Improved Access and Water Use in Rural Morocco
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AWAU</td>
<td>Agricultural Water Users Association</td>
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<tr>
<td>CBO</td>
<td>Community Based Organization</td>
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<td>DI</td>
<td>Drip Irrigation</td>
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<tr>
<td>Douars</td>
<td>Small villages (part of rural municipalities)</td>
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<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<tr>
<td>GETF</td>
<td>Global Environment and Technology Foundation</td>
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<td>GOM</td>
<td>Government of Morocco</td>
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<tr>
<td>IGA</td>
<td>Income Generating Activities</td>
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<td>INDH</td>
<td>Initiative National pour le Développement Humain (National Initiative for Human Development)</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>ONEP</td>
<td>Office National de l’Eau Potable (Potable Water National Office)</td>
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<tr>
<td>ORMVAD</td>
<td>Office Régional de Mise en Valeur Agricole des Doukkala (Doukkala Region Irrigation Office)</td>
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<tr>
<td>TCCAF</td>
<td>The Coca-Cola African Foundation</td>
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<tr>
<td>TCCC</td>
<td>The Coca-Cola Company</td>
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<tr>
<td>TCCEC</td>
<td>The Coca-Cola Export Company</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children's Emergency Fund</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<tr>
<td>WADA</td>
<td>Water and Development Alliance</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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<tr>
<td>WUA</td>
<td>Water User Associations</td>
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<tr>
<td>IMPLEMENTING ORGANIZATION / INDIVIDUAL</td>
<td>TOTAL BUDGET</td>
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<td>----------------------------------------</td>
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| CARE International                      | $428,112     | $350,000                    | $78,112 (approximate, in-kind and cash contribution from beneficiaries) | Water supply component: Install new community-managed potable water systems in rural communes in collaboration with Governorate of El Haouz | El Haouz Province – specific douars (3 targeted) to be selected in consultation with Provincial government | • 1,110 people with direct access to safe water  
• 3,000 people sensitized and applying hygiene best practises  
• 200 children of the targeted villages have an access to safe water and better hygiene conditions in their school  
• 3 local Water Users Associations strengthened for water management | subgrant | FIU (GLOWS) and GETF (50% of total funds will be channelled through each agreement) | TBD |
| CARE International                      | $468,530     | $350,000                    | $118,530 (approximate, cash contribution : subsidy from State and loan contracted by farmers group) | Efficient irrigation component: Technical assistance to small farmers to promote water-efficiency in sugar beet cultivation, including demonstrations of lower-cost technologies, organization of farmers groups to invest in efficient irrigation systems, and promotion of agricultural practices to increase water use efficiency | Doukkala-Abda Region – region of the Regional Irrigation Office (ORMVAD) | • 10-15 small farmers farmers investing in drip irrigation  
• 10-15 small farmers are able to organize themselves in order to install and manage their collectively owned drip irrigation system  
• 50-60 small farmers trained in best irrigation practices | subgrant |                                | TBD |
| **TOTAL**                               | **$929,500** | **$700,000**                | **$229,829**                                                    |                       |                      |**                          |                                           |                                           |                 |
1. Introduction and Background

**Background and context**

Morocco’s economy, although fluctuating sharply with agricultural performance, has shown impressive growth in many sectors in recent years, with growing levels of domestic and foreign investment. Morocco has also accelerated its progress in the provision of quality basic life services such as electricity and water. However, this economic growth and social development is taking place in a water-constrained environment that is already showing signs of strain, especially on the poorest segments of society in rural parts of the country.

**Problem Statement and principal challenges or impediments to be overcome by the project**

Morocco is characterized as a semi-arid to arid country, facing increasing challenges of water availability for a variety of human and environmental uses. Morocco already falls in the International Water Management Institute (IWMI)’s category of “physical water scarcity,” where water resources exploitation approaching or exceeding sustainable limits. In 2005, Morocco had 930 m$^3$ per capita per year available of total renewable water resources (UN 2006), putting it squarely at the level of “water stress,” defined as less than 1000 m$^3$/person/year. As a result of increased demand and diminishing water supply, by 2020 it is estimated that 35 percent of the population will be below the level of severe stress conditions of 500 m$^3$/person/year (IDRC 2004).

1. Agricultural water use

The limited available water in the country is primarily consumed by the agricultural sector. In 2000, it was estimated that 87.3% of all water consumption in Morocco was dedicated to irrigated agriculture, 8.2% for urban potable water use, 1.6% for rural potable water use, and 2.9% for industrial consumption. Chronic drought conditions in recent years coupled with increasing demand for water by urban populations and all productive sectors are creating heightened concerns about long term sustainability of the resource as well as equitable allocation among competing users – both within the agricultural sector, and between agricultural and other productive and domestic water consumers.

On the basis of analysis of specific criteria and following exploratory meetings and site visits between June and September 2008 to identify potential target areas for WADA intervention, the Coca-Cola Company and USAID agreed to target small-scale agricultural activities in Doukkala-Abda Region of Morocco (El Jadida Province, South of Casablanca). Indeed, this intensive agriculture zone is home to one of two national irrigation districts that are considered to be under most stress from water resource scarcity and competition for limited resources by multiple users. It is also a region where sugar beet production in particular is at risk due to water resource scarcity, and where there is a very collaborative institutional environment including both the local irrigation district (government), as well as local sugar industry representatives.

In January 2009, CARE Morocco’s team carried out a field visit in Doukkala-Abda Region (El Jadida Province), in order to assess more precisely the farmers’ situation in this region. The results of this assessment are the following. Agricultural Water Users Associations (AWUA) in the region are too big compared to the scope of the project, and do not necessarily include small farmers. Therefore, appropriate scale needs to be determined in order to regroup/include small farmers in AWUAs and support them in engaging collectively in drip irrigation.

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1 Physical water scarcity is defined by the relationship between hydrologic resource availability and human demands for of water, and assumes that more than 75% of river flows are withdrawn for agriculture, industry, and domestic purposes (accounting for recycling of return flows).

2 Significant water sector needs in the relevant project component area (i.e. access to services for potable water supply, or water scarcity for productive purposes); Commitment of local and national government agencies (including political, technical, and material support); Support and capacity of local communities to successfully engage in program activities; Support and engagement of relevant private sector industries and supply chains; Presence of capable implementing partners (NGOs, local contractors, etc.); Proximity to local Coca-Cola bottlers; Potential for co-location/complementarity with USAID/Morocco’s current and future programs.
Small farmers have limited revenues and face difficulties reimbursing advances for purchase of water and agricultural inputs. Hence, improving their revenues, by increasing crop yields and/or searching complementary revenue sources at household level, is essential. They also have limited knowledge on drip irrigation benefits (such as higher yields), making them reluctant to put it in place. It is therefore necessary to raise their awareness and convince them of such benefits. Small farmers also tend to be reluctant to group themselves and ensure collective management of irrigation infrastructures. Identifying the most willing, convincing them to manage collectively and supporting them in becoming peer-educators would bring positive impact. Finally, small farmers’ households rely entirely on limited agricultural revenues brought by the husband, with women not providing any complementary income as they do not have any economic opportunity. It is therefore essential to identify such opportunities for women in order to ensure additional revenues for farming households.

2. **Potable water supply**

In addition to issues of raw water resource scarcity, some segments of the Moroccan population continue to suffer from lack of access to potable water infrastructure and services, particularly in the poorest rural areas. The 2004 WHO-UNICEF Joint Monitoring Programme (JMP) data indicates that overall potable water supply access is 81%, but only 56% of the rural population has access to an improved source. Based on the analysis of criteria, explanatory meetings and site visits mentioned in the previous section, The Coca-Cola Company and USAID agreed to focus efforts in El Haouz Province (South of Marrakech), which is home to 14% of the national rural population (Marrakech-Tensift region). This province is faced with a high level of poverty (20.75%) and need for increased access to potable water. 37% of the Province’s population of 484,312 is currently unserved with improved potable water supply, located primarily in rural, isolated mountain villages.

During its site visit in January 2009 in conjunction with Provincial Government officials, CARE Morocco’s team identified the following issues faced by the population of El Haouz Province. Villages (“douars”) of the Province usually have an existing water source (well, spring, etc.) but most frequently lack water supply systems and have very low capacity to invest in such equipments. Building on data already collected by the Province, a precise needs assessment of existing water supply systems has to be carried out to identify interventions to be implemented. Similarly, an evaluation of inhabitants’ capacity to contribute (financially or in-kind) to the installation of such systems should be done. In El Haouz Province, there is a dynamic civil society (associations), but with weak knowledge and capacity regarding management of water systems. Associations’ organizational capacity needs to be strengthened in this field of system management. Finally, with the new water supply systems the present project proposes to establish, wastewater discharge is expected to increase. It is therefore essential to raise the population’s awareness on this issue and provide them with information on actions to be undertaken.

**Potential for activities to catalyse other needed water-related initiatives in the target communities**

Access to sanitation is also a problem in Morocco, with 73% of the population overall with access to an improved household level facility, and 52% of the rural population without coverage. While the problem is significant, the WADA partners have determined that the scale of investment required to address this issue in the Moroccan context far exceeds available resources for the WADA program. The proposed intervention regarding potable water supply, will incorporate into its community capacity building some awareness building regarding how to deal with sanitation and work together with government officials to address infrastructure gaps in this area.

The small-scale irrigation component of this project could also serve as catalyst for future interventions. Indeed, the pilot operations planned with small farmers on drip irrigation could be build upon: farmers who will have implemented this type of irrigation could serve as peer-educators and

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4 2004 figures
share their experience and benefits and disseminate best practices to other farmers in the region, in order to ensure efficient use of water resources at a broader level.

2. Project Description

2.1 Project Goal and Objectives

Project goal is to contribute to sustainable potable water supply, increased agricultural production and rational use of water resources in rural areas of Morocco.

The project has two components, water supply and small-scale irrigation, hence two specific objectives, which are:

- **Specific objective 1:** Increase access to improved potable water supply sources, improve hygiene practices and local governance of water for vulnerable rural populations
- **Specific objective 2:** Improve water use practices by small farmers in intensive agricultural production areas to enhance livelihoods and ensure environmental sustainability

Both program components directly support the Government of Morocco’s own goals in the water sector, including those articulated in several national plans and policies. These include, among others:

- The National Program for Technology Transfer in Agriculture (PNTTA)
- The National Plan for Efficient Use of Agricultural Water (PNEEI)
- The Contract-Programme for a New Dynamique for the Sugar Supply Chain (2008-2013), as part of the broader Moroccan Government called “Plan Maroc Vert” (Green Morocco Plan) aimed at promoting development in the agriculture sector.

2.2 Expected Results and Impact

The WADA Morocco program anticipates near-term benefits for low income people, while at the same time laying the groundwork for longer-term positive impacts on human health, water resource sustainability, and enhanced livelihoods for rural residents.

For the rural potable water supply component

There will be immediate benefits in increasing access to improved water supply for vulnerable populations that are currently reliant on unsafe, intermittent water supplies. Community capacity building will help ensure the sustainability of the physical infrastructure, and accompanying hygiene promotion activities will contribute to positive health impacts, complementing ongoing efforts of local health officials.

For the small-scale agriculture component

The program should result in more efficient use of water by small-scale farmers through capacity building, transfer of appropriate technologies, and organization of smallholder (<2 ha.) farmer groups to enable financing and management of efficient irrigation systems. The environment will benefit immediately, as agricultural water management efficiencies take hold. Over the longer term, farmers will build resiliency to adapt to increasingly water scarce conditions in the future, no matter which crops they cultivate.

Beyond these direct benefits, this component of the program will also include rigorous documentation of technologies and agricultural practices employed, in order to contribute to a much deeper national
dialogue in Morocco regarding agricultural water use efficiency in general, and policies and practices related to sugar beet production in particular. This information will also contribute to international efforts to promote best practices in sugar production worldwide, in which Coca-Cola and many other major companies are actively engaged.

**Expected results and quantified indicators**

**Expected result 1:** Rural inhabitants of selected villages of El Haouz Province have sufficient and sustainable water supply and hygiene awareness.

**Indicators:**
- By end of project, approximately 1,110 inhabitants of selected villages (“douars”) have improved safe and sustainable access to potable water (WADA Indicator T1-1)
- By end of project, 3 local Water Users Associations (WUA) are strengthened and apply best water management practices (WADA Indicator T1-11)
- By end of project, 200 children of the targeted villages have access to safe water and sanitation in their school (WADA Indicator T1-1 and T1-3)
- By end of project, approximately 3,000 inhabitants have been sensitized to hygiene best practices

**Expected result 2:** Small farmers engaged in the sugar supply chain in Doukkala Province apply sustainable and efficient productive water use

**Indicators:**
- By end of project, 10-15 small farmers will have been trained in drip irrigation technologies and will be able to invest in and adopt best water use practices
- By end of project, these 10-15 small farmers will be able to organize themselves in order to install and manage their collectively owned drip irrigation system
- By end of project, 50-60 other local small farmers will benefit from project lessons learnt regarding technologies, best management practices, and agricultural approaches to enhance small-scale water use efficiency for sugar beet and other crop production

In addition to these performance indicators, the project will set up a list of technical and organizational parameters, allowing the measurement of impact following introduction of new irrigation technologies. These parameters would cover a large range of indicators, such as: increase of yield, amount of water saved, number of hectares converted, costs of construction and operation, and some other organizational parameters related to farmer’s association. The exact definition of these indicators will be conducted in collaboration with ORMVAD and farmers during the first months of the project, allowing to produce a baseline study (initial situation) and to serve as evaluation tool for ORMVAD at the end and after project completion.

For both components, beneficiary numbers are still estimates. Exact number of beneficiaries will be developed upon completion of the project’s first phase, during which targeted communities, and nature and costs of works to be carried out will be precisely identified, keeping in mind the project’s budgetary constraints.

### 2.3 Linkages to USAID and TCCC programs and objectives

**Coordination with USAID/Morocco programs**

A representative of USAID/Morocco’s Economic Growth Program will participate in the WADA/Morocco local steering committee that will jointly plan and oversee WADA activities, and the

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NOTE: WADA is in the process of developing core indicators related to water productivity. As the program design and M&E plan is finalized, these should be incorporated and reported against to the extent possible.
mission will liaise with local partners, in particular the provincial authorities. USAID/Morocco will also actively participate in the development and implementation of communications and outreach activities associated with the program. Mission technical staff will also provide ongoing technical oversight and field monitoring of activities, including compliance with USAID environmental regulations, and support for expert identification.

USAID/Morocco will work to ensure that the small-scale agricultural component activities are supported and complemented by the Mission’s new economic growth, agriculture and water resources program which will operate from 2009-2014. That program will include specific requirements for the implementing organization(s) to coordinate with WADA and CARE in carrying out their efforts. Finally, USAID/Morocco will work with Coca-Cola Morocco and other partners in Morocco to consider a possible expansion of the partnership to a multi-year effort, including leveraging funds from other partners.

**Coca-Cola Morocco**

The Coca-Cola Export Company (TCCEC) - Morocco Public Affairs and Communications Manager will participate in the WADA/Morocco local steering committee that will jointly plan and oversee WADA activities. Coca-Cola/Morocco will not be involved in day-to-day management of grants and contracts, which will be the responsibility of GETF (with Coca-Cola Africa Foundation funds - TCCAF). However, Coca-Cola/Morocco staff will review CARE reports and participate in occasional field monitoring of activities along with the USAID Mission, and liaise with local partners (provincial authorities and organizations).

The TCCEC Public Affairs and Communications office will play a significant role in the organization of launch and outreach event(s) locally, as well as all other communications efforts associated with the WADA Morocco program. These will be coordinated closely with USAID/Morocco, and will follow general communications guidelines established for the overall WADA program. At this point, the local Coca-Cola bottlers have not been actively engaged in the development of the WADA Morocco program. During the specific work planning phase of the program, however, Coca-Cola Morocco will assist CARE in making contact with the appropriate individuals in the bottler(s) from Casablanca and/or Marrakech (Société Centrale des Boissons Gazeuses (SCBG) and Compagnie des Boissons Gazeuses du Sud (CBGS), respectively), and help identify concrete opportunities for their more direct engagement.

Finally, Coca-Cola Morocco will work with USAID/Morocco and other partners in Morocco to consider a possible expansion of the partnership to a multi-year effort, including leveraging funds from other organizations.

**Coordination with other on-going projects**

*Rural potable water supply component*

- **Other projects from local civil society:** There is a dynamic civil society in El Haouz Province. Numerous projects targeting access to potable water supply are implemented by local associations within remote ‘douars’ of the Province. Through the ‘Provincial Associations Committee’, supported by the Province, the Project will share information with other similar initiatives and try to reinforce coordination.

- **Institutional projects:** The projects mentioned above are usually implemented through local institutional co-funding like INDH (National Initiative for Human Development). Indeed, one of INDH’s objectives is to improve access to basic services for vulnerable communities. Therefore, the Project will support local associations of the 3 targeted Douars in order to start or strengthen relations with local representations of INDH. Through this partnership with INDH, the objective is
to leverage complementary funding for any type of ‘community social projects’ that could have a reinforcing impact on Project’s activities.

Small-scale irrigation component

- **“Plan Maroc Vert” (Green Morocco Plan):** this large national policy has been recently launched by the Government of Morocco (GOM). It aims at strengthening the national agricultural force and is based on two complementary pillars: an aggressive development of already structured large farmers (400,000 targeted), and a more social support to the numerous small farmers (600-800,000 targeted). This very ambitious program is actually in phase of preparation at local level between public institutions and private partners. Through its strong partnership with ORMVAD and COSUMAR, the WADA project will clearly act as a partner, preparing and developing its activities within the frame of the “Plan Maroc Vert”, and dedicating its contribution to the support of small farmer’s organization and productivity.

- **FAO project:** In Doukkala Region, FAO currently implements a similar project (in terms of objectives and target population) as the one proposed here, but not in the same area. However, compared to the proposed project, FAO uses a different approach. Indeed, FAO entirely funds (100%) the installation of imported (and quite expensive) drip irrigation systems for farmers, which will have obvious negative impacts in terms of sustainability for farmers once the FAO project comes to end. In order to avoid such impacts, the proposed project will not entirely fund the installation of drip irrigation systems, but only contribute to a part of the farmers share (for details, see § 3 / sub-grant). Nonetheless, the present project will build upon FAO’s initial diagnosis conducted overall ORMVAD’s operational perimeter (72 sites – “blocks”), in order to select the small farmers that will benefit from the intervention.

2.4 Technical Approach

2.4.1 Geographical location of activities

**Rural potable water supply component**

This component will target some small communities (‘douars’) located in El Haouz Province (South of Marrakech), which is home to 14% of the national rural population (Marrakech-Tensift region). This province is faced with a high level of poverty (20.75%) and need for increased access to potable water. 37% of the Province’s population of 484,312⁶ is currently unserved with improved potable water supply, located primarily in rural, isolated mountain villages. A list of specific sites in need of improved potable water supply has already been presented to the partners by the El Haouz Provincial Governor’s office, with synthetic information at the rural commune/village level. Any of these potential sites are acceptable to both Coca-Cola and USAID. A more detailed analysis will be undertaken in conjunction with CARE Morocco and the Governor’s office during the first phase of the project, in order to finalize the specific douars to be targeted by the intervention.

In January 2009, CARE has conducted an initial assessment on the ground in El Haouz Province with local authorities and local association representatives. CARE also met the Provincial authority, the Provincial Direction of Equipment, and Provincial and Regional Directions of ONEP. In addition, ONEP has provided CARE with information coming from diagnosis carried out in the eastern part of the Province in 2007/2008⁷, and provincial technical departments have developed a document detailing the situation in 15 priority sites. All these elements have enabled CARE to classify the douars’ situation in terms of potable water supply:

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⁶ 2004 figures
⁷ Seven (7) communities of Aït Ourir area, out of 33 communities of El Haouz Province
- **Type 1:** Areas with primary water networks already installed by ONEP, from which branch pipes (for households connection) are not funded yet. For most of these sites, households connections remain difficult through the ONEP network as viability (amount) of water remains low in the region;

- **Type 2:** Douars located around a well dug by the Moroccan government. Most of the time, pumping, storage equipments, and distribution pipes are lacking. These sites are mainly located in plain or pre-mountainous areas;

- **Type 3:** Same characteristics as for Type 2, but without secured access to water (i.e. no well has been dug yet), and with little equipment available, in poor condition and that need to be changed;

- **Type 4:** In these douars water is supplied from non equipped and unsecured springs. Some pumping and storage equipments could exist. These sites are mainly located in mountainous areas and are difficult to access, especially during the winter season.

Regarding this local situation, the proposed project will initiate intervention in Type 2 douars. Indeed, regarding Type 1 douars, problems on water availability in the ONEP network (pressure) would be too long and expensive to solve. For Type 3 douars, digging costs will be too expensive and depend on a local context to be evaluated on a case-by-case basis. Finally, for Type 4 douars, an estimation of water extraction works needs an appropriate detailed diagnosis, and these sites, generally located above 1200m altitude, are not suitable for masonry works between September and May.

**Small-scale irrigation component**

This component will target the Doukkala irrigation perimeter (south of Casablanca). This intensive agriculture zone is home to one of two national irrigation districts that are considered to be under most stress from water resource scarcity and competition for limited resources by multiple users. It is also a region where sugar beet production in particular is at risk due to water resource scarcity, and where there is a very collaborative institutional environment including both the local irrigation district (government), as well as local sugar industry representatives.

The definitive selection of project intervention areas and farmers will be made in conjunction with local stakeholders (ORMVAD, COSUMAR, and farmers representatives) and CARE Morocco after a detailed diagnosis conducted during the first phase of the project. The final selection of targeted areas will be based on the following criteria:

1. The selection of the 10-15 small farmers who will benefit from the pilot drip irrigation operation will be conducted based on criteria such as willingness and capacity to organize themselves in order to invest in drip irrigation, debt, yield of sugar beet crops, type of current irrigation system, plot surface, harmony between farmers, etc…

2. The selection of 50 to 60 small farmers to benefit from dissemination and lessons learnt will be made in the same areas of intervention, and based on motivation to learn about new techniques.

2.4.2 Specific activities and action plan

**Component 1: Rural Potable Water Supply**

1. **Diagnosis of villages (douars) proposed by the Province and final selection of implementation sites in consultation with Provincial government**

Firstly, the project team will be put in place, regrouping: CARE’s team, a representative of the Province’s technical departments and a representative of the Provincial Direction of Equipments. A

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8 The Tadla Region is the other highly water stressed sugar beet production area considered (located in the same river basin as Doukkala). While WADA program resources do not permit activities in more than one region at this time, the information, experience, and lessons of the Doukkala activities will certainly be shared with Tadla and other regions.
first site selection will be done based on the review of documents developed by local actors: El Haouz Province, Provincial Direction of Equipments and ONEP. This review will be complemented by field visits. This site pre-selection will be based on:

- Availability and sustainability (outflow) of water resource;
- Douars having an equipped source (well or spring), electrical supply and soil that do not require any particular excavation machinery.
- Douars’ geographic characteristics including altitude (especially in light of winter periods where frost makes any work impossible), etc.
- Douars’ accessibility; and
- Analysis of local associations’ capacity to partner with the project and community willingness to pay for and manage the service.

Final selection will be decided following discussions on pre-selected douars within the Steering Committee. CARE proposes to target 3 douars under this water supply component of the project.

2. Community mobilization and commitment

Field work will begin with community mobilisation in partnership with each douar’s Community Based Organizations (CBO). Workshops gathering all households will take place in selected douars in order to present the project’s objectives as well as main principles of intervention:

- Works funded by the project (pumping systems, pressurised water pipes, a reservoir and a main gravitational distribution network) and contribution in-kind by beneficiaries (excavation);
- Conditions and planning for implementation; and
- Conditions and planning for long-term maintenance and sustainability.

Following these workshops, CBO representatives will be elected. At the end of this process, there will therefore be 3 Water Users Associations (WUA), one in each douar, composed of douars’ elected CBO representatives. These 3 WUA will be taking part in all aspects of the project in cooperation with the project team. They will conduct technical visits of sites with the support of the project team. A pre-scheme of reference will be established, detailing locations of the different equipments to be installed (reservoir, networks, etc.). This scheme will be agreed upon during plenary sessions with all households and the municipality, allowing the project team to verify that project principles are fully understood, and to identify existing oppositions and leaderships within the community.

Mobilisation of beneficiaries will be concluded by the signature of a Memorandum of Understanding (MoU) by all stakeholders (CARE, local authorities, WUAs). This MoU will detail the following:

- Technical aspects: level of service, detailed plan for works, signed agreements from land owners giving approval for installation of equipments on their lands, agreement with inhabitants for excavation works for networks’ installation and purchase of household connecting networks and water meters.
- Management aspects: agreement between inhabitants and communal authorities on their respective responsibilities in terms of management of the water service. This agreement will include price of water, payment of water bills, provisional balance sheet, maintenance roles and responsibilities, plan for renewal of equipment, etc.

Technical studies will be launched only once the MoU is signed. The MoU will include a deadline for completion of excavation works done by beneficiaries. The contractor will only be notified to start works once excavation is completed. The project team will keep the Steering Committee regularly informed of progress, especially in the event of non-respect of any community’s engagement, in order to rapidly anticipate consequences on the project.

These activities (1 and 2) will be conducted during the initial 2 - 3 months period. At the end of this initial period, it will be possible to provide: i) a map localizing foreseen operations and detailing the

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9 For more details on beneficiaries contribution, please see § 6 “Budget Narrative” / Local contribution / Small scale Water supply (p. 25)
number of beneficiaries; ii) a description of the works and estimation of their costs, and an evaluation of beneficiaries’ contribution, allowing then to launch the technical studies and the tender process.

3. **Technical studies and selection of contractors**

3.1 **Studies:** Given its experience in assisting Community Based Organizations (20 projects per year), the Province’s technical departments, with assistance from CARE, will be in charge of the preliminary technical design of proposed water supply systems. Technical design entails measuring elevation of sites for equipment installation, preparing works summary description and tender documents.

3.2 **Selection of contractors:** The tender process will be done within the framework of USAID/WADA’s regulations. Submitted offers will be opened and analysed at the Province’s office with the project team and representatives of the douars’ population. Selection of offers will be done based on costs, duration of works, registration of the contractor, experience of the contractors in conducting similar activities and reference check made by the tender committee.

4. **Construction of water supply infrastructure**

As mentioned earlier, the project will fund the installation of pumping systems, pressurised water pipes, a reservoir and a main gravitational distribution network. Detailed designs of civil engineering works in reinforced concrete will be provided by the local contractor. Planning and coordination modalities for works will be put in place by the project team, the local contractor and the local population during a plenary session. Monitoring of works will be done by CARE’s technical team with support from the Province’s technical staff and involving WUAs’ representatives. This monitoring will be effective as soon as excavation works by beneficiaries start. Monthly progress reports and provisional payment schedules to contractor will be established. The project team will ensure first trials, preliminary handover of works and formalisation of documents for definitive handover.

The estimated number of beneficiaries for this activity is approximately **1,110 individuals (3 douars of approximately 370 individuals each)**.

5. **Community capacity building in water system and water resources management**

The 3 WUAs benefiting from the project will receive training on different aspects of water infrastructure management. This training, which will also be proposed to communal technical staff, will be implemented in two steps:

- Theoretical workshops on technical and financial modalities for maintenance and repair of equipments and on balance of the profit and loss account (establishment of water price, provisions for maintenance and renewal of infrastructures, provisional balance sheet, etc.);
- Empirical training provided on the ground over several days by CARE team, for signature of commitment to pay bills, implementation of “Reading – Invoicing – Payment” cycle and management of unpaid bills.

The water system’s management scheme set-up at the end of this process between each douar’s WUA and the municipality will be formally presented in a convention signed by these two parts, and validated by Provincial authorities.

The estimated number of beneficiaries for this activity is approximately **35 individuals (30 people from the 3 WUAs and 5 technical staff of the targeted municipalities)**

6. **Community hygiene promotion**

Given the link between improvement of water supply and hygiene issues, the project will include hygiene behaviour change activities, targeting the highest possible number of beneficiaries. For this purpose, the following activities will be implemented:

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10 The municipality is the official administrative jurisdiction responsible for the douars (small villages) where the project will be implemented. As administrative jurisdiction, the municipality will be responsible for signing the water system’s management scheme agreement with the local WUA.
In partnership with the Provincial Association Committee (PAC), several workshops will be organized for CBOs’ senior staff capacity building on water resources, health, and hygiene related issues, using the “WASH in School” methodology developed by the International Water and Sanitation Centre (IRC) and the UNICEF. These meetings will be followed by community based information sessions, organized by each CBO and targeting an approximate of 6 villages and 3,000 inhabitants.

Given the recognized power of sensitization of children within their community, the project will have a special approach of community hygiene promotion through the schools of each douar covered by the project. Indeed, CARE past experiences/projects have demonstrated that the improvement of hygiene conditions in schools and sensitization actions targeting children have capacity to turn the latter into powerful vectors of hygiene promotion at household level. The following activities will be conducted in each school:
- Assessment of current children’s hygiene practices, at school and at home
- School connection to water supply;
- Construction of toilets and washbasins,
- Installation of a simple low cost septic system, and
- Promotion of best hygiene practices (handwashing for instance), using the “WASH in School” methodology

The estimated number of beneficiaries for this activity is 200 children

For both civil society trainings and hygiene promotion activities in school, an expert in communication for hygiene behaviour changes will be hired to help CARE set-up message, prepare training and edit appropriate tools. CARE will also work in close coordination with the Provincial authorities in charge of health and hygiene.

7. Lessons Learned Knowledge Management

Within El Haouz Province, several CBOs working on potable water access have been active over the past few years. The project will conduct an assessment of one or two CBOs that have already set up a community water supply system, evaluating their successes and difficulties in terms of management and comparing their experience with the 3 WUA supported by the Wada project. This reflection will lead to the definition of recommendations in order to adapt basic management principles to practices and customs on the ground. Based on these elements, CARE and CBOs’ representatives will prepare a summary document presenting key issues and difficulties faced by managers of a community based water service.

A seminar will be organized in partnership with the ‘Provincial Associations Committee’. Several CBOs that have conducted a water/sanitation projects over the past year will be invited. Project presentation and debates will be facilitated by associations, Provincial services and the project team. A best practices guide for management of water services will then be produced and disseminated.

The estimated number of beneficiaries for this activity is approximately 40 representatives of CBOs and local institutions, representing 6 villages and 3,000 inhabitants.

Component 2: Small scale sustainable and Efficient Productive Water Use for Small Farmers

1. Selection of 10 to 15 small farmers formally engaged in establishing a group ready to invest in a collective project of drip irrigation (DI).

Selection of farmers who will benefit from activities of the collective drip irrigation (DI) project will be done at the level of a group of farmers. Indeed they are organized in small irrigation networks and

11 Towards Effective Programming for WASH in Schools (p.64), International Water and Sanitation Centre (IRC) & UNICEF. http://www.irc.nl/content/download/128071/348559/file/TP%2048%20WASH%20Schools_07.pdf
12 The installation of a septic system in each school will be completed by training to communal technical staff related to maintenance.
therefore cannot adopt individual DI. They have to adopt these new systems collectively and they must engage themselves formally to create a group organized around a water storage infrastructure\textsuperscript{13}.

This activity will mainly build upon the diagnosis conducted by the ORMVAD in 2007/2008 under the FAO Project. This study, carried out over the whole ORMVAD perimeter, has established a classification of 72 blocks (8 to 17 farms with plots surfaces between 12 and 44 ha). More precise field investigations and site visits allowed to select 4 groups. This selection was based on the following criteria:

- Responsiveness of farmers to modern irrigation techniques;
- Support to collective management;
- Quality of technical supervisory staff available on site; and
- Site accessibility.

The final small farmer’s group selection will be done in cooperation with ORMVAD. The selection will be based on the first selection and on a complementary study which will include new criteria such as:

- Plot surface;
- Level of farmers’ debt;
- Type of crops, position of beet within crop rotation, productivity of beet crops;
- Type of existing irrigation systems (gravitational, low pressure, etc.).

The project team will inform small farmers of the required conditions, in terms of collective organization, in order for their group to be selected for the pilot intervention. These conditions are:

- Electing a Bureau of 3 to 4 farmers representing the group;
- All group members should sign a document identifying the plot where the water storage basin should be located. This site will be collectively offered for the Project activities.

The group that will best satisfy these conditions will be selected for the pilot operation. All groups will nonetheless be ranked. If the negotiations with the first group selected are not corresponding to the conditions, talks will be engaged with the second group.

Just after selection of the 10-15 farmers, a baseline study will be conducted in order to precise the farmer’s current practices. This study will be prepared and conducted by the project team and the irrigation expert, in close cooperation with ORMVAD, and will present the initial situation of the farmers selected. A variety of parameters will be evaluated, such as type of crops, yield, amount of water used, number of hectares per farmers, per crop, costs operation, etc. This baseline study will then be useful at the end of the project for impact measurement.

The estimated number of beneficiary for this activity reaches approximately \textit{10-15 small farmers}.

\section*{2. Supporting the selected group of farmers}

\subsection*{2.1. Training and information}

A survey will be undertaken with the chosen farmers in order to precisely find out their perception of the change toward DI and the technology itself. This approach aims at pointing out/identifying the lack of skills, which will help to create and work out a training and information campaign for the selected farmers which are concerned (about 10 to 15).

More precisely, this campaign aims at:

- The technology of drip irrigation itself, the treatment of the plants under DI (i.e. preparing the ground, disposition of sugar beet plants, etc.);

\textsuperscript{13} Such an infrastructure is necessary to insure the interface between the irrigation networks (with a circulation time of 7 to 10 days) and the drip-irrigation system (with daily functioning)
- Organizational mechanisms intra-group and between group and other project partners (CARE team, ORMVAD and COSUMAR representatives) for financing, design, and management;
- Management of DI equipment and material as well as the location of the water storage basin;
- Understanding investment modalities (characteristics of the State grant scheme, modalities for ORMVAD loan scheme, percentage of investment to be supported by farmers and modalities of reimbursement); and
- Legal aspects of water distribution and the organization of farmers in irrigation groups.

The campaign will end by working with the implicated farmers on the management and use of shared infrastructure and tools and the distribution of water between group members (following the inner organization regulations).

Furthermore, experiences of DI farmer groups of the Moulouya ORMVA (in the region of Berkane, north east of the country), and those which will start in the Doukkala Region, will be taken as examples to be followed with a critical attitude in order to strengthen skills. Visits of farms equipped with DI systems will be organized allowing a direct exchange of information and experience/lessons learned between the involved farmers.

2.2. Technical assistance to farmers in financing and technical aspects of drip irrigation pilot operations

This approach will be limited to the elected representatives of a group. It will focus on the technological studies. Hence, the project team will support its representatives in:
- Technical study: this will be carried out by an engineering consulting firm in full consultation with farmer representatives to examine network design, cost estimation and development of tender documents. Within the technical study, the consulting firm will consider potential risk of surface water stagnation and propose an appropriate design to reduce this risk.
- Developing the financial documents for investments, e.g. applications for grants and/or loans, micro-credit opportunities, etc.; and
- Issuing a tender and selecting the winning bidder.

2.3. Drip irrigation construction works (pilot)

Construction works will be supervised by the project team in close cooperation with the farmers’ group representatives. Simultaneously, the project team will train these representatives on management of the collective drip irrigation equipment (basin, pumping equipment and networks). A management structure will be put in place based on the technical studies and decisions made about organizational arrangements after meeting with farmers of similar projects. They will be supervised by ORMVAD and COSUMAR local representatives for a period of 24 months following project end to ensure sustainability and troubleshoot problems encountered. Both institutions agreed in principle to this, and it will be formalized in an official agreement once construction works begin.

The estimated number of beneficiaries for this activity is approximately **10-15 small farmers**.

3. Scaling-up the experience of the pilot project to 50-60 small farmers

Three to five groups ranked behind the selected group (50-60 farmers) will be chosen to receive a specific training. The selection of these farmers will be decided with ORMVAD, based on the analysis of their capacity and interest in future conversion to drip irrigation. The goal is to spread the experiences acquired from the pilot project. This information will be organized in three sessions and three workshops.

3.1 Training sessions on drip irrigation

Three general training sessions, each targeting 15 to 20 farmers will be organized. They will be based on the results of the pilot operation and will focus on the following topics:
• Awareness-raising on benefits and constraints of converting to DI. Benefits include, but are not limited to, increase of irrigated surface with same water quantity, increase in crop yields, savings on agricultural inputs and labor, protection of the environment. In terms of constraints, cost of investment, maintenance of equipments, collective management, etc. can be mentioned;
• Relationship with ORMVAD regarding water distribution and collective management of equipments;
• Investment and management costs; and
• Capacity strengthening on agricultural practices: soil management, fertilization, phytosanitary protection especially focused on sugar beet.

3.2 Workshops on technical and economical aspects of drip irrigation

Three workshops, also based on the results of the pilot operation, will be organized. Each will gather 10 to 15 farmers and will target technical and economical topics such as:
• Mapping of the current crops and identification of current added value per hectare for each type of crop;
• Evaluation of potential water savings generated through DI;
• Establishment of objectives of agricultural added value by using DI; and
• Simulation of loan/reimbursement capacities of farmers, taking into account expected increase in production through use of DI.

Through these workshops, small farmers’ expectations and apprehension towards DI, as well as their capacity to contribute, will be identified.

The estimated number of beneficiaries for this activity is approximately 50-60 farmers.

4. Documentation and dissemination of experience, and exchanges with local sugar sector actors and similar experiences in Morocco and the wider Mediterranean region.

Particular attention will be put on documentation and dissemination of information and lessons learned gathered throughout the implementation of the project. This information will be summarized in a guide and disseminated to local actors in the sugar sector and other local and international institutions. This guide will resume the technical and organizational approach used by the project, with particular focus on:
- Methodology of designing / dimensioning of DI system for small farmers, and costs parameters to consider for investment
- Methodology of impact evaluation (yield increase, water savings, economic cost-benefit due to the introduction of DI);
- Organizational factors contributing to success (or failure) of drip irrigation (e.g., farmers’ associations, land tenure, farmer’s reimbursement capacity)

Organization of a seminar to present experiences will be proposed to ORMVAD. Institutions working on these agricultural issues in Morocco will be invited, such as FAO, World Bank, Ministry of Water/Local Water Agency, producers’ associations in key value chains, civil society, etc. Representatives of bilateral and multilateral cooperation agencies interested in this topic would also be invited to this seminar ORMVAD will participate, as well as the similar office in the Moulouya (Berkane Province). Within this seminar, a particular session could be organized on prospective study of income-generating activities for women.

The estimated number of beneficiaries for this activity is approximately 50 people, representatives of farmers, public institutions and entities who provide support to irrigation and agricultural sectors.
2.5 Gender Consideration and Action Plan

Rural potable water supply component

Traditionally, women are ‘key water users’ at the household level. They are in charge of collecting water; they use it for cooking, cleaning, etc. Moreover, they are the main family member dealing with issues related to hygiene and sanitation. Finally, they are usually in charge of managing the household’s budget, and therefore deal with payment for water. Considering this situation, the project will have the following approach:

- Taking women’s opinion into account when designing project interventions, through focus group discussions specifically targeting women;
- Promoting women’s greater involvement in WUAs that will be in charge of managing newly installed water systems;
- Women will also be specifically targeted during awareness-raising sessions on hygiene, and mothers of children who will directly benefit from intervention in school;
- Methodologies already developed by local institutions (ONEP) regarding women involvement in water access projects will be promoted. In terms of communication, human interest stories will be collected among women once activities are carried out, in order to point out benefits for women.

Small-scale irrigation component

In the agricultural sector, only a few farming household are women-headed. Women mainly rely on income generated by their husband’s agricultural activity. Nonetheless, women occasionally contribute to household’s agricultural activities, as labour at specific stages of the agricultural cycle (beet singling, etc.) or animal husbandry. Therefore, the project will conduct an analysis to evaluate possible profitable impacts of DI introduction for women. The main objective is to identify possible source of revenue for women, using the newly installed DI system and aiming at reinforcing the financial capacity of farmers to reimburse their loans taken to finance the irrigation system.

2.6 Environmental review and mitigation measures

At this stage of the project, CARE has conducted a rapid environmental review. This review points out (see details below) that most activities could have low risk environmental impacts, and many positive impacts on environment. In order to present a detailed description of environmental issues and mitigation measures for the project, a complete Initial Environmental Examination (IEE) will be conducted and presented to WADA partners for validation before start of project’s activities.

Small-scale irrigation component

Impacts and Mitigation: The installation of drip irrigation networks could lead to creating stagnant water areas in the case of poor design and maintenance of infrastructures. To mitigate this risk, the project will ensure that pre-works technical studies consider this risk and make an appropriate design of the system, ensure a thorough and regular monitoring of works by the project team and ORMVAD technicians, strengthen small farmers’ capacities regarding use and maintenance of networks, and support small farmers several months after project end (through ORMVAD and COSUMAR).

Positive impacts: The installation of drip irrigation system will mainly bring a positive impact on environment. Indeed, introduction of drip irrigation leads to a reduction of fertiliser and phytosanitary products, which has already demonstrated positive impact on environment but also on beet’s sugar concentration. Furthermore, through the sensitization activities conducted during the project, farmers would increase their environmental awareness on resources management (water, soil).
Potable water supply component

Impacts and Mitigation: Installation of the household connections will lead to an increase in water consumption and thus in wastewater discharge. However, the present project does not plan to put in place any sanitation infrastructure. On the other hand, the project will evaluate the current sanitation practices; and hygiene promotion activities, focusing on “how to deal with wastewater” will be conducted in schools and communities, as key factor for behavioural changes.

Positive impacts: The installation of a local water supply system will have major positive impact on the environment in the three targeted douars. The works conducted will protect the local water resources and neighbouring areas from stagnant water. The water payment system put in place should reduce water waste, and the hygiene campaign will reinforce inhabitants’ consciousness on water local scarcity and necessity of protecting the resource.

2.7 Sustainability Considerations

Efforts will be made in order to ensure sustainability of project’s interventions and results. This sustainability will be reached through two complementary approaches.

Community mobilization, capacity building and local ownership

All activities in the WADA/Morocco program will include a significant emphasis on community mobilization, local ownership, and capacity building to ensure long-term sustainability of investments.

Rural potable water supply component

As demonstrated by numerous experiences, the sustainability of small local water systems depends largely on community participation and sense of ownership. Consequently, the project will adopt the following approaches:

- Selection of targeted douars (villages): This will be based on a precise evaluation of the local community’s willingness, capacity and acceptance of project rules (concrete participation in diagnosis, design, construction and management of new water systems). Evaluation results will be discussed through several meetings organized with communities and local authorities.
- Community commitment: A Memorandum of Understanding (MoU) will be signed with local authorities describing the various forms of community participation (in-kind for works, financial for water payment and household connections).
- Capacity building: Several capacity building activities will be organized in order to strengthen local ability in small water system management (design, system controls, and sharing of responsibilities between communities and municipality).
- Creation and/or strengthening of associations/committees: Depending on the local situation, several trainings will be organized (on governance, project design, and management), along with sharing of experiences between communities and regular presence of the project’s social workers.

Small scale irrigation component

Modern irrigation technology requires a high capital investment, which is often unreachable for small farmers. Therefore, the project will aim at gathering favourable conditions for small farmers’ sustainable investment, through the following actions:

- The equipment selected will be simple, especially in terms of low initial cost and availability and cost of spare parts in the local market;
- The selection of pilot small farmers will be based on a precise analysis of their understanding of technical and financial roles and responsibilities linked to drip irrigation.
- The different training sessions will particularly focus on farmer group cohesion, collective responsibility, and long term commitment with local partners (ORMVAD, COSUMAR).
formal convention will be signed by the farmer group and ORMVAD, ensuring support and monitoring on a long term scale.

Experience sharing and complementary funds leveraging

Sustainability will also be targeted through a particular effort on experience sharing. For both components of the project, documentation of experience and knowledge sharing meetings will be organized, involving project stakeholders (beneficiaries, institutions, donors) and other relevant institutions, in order to promote best practices and identify scaling-up opportunities.

Experience sharing for rural potable water supply: numerous similar projects have already been implemented in El Haouz Province through a dynamic and well organized local civil society. Therefore, experience sharing meetings (workshops, dissemination of documentation, etc.) will be organized in partnership with the ‘Provincial Associations Committee’, as well as with provincial authorities, especially on the issue of management.

Experience sharing for small scale irrigation: In terms of sustainability, the main objective is to create a strong and dynamic collaboration between voluntary farmers, ORMVAD, and COSUMAR. Sustainability will be targeted through thorough documentation and exchange of experience, including capturing the lessons of other similar project (such as USAID’s previous experience in participatory irrigation management and best practices under the Souss-Massa Integrated Water Resources Management project - SIWM; as well as the FAO Project). This analysis and experience sharing will provide preliminary results which will help in the design of USAID/Morocco’s next program strategy period, which will include significant attention to water use in agriculture over a multi-year period. It is hoped that the advances made under the WADA Morocco program will especially serve as an entry point for deeper engagement with the private sector in advancing sustainable water management practices into their production.

Complementary funds leveraging: Looking forward, the local Coca-Cola and USAID partners are also considering a longer-term relationship to extend WADA program activities for a three year period at similar funding levels. This could be useful in order to implement similar operations in other geographical locations and/or complementary interventions on the douars targeted by the present project. If a longer term commitment is made, WADA partners will approach the National Initiative for Human Development (INDH) program to request match funding to expand the reach and impact of WADA activities. Under such a scenario, WADA combined total funding could reach over $4 million (USAID/Morocco, Coca-Cola/Morocco, and INDH), with implementation of activities extending into 2011.
2.8 Implementation Schedule and Project Milestones

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<th>Component 1. Rural Potable Water Supply</th>
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<td>7. Lessons Learned Knowledge Management</td>
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<th>Component 2. Sustainable and Efficient Productive Water Use for Small Farmers</th>
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<td>1. Selection of 10 to 15 small farmers for drip irrigation pilot and baseline analysis of current agricultural water use.</td>
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<td>2. Training and information for the 10 to 15 selected farmers</td>
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<td>3. Technical studies and support to establishing farmers’ investment documents to implement drip irrigation pilot operations</td>
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<td>5. General training sessions on drip irrigation for the 50-60 selected farmers</td>
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<td>6. Workshops on technical and economical aspects of drip irrigation for the 50-60 selected farmers</td>
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<td>7. Documentation and analysis of experience, and exchanges with local sugar sector actors and similar</td>
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**Mobilization Plan**

**Project Team:** The project will be coordinated by a Local Coordinator. He (she) will have the responsibility to manage a project team (for more details about its mission, see § 4) composed of two separate entities:

- **Water supply team:** This team will include two animators recruited by CARE, one man for technical activities (17 months) and one women for social and hygiene activities (12 months). These two animators will be recruited on the basis of previous experience in similar water supply projects. They will be responsible for all activities related to water supply works (diagnosis, design, mobilization, monitoring) and community mobilization, training and sensitization. They will be periodically supported by a senior water expert (evaluation, design of water supply systems, community mobilization) and by technical staff of the Provincial services.

- **Irrigation team:** This team will include one animator recruited by CARE for a 17 month period. With both technical (irrigation) and social experience with farmers, he (she) will work closely with an irrigation senior expert and will be responsible for all the mobilization activities with small farmers. He (she) will closely partner with ORMVAD and other stakeholder technical staff.

For all activities, the project team will closely collaborate with key local partners (El Haouz province and ORMVAD), municipalities and local authorities.
Special Staff / Procurement

- **Water supply component**: As the local technical authority, the Provincial Technical Department (El Haouz Province) will be responsible for conducting initial technical studies and launching the tender process. CARE will participate and assist the Province during the tender process, ensuring that USAID / WADA subcontracting regulations are followed. CARE will be responsible for funds administration. A water senior expert will be subcontracted for a 15 days’ mission to check these technical studies and support the water team during diagnosis, mobilization and construction. Local enterprises will be subcontracted for water equipment construction (pumping, storage, and distribution).

- **Small-scale Irrigation component**: An engineering consulting firm will be subcontracted to conduct technical studies. An irrigation senior expert will be subcontracted for a 50 days mission to support the team during the initial diagnosis, to conduct the different studies, to prepare and facilitate the trainings, to prepare, monitor, and document the drip irrigation pilot experience, and to manage the final analysis and documentation of the experience. For the construction of the drip irrigation system, local enterprises will be subcontracted by the small farmers associations.

- **Finance/ Procurement Officer**: A Finance and Procurement Officer will provide support to the project team over a period of 35 days, in order to ensure that WADA financial and procurement regulations are properly followed through. He (she) will ensure that CARE Morocco puts in place appropriate mechanisms to ensure compliance with regulations.

- **Country Director**: He will ensure global supervision of the action and the project team, and will be in charge of liaising with financial stakeholders (GETF, FIU, etc.), in particular for reporting purposes.

- **Program Advisor**: She will ensure that the project team implements the intervention according to high technical quality standards and that local stakeholders ensure their role in the project.

- **Accountant**: She will follow the financial aspects of the project, more specifically the registering of expenses in CARE Morocco’s accounting system.

- **Administrative assistant**: She will follow, among other tasks, the purchase/rent of equipments necessary for the intervention (computers, vehicles, etc.), flights and accommodation reservations, as well as ensure any other administrative tasks linked to the project.

The Steering Committee will take part in the all subcontracting processes, which will be done according to USAID/WADA procedures.

**Logistics**

- **Office space**: As implementing partner, CARE Morocco will coordinate the project from its office located in Casablanca. The Local Coordinator will be based in CARE Morocco office in Casablanca and he will have regular missions on the field (estimated as half of his time). For local project coordination, and as contribution to the project, an office space will be provided by each key local partner: El Haouz Province (or the Provincial Associations Committee building) for the water supply component and in ORMVAD for the irrigation component.
- **Vehicle**: Three vehicles will be rented (one for the local coordinator and one for each team).

---

14 WADA funds will not be passed through the provincial government, however, and the contractual relationship will be directly between CARE and the selected implementing contractor(s).
3. Implementing Partners

3.1 Participating Organizations

Implementing partner

The local implementing partner will be the Moroccan NGO ‘CARE Morocco’. CARE Morocco is the local branch of CARE international, a leading humanitarian and development organization fighting global poverty. As local implementing partner, CARE Morocco’s roles and responsibilities will be as follows:
1. General coordination and implementation of the project
2. Staff recruitment (including short-term expertise) and management
3. Procurement management
4. Reporting
5. Coordination with national and local authorities

Sub-grantees

Drip irrigation sub-grant to farmers: As an incentive, the project will contribute to the drip irrigation system cost, through a sub-grant to participating small farmers’ associations. According to national regulations, 60% of the whole cost is subsidized by the State (payback), and the rest (i.e. 40%) has to be supported by farmers. According to the same regulations, payment to the company constructing the drip irrigation system may be made by the farmers’ association through a loan managed by ORMVAD. After the farmers’ training, organizational support and technical studies (including a business plan), the project will support the farmers’ group to prepare their loan request and will facilitate access to this source of credit by contributing 20% of the total cost (i.e. ½ of the remaining 40% share after the government subsidy). This sub-grant will be made according to USAID / WADA procedures and the Steering Committee will be part of the decision making process.

3.2 Roles for local Government and Community Organizations

Water supply component

<table>
<thead>
<tr>
<th>Local Government / Institutions</th>
<th>Role / responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>El Haouz Province</strong></td>
<td>Administrative authorizations</td>
</tr>
<tr>
<td>- Governor of the Province</td>
<td>Final selection of Douars</td>
</tr>
<tr>
<td>- Director of the Public Works Department</td>
<td>Technical studies and Tender process</td>
</tr>
<tr>
<td></td>
<td>Validation of management schemes</td>
</tr>
<tr>
<td></td>
<td>Members of the Steering Committee (Water supply sub-group)</td>
</tr>
<tr>
<td></td>
<td>Provide an office space for the Water team</td>
</tr>
<tr>
<td><strong>ONEP</strong></td>
<td>Members of the Steering Committee (Water supply sub-group)</td>
</tr>
<tr>
<td><strong>Community Organizations</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Municipalities</strong></td>
<td>Members of the Steering Committee (Water supply sub-group)</td>
</tr>
<tr>
<td>President of the municipality</td>
<td>Validation of management schemes</td>
</tr>
<tr>
<td><strong>Local associations (targeted Douars)</strong></td>
<td>Community commitment for works and management schemes (signature of MoU with CARE, Province and municipality)</td>
</tr>
<tr>
<td>President of the association</td>
<td>Contribution to local communities mobilization and hygiene promotional activities</td>
</tr>
</tbody>
</table>
### Drip irrigation component

#### Local Government / Institutions

<table>
<thead>
<tr>
<th>Institution</th>
<th>Contact person</th>
<th>Role / responsibilities</th>
</tr>
</thead>
</table>
| ORMVAD        | Director and Chief of irrigation Department | Final selection of farmers, and recognition of farmer’s group  
Contribution to initial diagnosis, trainings, studies  
Contribution to farmers group loan request  
Contribution to farmers group support and monitoring after project’s end  
Members of the Steering Committee (Drip irrigation sub-group)  
Provide an office space for the project irrigation animator |
| COSUMAR       | Director of Sidi Bennour plant            | Contribution to farmers selection and group recognition  
Collaboration of technical staff  
Contribution to farmers support and monitoring after project’s end  
Members of the Steering Committee (Drip irrigation sub-group) |

#### Community Organizations

<table>
<thead>
<tr>
<th>Institution</th>
<th>Contact person</th>
<th>Role / responsibilities</th>
</tr>
</thead>
</table>
| Small farmers’ groups        | President      | - Commitment to formal group (association) creation  
- Commitment to pilot drip irrigation rules  
- Commitment to loan reimbursements  
- Commitment to irrigation management system |

### 4. Local Project Management

#### Organizational Structure

Implementing Partner: CARE Morocco

- General Coordination: CARE Morocco’s Country Director (15%)
- CARE Morocco’s Program Advisor (15%)
- Project Coordinator (100%)
- CARE Morocco’s accountant (15%)
- CARE Morocco Administrative assistant (15%)
- Finance / Procurement Officer (35 days)

- Water team  
  2 animators (100%)  
  Senior Water Expert (15 days)

- Irrigation Team  
  1 animator (100%)  
  Senior irrigation Expert (50 days)

#### Role of the Local Coordinator

- Project general coordination
- Project teams management
- Reporting (see below)
- Management of local institutional relations
Project Steering Committee

Overall project management will be facilitated through a Steering Committee, composed of two technical sub-groups corresponding to each of the two project components. The composition, mission and functioning procedures will be as follows:

- **Mission**: overall Project management, regular monitoring of activities, control of respect of donors’ procedures;
- **Composition**:
  - The Steering Committee will be composed of two sub-groups, referring to each component of the project. Along with CARE Morocco, USAID and TCCC, the following local partners will be part of each sub-group:
    - Water sub-group: El Haouz Province, ONEP, municipalities.
    - Irrigation sub-group: ORMVAD, COSUMAR, farmer associations
- **Functioning procedures**: quarterly meetings; secretariat functions carried out by CARE Morocco; A presence of at least 2/3 of the members will be necessary for meetings and decision making. Meetings may be held in any of the public partners’ facilities (Provinces, ORMVAD, COSUMAR)

Key Points of Contact

<table>
<thead>
<tr>
<th>Implementing Partner: CARE Morocco</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>USAID/Morocco</th>
<th>Coca-Cola/Morocco</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reporting

As implementing partner for both agreements, CARE Morocco will be responsible for preparing draft, consolidated progress reports on the entire WADA effort according to the specific WADA mechanisms. Peter Lochery (CARE USA) will be responsible for finalizing the reports (technical and financial) for submission to both financial partners (GETF/WADA and USAID/Morocco), based on the CARE Morocco field reports. A summary of these reports will also be provided to local counterparts for the project, and the Steering Committee will be used as a main channel for reports diffusion. The following reporting mechanisms will be used:

<table>
<thead>
<tr>
<th>Mechanism</th>
<th>Participants</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly progress call with GETF</td>
<td>CARE USA: Peter Lochery</td>
<td>Monthly</td>
</tr>
<tr>
<td></td>
<td>CARE Morocco: Country Director and/or Program Advisor and/or Project Local Coordinator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GETF: Peter Lawn</td>
<td></td>
</tr>
<tr>
<td>Monthly status update</td>
<td>Final report: CARE Morocco (with copy to CARE USA)</td>
<td>Monthly</td>
</tr>
<tr>
<td>Quarterly technical and financial progress reports</td>
<td>Draft report: CARE Morocco</td>
<td>Quarterly (1: June 2009, Sept 09, Dec 09, March 10, June 10)</td>
</tr>
<tr>
<td></td>
<td>Final report: CARE USA</td>
<td></td>
</tr>
<tr>
<td>Final Report</td>
<td>Draft report: CARE Morocco</td>
<td>Sept 10</td>
</tr>
<tr>
<td></td>
<td>Final report: CARE USA</td>
<td></td>
</tr>
</tbody>
</table>
5. Proposed Outreach and Communication Plan

Throughout the project, communication and visibility activities will be carried out by CARE using several means.

At project start, a Launch Event will be organized, gathering beneficiaries, local authorities/institutions, WADA local representatives, etc., where the project nature, objectives and benefits will be explained, along with a presentation of WADA and CARE. Brochures on the project, with the different parties’ logos (USAID, TCCC and CARE), will be distributed. The details of the launch event will be coordinated with Coca-Cola Morocco, USAID Morocco, and GETF.

During the project, brochures will be specifically designed for certain activities, such as training and awareness-raising sessions. These brochures will again present the project, display logos and convey key messages related to the project in general and the specific activity in particular.

Banners and signs will also be posted on project sites, following the WADA Banner Template. Stickers will be displayed on project commodities such as vehicles and on all infrastructures constructed through the project.

Finally, press releases will be issued and sent to national and international press throughout the course of the project, presenting the latter and its progress. All press interactions will be coordinated with GETF, and press releases or other outreach documents should be provided to GETF for review prior to finalization.

More details regarding the Proposed Outreach and Communication Plan are provided in the Branding and Marking Plan under Annex 7.2 of this document.
6. Budget and Budget Narrative

<table>
<thead>
<tr>
<th>Category</th>
<th>Unit</th>
<th>Unit cost</th>
<th>Unit quantity</th>
<th>%</th>
<th>Total costs</th>
<th>GETF portion</th>
<th>GLOWS portion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total all costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>700 000</td>
<td>350 000</td>
<td>350 000</td>
</tr>
</tbody>
</table>

**CARE Morocco staff (15% of time)**

- Country Director: 7,540 months, 645 GETF, 100% = 20,358
- Program Advisor: 7,540 months, 645 GETF, 100% = 20,358
- Accountant: 1,300 months, 18% = 3,510
- Administrative assistant: 575 months, 18% = 1,053
- Project Manager: 2,665 months, 17%, 100% = 45,305
- Water animator No1: 1,015 months, 17%, 100% = 17,255
- Water animator No2: 1,015 months, 12%, 100% = 12,180
- Irrigation animator: 1,226 months, 17%, 100% = 20,842
- Support staff: 2,822 days, 100% = 7,935
- Village sanitation demonstrative operation: 2,345 days, 100% = 7,000
- School sanitation demonstrative operation: 529 days, 100% = 7,935
- Project contribution to excavation: 30% of all costs
- Project contribution to pipes: 70% of all costs
- Reservoir: 19,600 month, 3%, 100% = 58,800
- Water pumping: 5,040 month, 3%, 100% = 15,120
- Water quality analysis: 592 month, 3%, 100% = 1,776
- Water and Irrigation Experts field missions: 100%
- Project Staff utilities: 5,100 month, 100% = 5,100
- Project Staff equipment: 4,753 month, 100% = 4,753
- Project Staff utilities: 210 month, 17%, 100% = 3,570
- CARE Morocco shared costs: 100%
- Project Manager - local coordinator: 2,665 month, 17%, 100% = 45,305
- Cater USA finance support mission: 100%
- FIU IDC's: 37,200
- Water and irrigation experts field missions: 2,435
- Project contribution to drip irrigation pilot: 11,071
- Project contribution to excavation: 30% of all costs
- Project contribution to pipes: 70% of all costs
- Small-scale irrigation: 592
- Other direct costs: 2,228
- Meetings / workshops / trainings: 2,228
- Communication activities: 2,228
- Capitalisation activities: 2,228
- External Evaluations: 2,228
- Capitalisation activities: 2,228
- Capitalisation activities: 2,228
- External Evaluations: 2,228
- Communications activities: 2,228
- Communications activities: 2,228

**Material and supplies**

- Small-scale water supply: 2,228
- Water pumping: 2,228
- Water quality analysis: 2,228
- Water and irrigation experts field missions: 2,228
- Project Staff utilities: 2,228
- Project Staff equipment: 2,228
- Project Staff utilities: 2,228
- Project Staff utilities: 2,228
- Project Manager - local coordinator: 2,228
- Project Manager - local coordinator: 2,228
- Project Manager - local coordinator: 2,228
- Project Manager - local coordinator: 2,228
- Project Manager - local coordinator: 2,228
GETF and GLOWS Budget Apportionment

The project will be funded through two complementary funds (WADA and GLOWS) with equal amounts provided by each grant.

Details on Labour

The labour for the project is made of three different categories:

1. The CARE Morocco Permanent Staff: Country Director, Program Adviser, Accountant and Administrative Assistant. Each position will be supported at a level of 15% by the project, during 18 months. These costs are mainly covered by the GLOWS portion, except the Administrative Assistant cost which is equally covered by the two sources of funding.

2. The Project staff: Local Coordinator and three animators. This staff is 100% supported by the project and is equally covered by the two sources of funding. The monthly cost for Local Coordinator is 2,665 $US, 1,015 $US for each water animator, and 1,226 $US for the irrigation animator.

3. The short term expert staff (consultants): the two experts (water supply – 15 days and irrigation – 50 days) and one procurement/finance officer (35 days). This staff is 100% supported by the project according to their respective number of days on mission. This staff is equally covered by the two sources of funding.

Details on Travel

For monitoring and support purposes, CARE Morocco Direction staff will conduct monthly field visits. These missions will be used to meet local key partners, monitor key achievements and discuss any problems and possible solutions.

The two experts (irrigation and water) will spend approximately 45 days in the field (10 days for the water expert and 35 days for the irrigation expert). During their trips, the project will cover transport and perdiem expenses.

During the 17 months of project activity, the two teams and the Local Coordinator will spend most of their time in the field. Each member of the team will receive a basic perdiem in order to cover their food expenses during field missions. The project will also cover the Local Coordinator accommodation during his mission to the field (approximately five nights per month). The average monthly cost for the whole project’s team field perdiems is 800 $US.

The drip irrigation exchange visit of a similar DI experiences in the Moulouya region will be organized for 5 selected farmers (selected within the 10-15 participating to the project through a concerted process involving CARE, ORMVAD and the farmers), as well as two CARE staff and the irrigation expert. The visit is planned for 4 days and the daily cost (790 $US) includes transportation, accommodation and perdiems for all participants.

All travel costs are equally supported by both funding sources (50% each).

Details on Material and Supplies

1) Small-scale Water Supply

The water supply works should be the same in each village (douar). Costs have been estimated on the basis of a standard intervention in each village, as discussed with El Haouz Province technical team. According to WADA and local practices, the beneficiaries will contribute to the overall cost of each operation. Basically, 70% of excavation works for reservoir and networks will be funded by
beneficiaries (in-kind). In terms of financial contribution (in cash), the beneficiaries will fund an average of 30% of pipes. The beneficiaries’ financial contribution has been calculated on a realistic basis, considering that it represents a reasonable low cost per family (around 250 dirhams per family for cash contribution to pipes). The contribution modalities will be defined at project start and will be clearly stated in the MoU.

The overall beneficiaries’ contribution (in-kind and cash) is estimated to 78,112 $US:
- 30% of pipes: 7 $ * 13,128 meters * 30% = 27,569 $US
- 70% of excavation works for reservoir and networks: 5,50 $ * 13,128 meters * 70% = 50,543 $US

The overall Water costs will be equally supported by both funding sources (50% each).

The above amounts are still estimated, and will have to be re-evaluated during the first period of the project.

2) Small-scale Irrigation

For drip irrigation works, the project aims at supporting between 10 to 15 small farmers, with approximately 2 Ha each. Considering an average of 40,000 dirham (dh) per Ha (4,940 $US), the overall cost calculated for an equipment of 30 Ha is 1,200,000 dh (148,170 $US). According to national regulations, 40% of the whole drip irrigation cost has to be supported by farmers, and 60% is subsidized by the State. The project will contribute to 1/2 of the farmer’s portion, and the farmers will have to fund the rest through a loan managed by ORMVAD.

<table>
<thead>
<tr>
<th>% of the cost/ Ha</th>
<th>For 30 Ha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dh</td>
<td>$US</td>
</tr>
<tr>
<td>A- State subsidy</td>
<td>60% of the cost</td>
</tr>
<tr>
<td>B- Farmers share</td>
<td>20% of the cost</td>
</tr>
<tr>
<td>C- Project’s contribution</td>
<td>20% of the cost</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40,000 Dh/ Ha</strong></td>
</tr>
</tbody>
</table>

The overall local contribution (A+B) is estimated to 118,530 $US. The Project contribution (C) is estimated at 29,640 $US (988 $US per Ha X 30 Ha) and will be equally supported by both funding sources (50% each).

As the small farmer’s financial situation is often critical, they will be supported in a loan request through ORMVAD. In order to reduce work costs, farmers will be invited to participate in excavations and reservoir construction (in-kind).

The above amounts are still estimated and will have to be re-evaluated during the first period of the project.

VAT exemption
On the basis of an agreement signed between USAID and the Government of Morocco, the project will be VAT exempted. This exemption will apply to major expenses (works, purchase of materials and supplies, vehicle renting). Therefore, the unit costs used for budget estimation are VAT exempted. In order to benefit from VAT exemption through the USAID/Government of Morocco agreement, the procedure will be as follows.

Following a transparent tender procedure, in line with WADA regulations, CARE Morocco will select and subcontract local companies to carry out the works. Apart from technical and financial criteria, the selection of these companies will be based on an evaluation of their capacity to deal with VAT exemption. Once contract agreements are signed, CARE Morocco will establish a clear schedule for
payments to contractors. For each payment to be made, CARE Morocco will send a letter to USAID Morocco, requesting VAT exemption for this payment and attaching 3 copies of the pro-forma invoice. This request will be signed by USAID Morocco and the local institutional partner (ORMVAD and/or El Haouz Province) and then sent back for appropriate use on the field. Given the time this procedure can take (2 to 3 weeks), CARE Morocco will do its best to anticipate and group as much as possible expenses in the fewer requests possible.

**Details on Other direct costs**

For both components, different meetings, workshops and trainings will be organized for beneficiaries’ mobilization and participation to the project. These events represent 45 days, with an average of 30 participants for each event. The cost per event ($130 each) includes participant transportation, basic meals and didactic material.

According to WADA Branding and Marketing Plan (see § 7.2), different communication activities will be held to promote the project. Two launch events will be organized for each component (one at the beginning - first month, and another one at mid-term), using public partner facilities with an average cost of $370 each including coffee breaks and basic materials. A total 110 stickers and banners will be purchased for project and donors’ visibility, and an estimated number of 150 posters and banners will be edited for appropriate hygiene promotion activities (trainings and community sessions).

For documentation, analysis, and knowledge management purposes, two workshops will be organized, using public partner facilities. The two workshops will gather approximately 75 participants (including public partners and beneficiaries). The unit cost includes beneficiaries’ transportation, coffee breaks and materials for project presentation. At least 300 brochures of the project will be printed and disseminated for project marketing.

One communication expert will be hired (10 days) to help the project team in trainings preparation and communication tools editing for hygiene behaviour changes.

Finally, a final external evaluation will be conducted by an Expert. This evaluation will aim at resuming project’s accomplishments and main lessons learned and recommendations for sustainability and possible future complementary initiatives. The evaluation will be presented to and discussed by the project’s Steering Committee.

All Other direct costs are equally supported by both funding sources (50% each).

**Details on General and administrative costs**

As purchase would be more expensive, three vehicles will be rented for a 17 month period each (one for the local coordinator and one for each team).

The Project staff equipment and utilities will be as follows:

- The Local Coordinator will be equipped with a laptop and with a desk at the CARE office in Casablanca.
- The two local teams (Water and Irrigation) will be based in the offices provided by local key partners. The project will cover the basic equipment and utilities for these two offices: Equipment: one PC + printer for each team; one Tel/Fax machine for each team; Utilities: telephone, Internet and basic furniture
- For administrative purposes, a copy machine will be purchased and installed at the CARE Casablanca office.

All General and administrative costs are equally supported by both funding sources (50% each).
7. Annexes
## 7.1 Performance Monitoring Plan

<table>
<thead>
<tr>
<th>Project Goal</th>
<th>Procedures</th>
<th>Parties responsible</th>
<th>Baseline</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribute to sustainable potable water supply, increased agricultural production and rational use of water resources in rural areas of Morocco.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Specific Objective 1

- **Increase access to improved potable water supply sources, improve hygiene practices and local governance of water for vulnerable rural populations**

#### Expected result 1

Rural inhabitants of selected villages of El Haouz Province have sufficient and sustainable water supply and hygiene awareness.

#### Indicators under expected result 1

<table>
<thead>
<tr>
<th></th>
<th>Proportion of beneficiaries</th>
<th>Procedure</th>
<th>Procedure/Record</th>
<th>Procedure/Record</th>
<th>Procedure/Record</th>
</tr>
</thead>
<tbody>
<tr>
<td>By end of project, approximately 1,110 inhabitants of selected villages (&quot;douars&quot;) have improved safe and sustainable access to potable water (WADA Indicator T1-1)</td>
<td></td>
<td>1. Field visits 2. Procurement records 3. Quarterly reports</td>
<td>CARE</td>
<td>0</td>
<td>1,110 (approx.)</td>
</tr>
<tr>
<td>By end of project, 3 local Water Users Associations (WUA) are strengthened and apply best water management practices (WADA Indicator T1-11)</td>
<td></td>
<td>1. Training reports and records 2. Pre- and post-training tests 3. Field visits reports 4. Water Management guidelines</td>
<td>CARE</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>By end of project, 200 children of the targeted villages have access to safe water and sanitation in their school (WADA Indicator T1-1 and T1-3)</td>
<td></td>
<td>1. Field visits 2. Evaluation report 3. School reportage</td>
<td>CARE</td>
<td>0</td>
<td>200 (approx.)</td>
</tr>
<tr>
<td>By end of project, approximately 3,000 inhabitants have been sensitized to hygiene best practises</td>
<td></td>
<td>1. Training reports and records 2. Evaluation report 3. Pre- and post-training tests</td>
<td>CARE</td>
<td>0</td>
<td>3000 (approx.)</td>
</tr>
</tbody>
</table>

### Specific Objective 2

- **Improve water use practices by small farmers in intensive agricultural production areas to enhance livelihoods and ensure environmental sustainability**

#### Expected result 2

Small farmers engaged in the sugar supply chain in Doukkala Province apply sustainable and efficient productive water use.

#### Indicators under expected result 2

<table>
<thead>
<tr>
<th></th>
<th>Proportion of beneficiaries</th>
<th>Procedure</th>
<th>Procedure/Record</th>
<th>Procedure/Record</th>
<th>Procedure/Record</th>
</tr>
</thead>
<tbody>
<tr>
<td>By end of project, 10-15 smallholder farmers will have been trained in drip irrigation technologies and will be able to invest in and adopt best water use practices</td>
<td></td>
<td>1. Field visit reports 2. Water Users Associations records 3. Comparative data (actual and expected) on agricultural yield</td>
<td>1. CARE / ORMVAD 2. CARE / WUAs 3. CARE / ORMVAD</td>
<td>0</td>
<td>[10 - 15]</td>
</tr>
<tr>
<td>By end of project, these 10-15 small farmers will be able to organize themselves in order to install and manage their collectively owned drip irrigation system</td>
<td></td>
<td>1. Training reports and records 2. Pre- and post-training tests 3. Farmers interviews</td>
<td>CARE / ORMVAD</td>
<td>0</td>
<td>[10 - 15]</td>
</tr>
<tr>
<td>By end of project, 50-60 other local small farmers will benefit from project lessons learnt regarding technologies, best management practices, and agricultural approaches to enhance small-scale water use efficiency for sugar beet and other crop production</td>
<td></td>
<td>1. Training reports and records 2. Pre- and post-training tests 3. Farmers interviews</td>
<td>CARE / ORMVAD</td>
<td>0</td>
<td>[50 - 60]</td>
</tr>
</tbody>
</table>
7.2 Branding and Marking Plan

A. Branding Strategy

1) Positioning

What is the intended name of this program, project or activity?
The project’s name is Improved Access and Water Use in Rural Morocco

Will a program logo be developed and used consistently to identify the program?
No, the program will use the organization-approved USAID and Coca-Cola system logos, presented together, to identify all program activities (unless local conditions for either partner dictate otherwise). The GETF project manager will provide the CARE project team with the appropriate logos which will differ based on funding sources. The USAID logo will be in the local language when possible. WADA does not have a logo, but the WADA name will be acknowledged in all project outputs. Other participating organizations (including Coca-Cola system bottling partners) may also have their logos displayed following approval from the GETF project manager.

2) Program Communications and Publicity

Who are the primary and secondary audiences for this project or program?
Beneficiaries of the project, i.e. individuals lacking access to potable water and facing difficulties regarding use of agricultural water, are the primary audience for this project. These people are located in the Provinces targeted by this project: this primary audience will be more precisely defined upon final selection of targeted communities at beginning of project. This audience will be composed of man, woman and children.

The secondary audience of this project can be considered to be the broader local and national population, local and national authorities/institutions, aid agencies, donors and NGOs present at both local and national level, local and national press, and national representatives of USAID and TCCC in Morocco. This secondary audience will mostly be targeted through advertising of the seminars, media contacts, press releases and articles.

A third level audience can also be considered at the international level: international press, USAID and TCCC in the US, the CARE International confederation, the American (through CARE USA, USAID and TCCC) and French (through CARE France) public opinion. They could be reached through project summaries posted on involved partners’ web sites and internal publications and newsletters.

What communications or program materials will be used to explain or market the program to beneficiaries?
The intervention will be presented to beneficiaries during the Launch Event planned at the beginning of the project. During this Event, brochures presenting the project, its objectives and benefits will be distributed to beneficiaries, local institutions and others present at the Event. Brochures will also be developed for specific activities (mainly trainings and awareness-raising sessions), presenting the latter and their benefits. Banners with project information and logos will also be posted on project construction sites, and stickers will be used to promote the project (during specific activities – such as training sessions – as well as on project vehicles). Press releases presenting the project and its progress will be issued throughout the project. All materials produced will be cleared by Coca Cola Morocco and USAID Morocco and provided to GETF prior to release.

What is the main program message?
The Water and Development Alliance is improving access to sustainable, safe water and providing sanitation services to communities in need around the world. WADA also supports sustainable management of watersheds and water resources (quality and quantity) in key ecosystems. Within this project implemented in Morocco, WADA, through CARE, will improve potable water supply and support efficient and sustainable productive use of agricultural water through implementation of drip
irrigation, targeting vulnerable rural populations. Sanitation services will also be improved in one school of these rural areas.

**Will the recipient announce and promote publicly this program to host country citizens? If yes, what press and promotional activities are planned?**

The project will be promoted to host country citizens through several ways. Firstly, a Launch Event (gathering beneficiaries, local institutions, etc.) will be organised at project onset, during which brochures on the intervention will be distributed. Secondly, handover ceremonies will also be organized, gathering local population (more specifically beneficiaries) and institutions, as soon as planned construction activities are completed. Thirdly, regular press releases will be issued in the course of the project, presenting the project and its progress. These press releases will be sent to local and national press (as well as international press present in Morocco), in order to ensure that host country citizens are aware of the project. All materials produced will be cleared by Coca Cola Morocco and USAID Morocco and provided to GETF prior to release.

3. Acknowledgements

**Will there be any direct involvement from a host-country government ministry?**

The Moroccan government will participate in the project. In the irrigation portion of the project, this will occur mainly by providing financial support to local farmers in order to put in place drip irrigation systems. The subsidiary scheme is locally managed by the ORMVAD, depending on the Ministry of Agriculture and Ministry of Finance specific procedures. These two Ministries will be contacted along the project process, in order to check communication and acknowledgements specifications. In the potable water component of the project, provincial technical staff will serve as part of the project technical team, and carry out specific tasks such as the technical design of water supply infrastructure.

*Please indicate if there are any other groups whose logo or identity the recipient will use on program materials and related communications*

Logos from USAID, The Coca-Cola Company and CARE will appear on all program materials and related communications. Other participating organizations (including Coca-Cola system bottling partners) may also have their logos displayed following approval from the GETF project manager.

**B. Marking Plan**

Description of public communications, commodities, and program materials

i) **Program, project, or activity sites funded by WADA that are physical in nature:**

Project sites where construction works will be carried out (for both the water supply and irrigation components) will be marked with banners in line with the WADA Banner Template. These banners will detail the project name, the region of implementation, the targeted community, USAID, TCCC and CARE logos and the launch date of the project. Infrastructure will be permanently labelled with logo stickers or labels from the two donor organizations.

ii) **Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements and other promotional, informational, media, or communications products funded by WADA:**

All promotional materials (as listed above) will be marked using USAID, TCCC and CARE logos. WADA (and specifically USAID and The Coca-Cola Company) will be clearly acknowledged as financiers of the project within all documents issued by CARE. Name and location of the project will also be detailed in all promotional materials.

iii) **Events financed by WADA**

For events, sessions, workshops, etc., non-permanent signs, presenting USAID, TCCC and CARE logos, the project name, the region of implementation, the targeted community and the date(s) of the event will be displayed within the venue of the activity.

iv) **Commodities financed by WADA**
Commodities financed by WADA will be marked using stickers with USAID, TCCC and CARE logos. Please note that, as vehicles will be rented throughout the course of this project, permanent stickers may not be permitted on the vehicle’s main body, and rather will be displayed behind the windshield or in another visible location, depending on the vehicle renting company’s regulations.