trust from local people.

Weakness	Does not have legal status.	Can become a member of organization having a legal status such as association.	Difficult to acquire assistance from outside organizations.
	<ul style="list-style-type: none"> - Organization is governed by customary law in each <i>Ksar</i>. - Management is different from one to another and not clearly understood by outside organizations. 	Traditional management method can be modified to contemporary management method through sensitization and training activities.	<ul style="list-style-type: none"> - Organization has difficulty to be managed by contemporary law. - Khettara rehabilitation project cannot be managed by modern methods.

Table 2.3.2 SWOT Analysis on Association

		Opportunity	Threat
Strengthening	Established in comply with contemporary law and having legal status.	Easy to acquire assistance from outside organizations.	—
	Members are consisted of chief and/or representative from traditional khettara organizations.	Traditional khettara organizations can exchange information on khettara rehabilitation works and discuss about future cooperation.	Each traditional organization only seeks their own benefit.
Weakness	Most of them were newly established and have little knowledge and skills on modern association management including holding general assembly, keeping minutes of meetings and making financial record.	Management can be strengthened through trainings.	Local people do not trust management of association because of weak management.
	Has not acquired trust from local people.	—	Local people do not follow instruction by association, including making contribution for khettara maintenance and rehabilitation works in the form of labor force and finance.

From the results of SWOT analyses, following development potentials are identified in terms of future khettara rehabilitation works.

- Traditional khettara organization has been carrying out khettara maintenance and rehabilitation works for a long time even though it does not have legal status. Experience, knowledge and unity of people accumulated through these activities become bases for further maintenance and rehabilitation works.
- Traditional khettara organization can be strengthened on its institutional aspect with registering and managing the organization as Khettara Association. By doing this, traditional khettara organization would be able to acquire assistance from outside organizations more easily with keeping its accumulated knowledge, leadership and know-how on khettara maintenance and rehabilitation works.
- Based on the relationship of mutual trust with traditional organization, Khettara Association would be

able to expand its activity to other rural development fields, such as extension of new agriculture techniques, social infrastructure development including education and health facility, adult education on health and literacy etc.

2.3.2 Social Capital Approach

Comparison between present situation of farmer’s organizations in khettara *Ksar* and expected one can be illustrated as follows when their structure and relationship are analyzed with applying a concept of Social Capital (S.C) (see attachment 1 for classification of Social Capitals).

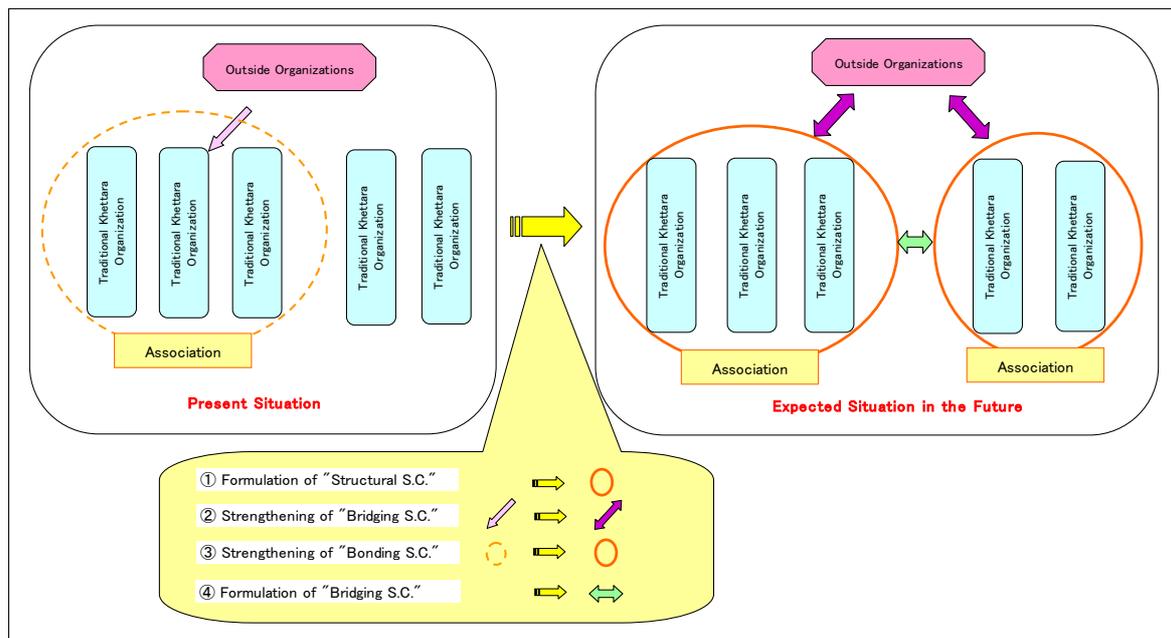


Figure 2.3.1 Comparison of Social Capital between Present and the Future

Present Situation is illustrated on the left. Only traditional khettara organizations exist in khettara *Ksars*. Or even Associations being established, most of them are simply waiting for assistance from outside organizations and have not started actual activity for khettara rehabilitation works. From this situation, formulation and strengthening each social capitals described above are required to realize expected organizational and institutional structure in the future.

3. Organization Strengthening Plan

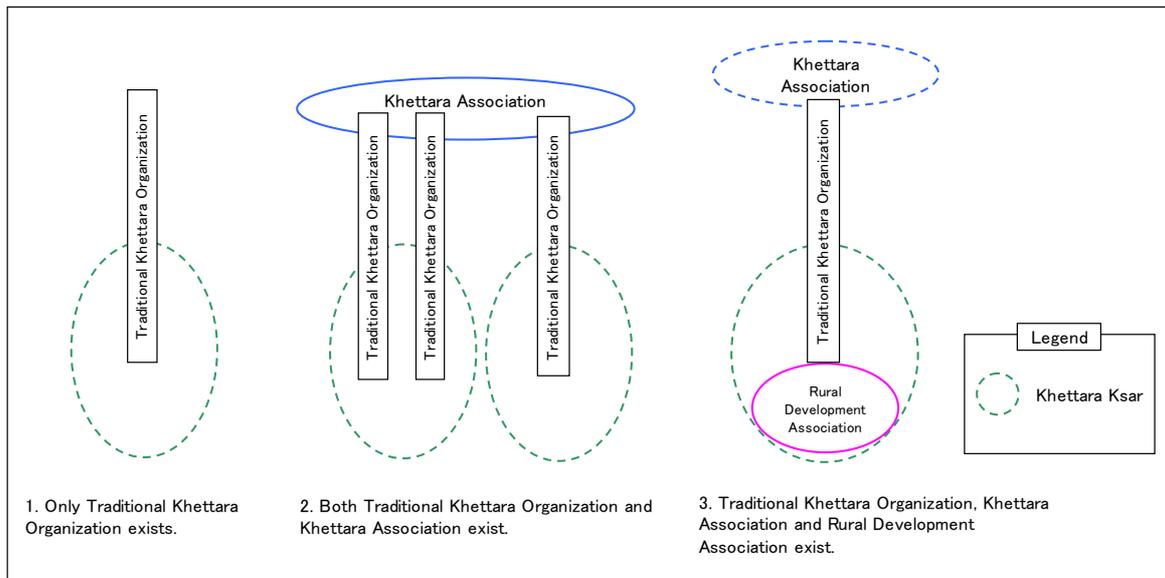
3.1 Component of Master Plan

3.1.1 Basic Approach

Objective of organization strengthening plan in this project is to formulate appropriate organizational and institutional structure for the implementation of khettara rehabilitation master plan. Traditional khettara organization, which currently does not have sufficient capacity to maintain and rehabilitate khettara by themselves, would become able to do so by strengthening their own organizational capacity and cooperation with outside organizations such as government, international donors and NGOs. Newly established association is also expected to expand their activity from khettara maintenance and rehabilitation to other rural development works based on the trust with local people being accumulated by the traditional organization.

Present situation of organization capacity was analyzed on chapter 2.3 Organization capacity assessment. However, each organization has different capacity in accordance with their own social background and different stages on development. Although formulation and present structure of farmer's organizations varies from one to another, existing organization structures can be divided broadly into following three categories.

1. *Ksar* which has only traditional khettara organization.
2. *Ksar* which has not only traditional khettara organization but also has Khettara Association composed with representatives from several khettaras.
3. *Ksar* which has traditional khettara organization, Khettara Association and rural development association.



Note: There are both cases in which Khettara Association exists and not exist.

Figure 3.1.1 Present Organization Structure in khettara *Ksar*

Organization strengthening plan will be carried out by supplementing insufficient capacity of each organization after confirming the present structure and capacity which are different from one to another. However, following two basic approaches can be applied in order to efficiently achieve above mentioned objective of organization strengthening plan.

1. In case of only traditional organization exists in a *Ksar*, traditional khettara organization is strengthened in institutional aspect and registered as an association. Registered association acquires basic association management skills in comply with the law and expand its activity from khettara maintenance and rehabilitation to other rural development works.
2. In case of *Ksar* presently Khettara Association and/or Rural Development Association exist in addition to traditional khettara organization, khettara maintenance and rehabilitation works, as well as other rural development works, will be realized by promoting cooperation among these organizations with complementing strong and weak points each other.

Formulation of one Rural Development Association in each *Ksar* will be advocated in the future with recognizing that khettara *Ksar* as a basic unit of sharing common interests.

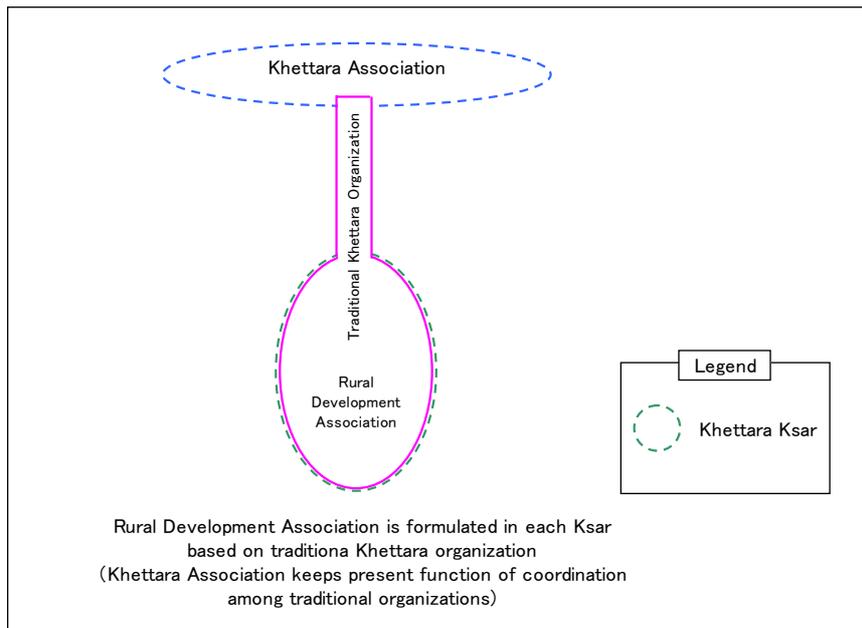
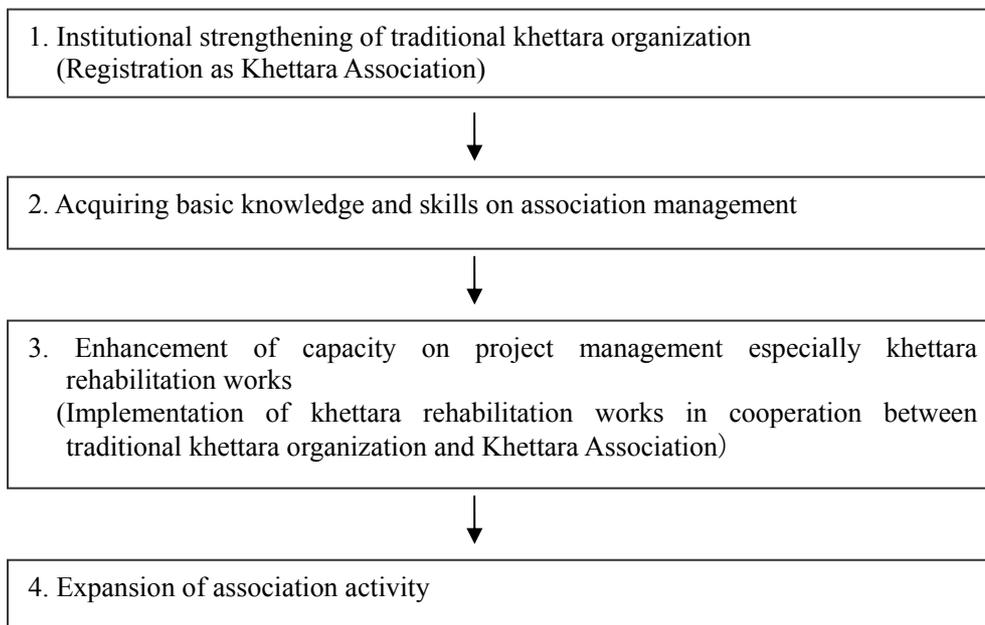


Figure 3.1.2 Organization Structure after Strengthened

3.1.2 Steps and Component in the Plan

Following basic steps are taken on the organization strengthening plan. However, actual implementation will be proceeded in the method to supplement insufficient organization capacity in each organization after confirming their present structure and capacity in each khettara *Ksar*.



Moreover, components of organization strengthening on each step are shown below.

Table 3.1.1 Components of organization strengthening plan

Steps in organization strengthening plan	Components	Target organization	Implementation body
1. Institutional strengthening of traditional khettara organization (registration as association)	1-1. Holding seminar on association establishment and supporting its establishment (Necessity of association establishment, procedure for establishment etc.)	Traditional khettara organization	ORMVA/TF and ODECO
2. Acquiring basic knowledge and skills on association management	2-1. Providing trainings on association management (Holding General Assembly, election of bureau members, making minutes of meetings, financial management, etc.)	Khettara / Rural Development Association	ORMVA/TF and ODECO
3. Enhancement of capacity on project management especially on khettara rehabilitation works (Implementation of khettara rehabilitation works in cooperation between traditional khettara organization and Khettara Association)	3-1. Making application to outside organization for support on khettara rehabilitation work. 3-2. Management of rehabilitation works including monitoring in cooperation with ORMVA/TF 3-3. Expansion of khettara rehabilitation work by association. (Utilization of equipment lending scheme by ORMVA/TF, etc.)	—	Khettara / Rural Development Association (ORMVA/TF and other outside organizations support activities by association)
4. Expansion of association activity.	4-1. Supporting extension of water saving agriculture technique. 4-2. Supporting establishment of cooperative among farmer's group (Drip irrigation cooperative, cooperative on khettara rehabilitation equipments, etc.) 4-3. Promoting rural development project based on demand in a <i>Ksar</i> (Rural infrastructure (school, health dispensary, road, etc.), adult education on literacy and health, supporting income generation activity by farmer's group, etc.)	—	Khettara / Rural Development Association (ORMVA/TF and other outside organizations support activities by association)

3.2 Training Program and Tools

3.2.1 Seminar on Association Establishment

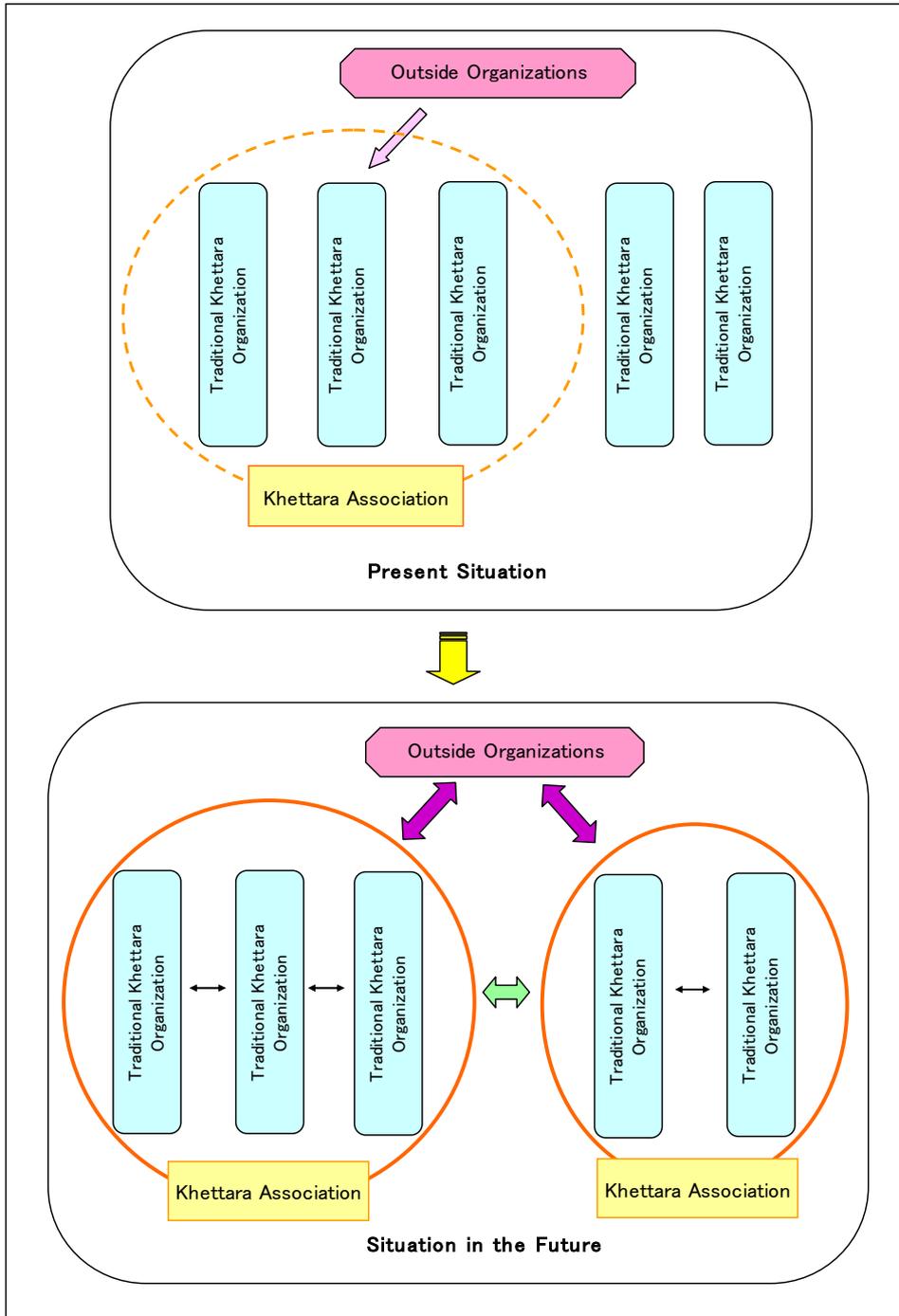
Holding a seminar with following program is effective to facilitate establishment of association in khettara *Ksars*.

Seminar program for facilitating establishment of association (sample)	
10:00	Opening remark (ORMVA/TF SVOP)
10:15	Explanation of seminar program (ORMVA/TF SVOP)
10:30	Objective of seminar (ORMVA/TF SVOP)
11:00	Presentation 1; Present situation of farmer's organizations, necessity of capacity building (ORMVA/TF SVOP)
12:00	Presentation 2; Procedure for establishing association/cooperative (ODECO Expert)
12:30	Discussion
< Lunch Break >	
14:00	Presentation 3; Experience in Jorf area (Director of ORMVA/TF CMV Jorf)
15:00	Workshop; Preparation of documents for establishing association (ORMVA/TF SVOP)
15:45	Discussion
16:00	Closing remarks

Objective of the seminar can be explained with the following diagram.

Outside organizations, at present, prefer to choose a khettara having modern association for extending their support on khettara rehabilitation work since they regard modern association keeps clear and fair management than traditional organization does. The selection of a target khettara for assistance by outside organization is rather top-down than bottom-up in this way.

When traditional khettara organization is institutionally strengthened and converted into modern association, more application can be submitted from local people to outside organizations. This enables the selection process become more interactive. Establishment of association also facilitates exchange of information and cooperative works between traditional khettara organizations, as well as associations, and brings more benefits to whole khettaras in the region.



Continuous supports by ORMVA/TF to traditional khettara organizations on preparation and submission of necessary documents are also necessary to facilitate establishment of associations.

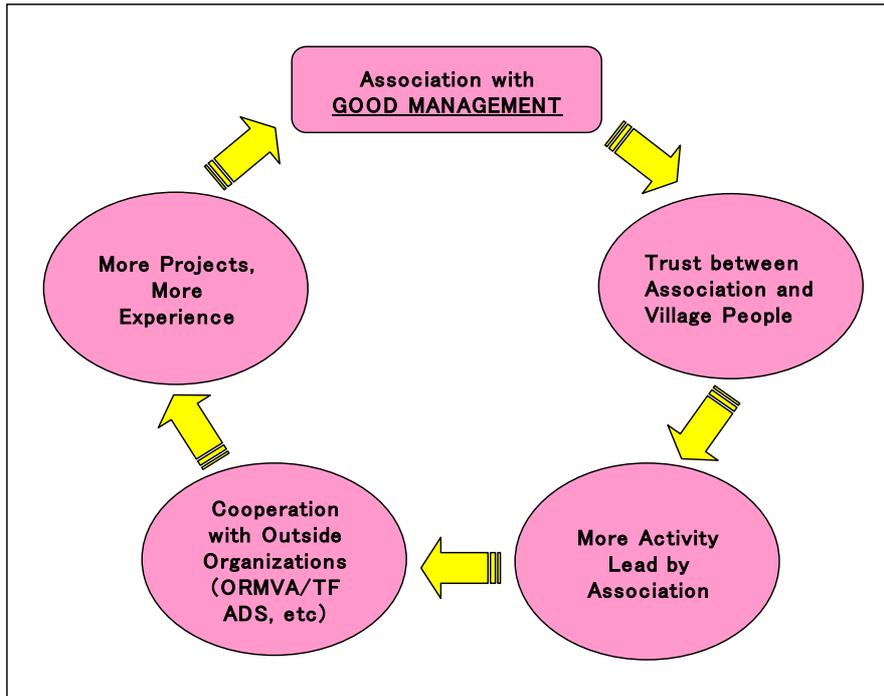
3.2.2 Trainings on Association Management

For newly established association, following training program is recommended to be carried out for strengthening their knowledge and skills on association management.

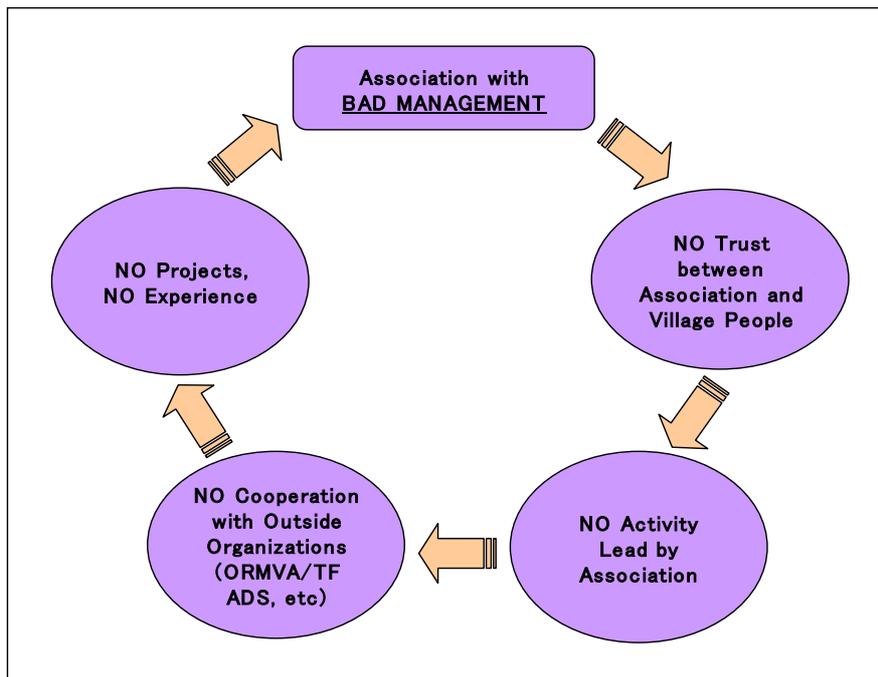
Training program on association management	
<p>DAY 1</p> <p>9:00 Opening remark (ORMVA/TF SVOP)</p> <p>9:15 Explanation of seminar program (ORMVA/TF SVOP)</p> <p>9:30 Objective of seminar (ORMVA/TF SVOP)</p> <p>10:00 Presentation 1; Present situation of farmer's organizations, necessity of capacity building (ORMVA/TF SVOP)</p> <p>11:00 Presentation 2; Management of association and cooperative (General) (ODECO Expert)</p> <p>12:00 Discussion</p> <p>< Lunch Break ></p> <p>14:00 Presentation 3; Management of association and cooperative (General assembly, minute of meeting, accounting record etc.) (ODECO Expert)</p> <p>15:00 Presentation 4; Formulation of khattara rehabilitation project and application procedure (ORMVA/TF SVOP)</p> <p>16:00 Discussion</p>	<p>DAY 2</p> <p>9:00 Presentation 5; Case study of milk cooperative in Errachidia (President of milk cooperative in Errachidia)</p> <p>10:30 Workshop 1; Preparation of accounting report (Basic) (ODECO Expert)</p> <p>< Lunch Break ></p> <p>14 :00 Workshop 2 ; Preparation of accounting report (exercise) (ODECO Expert)</p> <p>15:30 Discussion</p> <p>17:00 Closing remarks</p>

Difference between good association management and bad association management can be explained with using following diagrams.

Training materials prepared and published by ODECO are also useful to be used in these training sessions.



Association with good management



Association with bad management

3.2.3 Preparation of Application to Outside Organizations

For facilitating preparation and submission of application from association to outside organizations, distribution of a brochure explaining available assistances on khettara rehabilitation works, together with their application procedures and selection criteria, is effective.

A sample of brochure prepared in cooperation between ORMVA/TF and JICA Study Team is attached on this manual.

3.2.4 Project Management by Association

Association is required to strengthen ability on project management after acquiring basic knowledge and skills on association management. On the first stage, involving association into project monitoring activity is crucial for developing its capacity on project management.

Involvement of association into project monitoring activity has following positive effects.

- Association become able to understand present condition of khettara scientifically with referring collected information and data.
- Collected information and data will become basic information on considering further rehabilitation works by association in cooperation with traditional khettara organization.
- Monitoring activity in cooperation with ORMVA/TF and/or other outside organizations facilitate mutual understanding between these organizations and traditional khettara organization represented by association.
- Traditional khettara organization re-confirms importance of functions rendered to association and strengthens their relationships.
- Association will be able to expand its activity based on the strengthened relationships with traditional khettara organization.

JICA Study Team recommended applying Project Cycle Management (PCM) method for monitoring activity by associations in cooperation with ORMVA/TF. PCM uses Project Design Matrix (PDM) as a core tool for project management of planning, implementation and monitoring & evaluation activities. Following diagrams present a flow of Project Cycle Management and format of PDM.

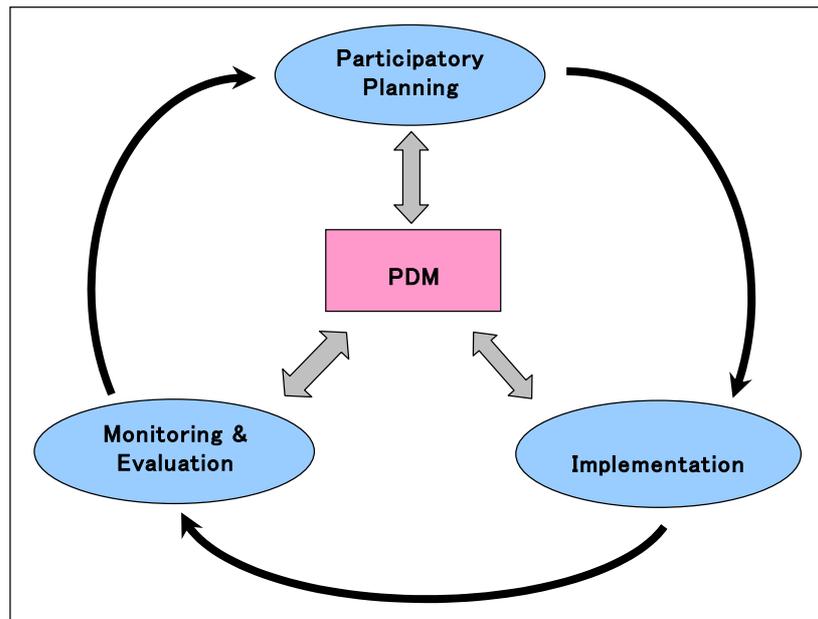


Figure 3.2.1 Flow of Project Cycle Management

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Project Purpose			
Outputs			
Activities	Inputs		
			Pre-conditions

Figure 3.2.2 Format of Project Design Matrix (PDM)

For applying PCM method on project monitoring activity, ORMVA/TF and association are expected to take following roles.

Organization	Expected roles on monitoring and evaluation activity
ORMVA/TF	<ul style="list-style-type: none"> - Explaining the purpose and method of monitoring activity to association. - Transferring technical knowledge and skills of monitoring activity to association. - Collection of data in cooperation with association. - Aggregation and analyses of collected data and information. - Feed-back of analyzed data and information to association. - Make necessary modification on project implementation.

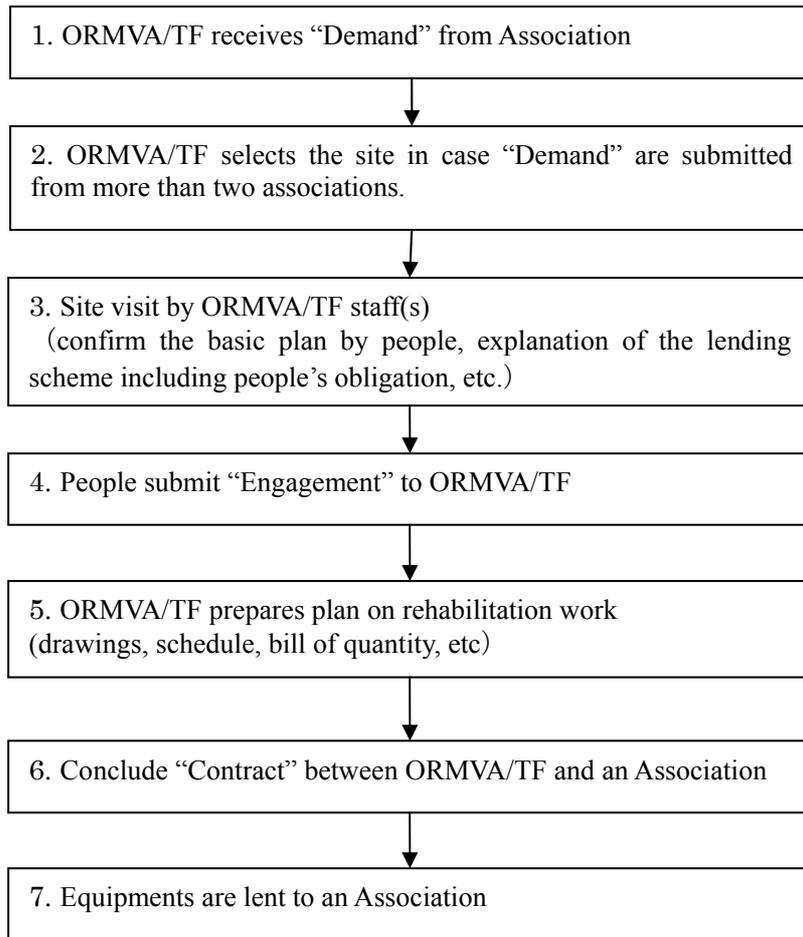
Association	<ul style="list-style-type: none"> - Receive technical training on monitoring data collection. - Collection of data and information in cooperation with traditional khettara organization and farmers. - Publicity of collected aggregated and analyzed data and information to people in the <i>Ksar</i>. - Discuss with people for future action.
-------------	---

3.2.5 Equipment Lending Scheme for khettara Rehabilitation

For promoting khettara rehabilitation by local people, particularly by traditional khettara organization in cooperation with association, equipment lending scheme for khettara rehabilitation works is recommended to be implemented. Implementation of this scheme will also enhance organization capacity of newly established association on project management.

ORMVA/TF and JICA Study Team constructed following equipment lending scheme. It is recommended to be continued with making necessary modification in the future.

Furthermore, formulation of cooperatives for equipment lending on khettara rehabilitation works should be promoted in the future in order to strengthen capacity of association on self rehabilitation works.

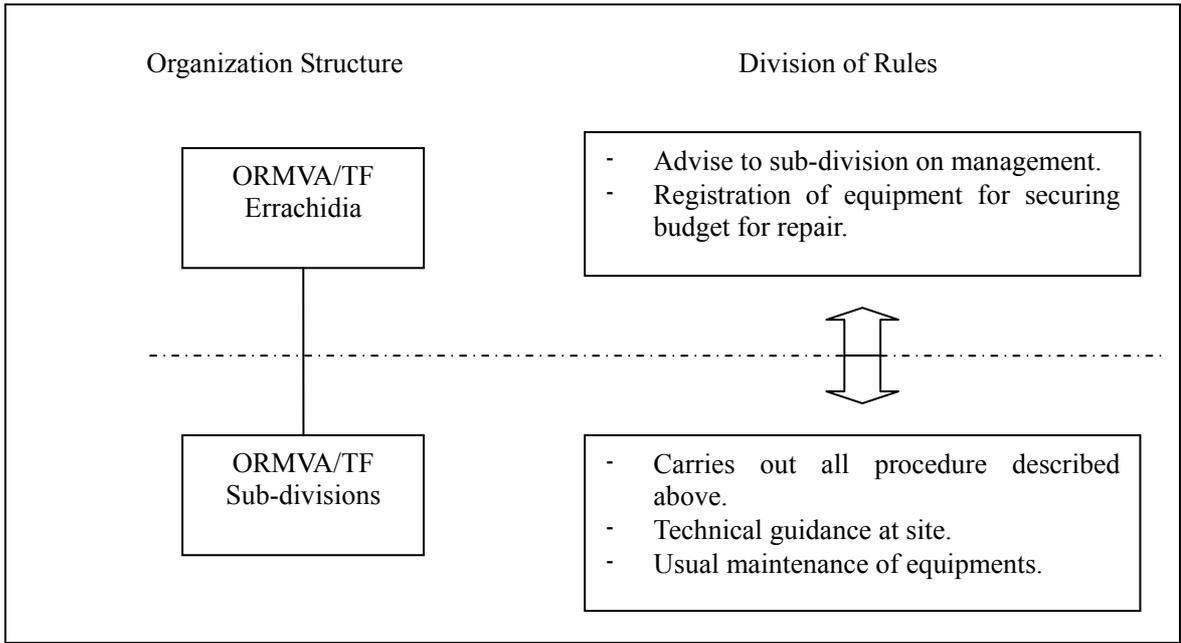


(Notes) 4. "Engagement" is signed not only by president of association but also by representatives of local people, such as representative of big families or tribes. "Engagement" should be registered at local authority as an official document.

6. "Contract" is signed by president of association.

Samples of Demand, Engagement and Contract are attached on this manual.

Division of roles in ORMVA/TF is indicated on the following diagram.



Attachment 1: Classification of Social Capitals

Social Capitals (S.C) are generally classified into 2 groups. The first group is composed with “Structural S.C” and “Cognitive S.C”. In this classification, existence of organization and formal institution is identified as “Structural S.C”, and existence of un-formal institutions which affect people’s psychological attitude such as social norm and self-esteem is recognized as “Cognitive S.C”. In this case, written institution of administrative supporting for poor community is categorized as “Structural S.C”, and unwritten rules, norms and self-esteem are categorized as “Cognitive S.C”.

On the other hand, in second classification, factors which tighten cooperating attitude inside a community or group are identified as “Bonding S.C”, and factors strengthening relationship with outside organizations and formal institutions are recognized as “Bridging S.C”. In this case, establishment of people’s organization and originate cooperative works inside a community are categorized as formulation and strengthen of “Bonding S.C”, then expansion on provision of information and administrative assistance to a community are categorized as “Bridging S.C”.

These classifications of Social Capital are summarized on the following table and figure.

	Social Capital (S.C)	Concept	Example
Group 1	Structural S.C	Existence of organization and institution	Community organization, written institutions of governmental supports
	Cognitive S.C	Social norm, self-esteem	Unwritten rural, norm, self-esteem
Group 2	Bonding S.C	Factors tightening cooperative works inside a community or group	Establishment of people’s organization, strengthening cooperative works
	Bridging S.C	Factors strengthening cooperation between organizations and institutions	Expansion on provision of information to people by administrative organizations

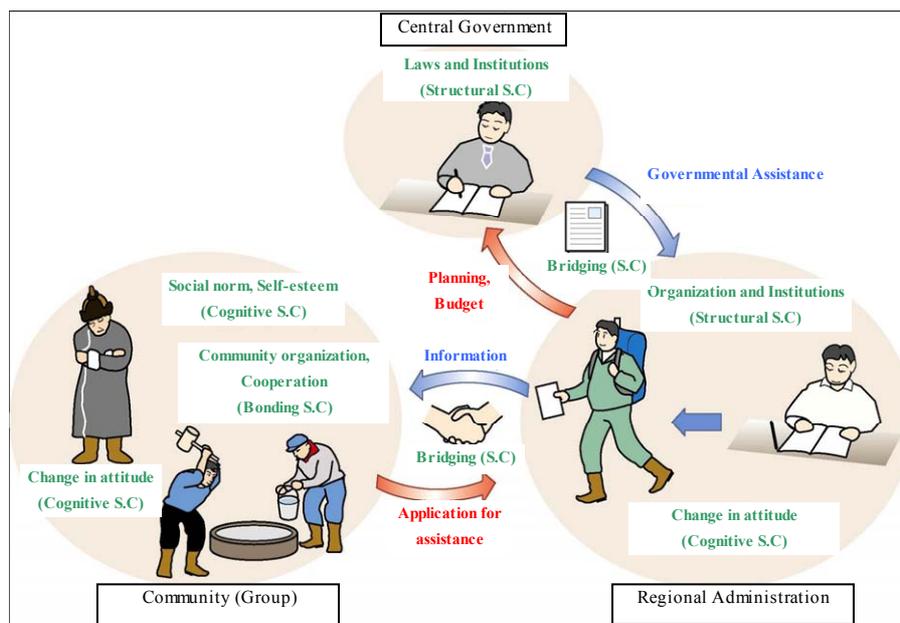


Figure: Classification of Social Capitals

المسكوكا المغربية
للمرارة والمعالجة والتربية الصربية
والصحة الجيدة

المكتب الجهوي للاستثمار الفلاحي
والوكالة اليابانية للتعاون الدولي

جميعها من أجل

تطوير المنظمات المهنية بمناطق النطارات بأفيلالت



نوفمبر 2004



JICA

وتجدر الإشارة إلى أن مساهمة وكالة التنمية الاجتماعية لا يمكن أن
تتعدى مليونين درهم كما يجب على توفير مساهمة نيتية من طرف المستفيدين
سواء كانت مالية أو مادية تبلغ على الأقل 15 % من تكلفة المشروع إذا كان ذا
صفة اجتماعية و 20 % إذا كان مشروعاً اقتصادياً.

الشراكة مع المكتب الجهوي للاستثمار الفلاحي لتأهيلات

- يتمنى الدعم الذي يقدمه المكتب الجهوي في إطار الشراكة فيما يلي:
- إعداد الدراسات التقنية المتعلقة بالمعدات الهيدرولوجية
والمشاريع التنويرية الفلاحية الأخرى؛
- الإعداد والمصادقة على العقد أو اتفاقية الشراكة المتضمنين بنوداً ذات
كل طرف؛
- التأطير التقني وتبني عمليات المشروع؛
- المساهمة المادية في إنجاز المشروع عن طريق توفير بعض الآلات
الصغيرة ووسائل الإنتاج والحالات والإمكانات المتوفرة؛
- الدعم المعنوي والتوجيه قصد حصول الجمعيات على التمويل.

لائحة بعض عناوين الممولين

- مؤسسة وكالة التنمية الاجتماعية، بـي. مال، رقم بريد 03، حيوة المسماة،
الغابض والفاكس: 023 43 41 21
- مؤسسة وكالة التنمية الاجتماعية، وحدة شارع الزلفونسي، عمارة المستعدة بورد - T، الطابق الثاني،
ملا، والفاكس: 06 71 22 106
- سمارة تاجان: 09، شارع احمد بلال، البرج، السوسى، الوحدة، هاتف: 057 65 17 82، فاكس: 057 70 39 85
- سمارة لربنا: 2، رقة، عادي، ص.ب 181، اكنان الرباط، هاتف: 057 70 39 85
- سمارة عماد: 13، مركز رقة، جعفر الصفاق، ص.ب 769، اكنان الرباط، هاتف: 057 67 28 20
- فاكس: 057 67 21 97
- سمارة بجمعة: 4، شارع م. م. ص.ب 447، حاد الرباط، هاتف: 057 76 93 58
- سمارة إسحاق: 3، مدني، 1000، الرباط، هاتف: 057 70 84 02، فاكس: 057 70 84 20
- سمارة إيطاليا: 2، رقة، ابريس الأكبر، ص.ب 11، انطراط، هاتف: 057 79 66 98، فاكس: 057 71 68 82
- FNUUD: رابطة رقة، مولاي احمد التوجحي، شارع الواليات المتحدة، الرباط، هاتف:
057 70 15 66، فاكس: 057 70 15 66
- FNUAP: رابطة رقة، مولاي حسن وتولاي احمد التوجحي، تقسيمه الواليات المتحدة، الرباط، هاتف:
057 70 13 71، فاكس: 057 70 14 82
- ANSED: 32، شارع، وحدة، شقة 4، حسان، الرباط.

ولمزيد من المعلومات اتصلوا بالمكتب الجهوي للاستثمار الفلاحي لتأهيلات
ص.ب 17، الرخيدية - المغرب، الهاتف: 055 57 54 06 - 055 57 26 15
فاكس: 055 57 22 52
E-mail: ornivat@iam.net.ma

- نسخة من المحاضر المتعلقة باجتماع المستفيدين الأخيرتين؛
- نسخة من التقريرين الأثني والعالي للمستفيدين الأخيرتين؛
- بطاقة تقنية خاصة بالجمعية؛
- حصيلة للمحاضر العادية والمالية للمستفيدين الأخيرتين للجمعيات التي
استفادت من تمويل مشاريع من طرف الدولة؛
- اتفاقية شراكة وتأطير وإنجاز المشروع موقعة بين الجمعية ومؤسسة
مختصة.

ويعد الحصول على موافقة تمويل المشروع، يجب التقيد بمسطرة
إدارية ومحاسبية، ولزيادة من المعلومات يرجى الاتصال بالمحيطات التي
استفادت من التمويل: - جمعية الأمل، البويرة الحرف هـ: 062 41 53 86
- جمعية التواصل، - جمعية التواصل، توكافين تنجيداه، هـ: 061 65 53 22



تمويل المشاريع من طرف وكالة التنمية الاجتماعية

يلخص الجدول الآتي المراحل الستة للمشروع من بداية تشخيصه إلى
نهاية إنجازه:

مراحل المشروع	العمليات	المفتعلون
1. تشخيص وإعداد مناقشة، إعداد المشروع وإرساله إلى الوكالة	إعداد المشروع - الجمعية - المستفيدين	المفتعلون
2. التقييم الأولي وتقديم تقني ينجز في عين المكان	المكتب الجهوي - أطر الوكالة	المكتب الجهوي
3. دراسة المشروع إرسال المشروع إلى الوكالة بعد الدراسة	الوكالة	الوكالة
4. انخلاق المشروع الإخبار بقبول المشروع التوقيع على اتفاقية الشراكة	الوكالة - المكتب الجهوي - الجمعية	المكتب الجهوي
5. تنفيذ المشروع الإنجاز - التتبع والتقييم استلام المشتات	لجنة المشروع (الجمعية) - الوكالة - المكتب الجهوي	المكتب الجهوي
6. بعد الإنجاز التقييم والصيانة - تكوين المستفيدين - الدعم التقني لمدة سنتين بعد الإنجاز	جمعية المستفيدين - المكتب الجهوي - الوكالة - المكتب الجهوي	المكتب الجهوي

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Brochure explains supports from outside
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جهود إعادة تأهيل الخطارات: تهدف العمليات المنجزة في هذا الإطار إلى إنقاذ الخطارات والمحافظة عليها. وفي هذا الصدد فإن المكتب الجهوي بمشراكة بتدخلين آخرين (جمعيات محلية، وكالة التنمية الاجتماعية، الوكالة اليابانية للتعاون الدولي...) قام بإنجاز 210 مشروع بمبلغ مالي يصل إلى 52 مليون درهم.

تحديث تسخير المنظمات المهنية التقنيّة: في إطار تدعيم الفلاحين على التنظيم العصري للجمعيات داخل دوائر الخطارات، قام المكتب بمشراكة الوكالة اليابانية للتعاون الدولي بإنجاز دورة تكوينية بأفون في شتنبر 2004 بهدف تقوية المنظمات المهنية التقنيّة وتكوين أعضائها في مجال التسيير الإداري والحاسمي. وقد استفاد من هذه الأيام الترابية تزيد من 150 فلاحا.



تتويج محاور التمويل للمساهمة في إنقاذ الخطارات

لداء: من أجل إنقاذ الخطارات التي تمثل ثروة وإرثا حضاريا لا غنى عنه، يجب أن يساهم جميعا في ابتكار واعداد مشاريع بهدف اى تقوية الهياكل التحتية للخطارات وكذا التنظيمات المهنية بهذه المناطق. وهكذا فإن هذه التنظيمات يجب ان تلمس الشروط الحديثة الخاصة بالتسيير الإداري والتنظيم الحاسمي الملائمة لتطويرها وأنشأة ثقافة التواصل والتفاني بين أعضائها.

ومن بين الموصفات التي يجب أن تشتمل بها الجمعية للحصول على الدعم المالي:

- عقد الجوعيات العامة بانتظام وتطبيق القرارات المتخذة؛
- توفر الجمعية على الموارد البشرية اللازمة لإنجاز المشروع؛
- الحرص على الشفافية فيما يخص التسيير؛
- المساهمة المالية في إنجاز المشاريع الإقتصادية.

ملف طلب التمويل: تدرج فيما يلي نموذج من طلب الحصول على التمويل. يتضمن ملف طلب التمويل عن طريق التشاركون الوثائق الآتية:

- نسخة من دراسة المشروع؛
- نسخة من الأختلة الأساسية للجمعية؛

تشارك مهنر

إن تجرية المكتب الجهوي للإستثمار الفلاحي لتأقيلات غنية جدا في ميادين التشاركون حيث قام بتنظيم ثلاث ندوات محلية حول التشاركون ودرج جمعيات المجتمع المدني في العمل التنموي لإنجاز مشاريع مختلفة مع تنوع مصادر التمويل.

وقد قام المكتب بإنجاز عدة مشاريع في إطار التشاركون لهم عدة مجالات خصوصا التجهيزات الهيدروفلحية التي تمت 128 مشروعا بتكلفة إجمالية تزيد على 35 مليون درهم كما يقوم المكتب في مجال صيانة المنشآت وتنظيم الري بأشغال الصيانة والإصلاح في إطار تشاركون مع مستعملي مياه الري. وقد تمت هذه التدخلات تزيد من 300 مشروع وتجر الإشراف إلى أن المشاريع المنجزة في إطار الشراكة بين المكتب والجمعيات التنموية متعددة ومتنوعة منها التجهيزات الهيدروفلحية، ومشاريع تنموية ومشاريع لهم النهوض بالمرأة الريفية. وقد ساهم في هذه الإنجازات عدة من مدخلين من جمعيات محلية ووطنية ودولية مكنت من جلب تمويل مهم لتأدية المهمة.

المنافطة عليها بتأقيلات، الوضعية الحالية ومفودات

الوضعية: تعتبر منطقة عمل المكتب الجهوي للإستثمار الفلاحي لتأقيلات من أغنى المناطق التي تتوفر على نظام استغلال المياه الجوفية بواسطة الخطارات حيث يبلغ عدد الخطارات 570 وحدة بطول إجمالي يصل إلى 2900 كلم من الأنتفاق. وقد تأثر من هذه الثروة من التجهيزات بالجفاف الذي أصاب المنطقة حيث غاضت مياه 320 خطارة كليا، كما قلص صبيب باقي الخطارات بعدة.

وهذا فإن عدد الخطارات المستغلة حاليا لا يتجاوز 250 خطارة، وفيما يخص تسخير الخطارات وتنظيمها الإداري والحاسمي فإنها تركز على قواعد العرف المتوارثة منذ القدم.



مفهوم التشاركون قديم ومتمخذا بتأقيلات

يلقى الفلاحون وعلماء الإقتصاد على أن سكان الواحات يتوفرون على إزادة وطاقت في العمل الجماعي تسخر من أجل إنجاز مشاريع إجماعية واقتصادية ولقافية تمكنها من العيش في ولام مع محيطه طبيعي صعب من جهة وطش من جهة أخرى.

ويقتض هذا التضامن والتشاركون، تمكن السكان بالواحات خلال قرون من إنشاء حضارة مشعة والمحافظة عليها. ولا تزال هذه العكسبات والسميزات التاريخية في التعاون والصناعة والتشاركون موجودة إلى الآن بهذه المناطق رغم زحف المفاهيم السلبية كالأنانية التي صاحب الحضارة العصرية. وهكذا فإن سكان الواحات يظلون دائما رهن الإشراف ويلبسون كل دعوة للعمل الخيري والجماعي والمخبرين في شتى مجالات الحياة الجماعية. وقد دامت السلطات العمومية والمصالح التقنيّة على إغراء السكان بالواحات لإنجاز مختلف المشاريع التنموية بالعالم القروي وخصوصا ما يتعلق بالأميا من الفلاحة.

ووعيا منه بهذا الإستعداد للتشاركون، قام المكتب الجهوي للإستثمار الفلاحي لتأقيلات بإنجاز عدة مشاريع هيدروفلحية وتنموية مهمة وكذا مشاريع أخرى مدرة للدخل بفضل المساهمة الفعالة للسكان المعنيين.



وفي نفس الإتجاه، تم وضع مخطط عمل لتنمية التشاركون وتطوير المنظمات المهنية بمناطق الخطارات بهدف اى ما يلي:

- تنمية التشاركون بمناطق الخطارات؛
- المساعدة على اعداد وإنجاز مشاريع لإعادة تأهيل الخطارات؛
- إنجاز مشاريع تنموية قصد تحسين موارد السكان القرويين بمناطق الخطارات؛
- التحسيس المتكثف من أجل تطوير الجمعيات التقنيّة إلى جمعيات عصرية؛
- تقوية التنظيم الخاص بالخطارات؛
- تكوين أعضاء الجمعيات والمنظمات المهنية.

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Brochure explains supports from outside
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(Sample of Demand)Alnif 24th December, 2003

From: Representatives of Tabourikte Tribe
Commune and Caida of Alnif
Errachidia Province

To Mr:
The Director of the CMV
Alnif

Object: Application for finalizing Tabourikte Khettara (Ahdjoumi)

We, and on behalf of Tabourikt tribe inhabitants whose number is almost 1200 person, and who all rely on agriculture and livestock; the total area is almost 80 ha of agricultural lands and palm trees, in addition to other mixed trees

We are glad to request your greatness to finalize the works for khettara Tabourikte (Ahdjoumi), especially that the ground water exists. We also engage to provide the appropriate man power.

We hope that you would supply us with the necessary materials (cement, steel, construction materials and tools...)

Finally, we hope that our application would be considered and would encounter merciful hands in your person, in order to get what is necessary.

With best regards

Signatures

Name	NIC	Position	signature
Ahmed SADIKI	--	Tribe chief	--
Lahcen BENSEKKOU	--	Member of the tribal group	--
Mohamed BOUTAHRI	--	Member of the tribal group	--
Lahcen BEN YOUSSEF	--	Member of the tribal group	--
Lahcen BEN SEKKOU	--	Commune Advisor Tabourikte	--

(Sample of Engagement)

Engagement

We undersigned

Abid KEDDOURI, born on 4th November 1958, profession, farmer and holder of the national identity card number 3563 U, issued on March 30, 2002

Tahar SALMI born on 1961, profession labourer, holder of the national identity card number 62551 U, issued on April 19, 2001,

ISSAOUI Lakhelifa, born on 1962, profession labourer, holder of the national identity card number 68517 U, issued on 21 September 2000

Abderrahim BABEN GHANIMI, born on 26th September 1973, profession farmer, holder of the national identity card number 27527 UC issued on 6th October 2002

Allal ASRI born on 1942, profession farmer, holder of the national identity card number 30019U

We live at Fezna Commune, Caidat Areb Sebbah Ghris

We hereby agree for the hereinafter engagements:

Providing man power for the construction of a wall in Lakfifia Sagia, called El Baba Hmamouia. The wall's length is 150 meters; its width from the bottom is 1 meter and from the up 0.50; to protect the khettara against El Batha River; and the construction of three bridges on Boussafine Sagia the length of each one is 20 meters, and 3.5 meters for Sagia covering.

We request the cement, steel, sand and masonry stones from the ORMVA, all we have to provide is only man power.

We undersigned being engaged for what is mentioned below.

Done in Jorf, on December 31st, 2003

Signatures

Abid KADOURI

Abderrahim BABN GHANIMI

Tahar SALMI

Lakhelifa ISSAOUI

Allal ASRI

(Sample of Contract)

Partnership Agreement
Related to the establishment of projects related to small and medium irrigation in.....

Between:

The Regional Office for Agriculture Development in Tafilalet, as represented by its director Mr:.....

And:

.....

Article 1: Introduction:

According to the importance of the small and medium irrigation for the life of the inhabitants of.....who mainly rely on auto consumption agriculture:decides the improvement of this domain, through the contribution within the framework of partnership with the ORMVA/TF in the construction of.....

Article 2:

The subject of this agreement is limited by the determination of the construction conditions of.....with a collective financing from ORMVA/TF and..... According to the following table:

Project	Type of works		Financing part
Total			

Article 3

The ORMVA/TF is responsible for:

- Provide on sites the necessary materials for the programmed works according to the table in the second article hereof.
- Technical supervision during the implementation of the determined projects.

Article 4: Engagements of the other parts:

Engagements.....

By virtue of the decision of the later is engaged to provide the necessary man power within the framework of a partnership for the implementation of

(Sample of Contract)

development projects of small and medium irrigation in..... according to what follows:

Commune	Project	Working days
Total		

Article 5:

A meeting, including all the concerned parts shall be hold before the beginning of works, for the determination of a work plan and methodology, and in order to agree on a schedule for the implementation of works.

Article 6:

A local commission shall be determined for the monitoring of the different stages of the implementation of the programmed works, this commission is composed of:

- .
- .
- .
- .
- .

The local commission shall prepare daily detailed reports which shall be including the results of the tasks thereof, in addition to the following information:

- The progress conditions of each project
- The quality of works for each project
- Any remark which might attract the attention of the local commissions.

A copy of these reports shall be sent to all the concerned parts with this agreement as soon as they are signed by the concerned parts.

Signatures**First part****Director of the ORMVA/TF**