

MOROCCAN LOCAL GOVERNMENT TRAINING PROGRAM

Report of a Consulting Mission

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and

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PREFACE

Scope of Work

"...consultants will work jointly with D.F.C. (Personnel Training Directorate, Moroccan Ministry of the Interior) personnel to help determine and describe specific functions of the Directorate and Higher Institute for Local Collectivities, the staff structure required to carry out these functions, significant interrelationships with other offices, and the specific Divisions, Services and positions within the staff structure. Consultants may assist in the writing of sample position descriptions, but the Ministry of the Interior will be expected to produce the numerous position descriptions required to complete the staffing pattern. The consultants will also identify data needs regarding (1) local collectivities (communes and provinces) including data about elected officials, commune employees, Ministry of Interior cadre in both technical and administrative categories, finances, projects and programs; (2) training programs, training schools, applicants, trainees, school and related staff, utilization of graduates, equipment, etc.; (3) D.F.C. staff and operations, and (4) other matters of interest to D.F.C. Consultants will assist D.F.C. in a fully collaborative style...."

Acknowledgements

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Introduction

In Morocco, the capital budgets of local governments are financed by grants from a national fund, managed by the Ministry of the Interior, called the Fonds de Développement des Collectivités Locales et de leurs Groupements (Local Collectivities Development Fund). In 1977, this fund totaled 100 million dirhams (DH). In 1979, the fund was appropriated 1.1 billion DH. Also in 1979, the number of local government civil service positions was increased by 20% over the establishment of 1977. These increases in funds and personnel occurred at a time of marked decline in total Moroccan Government expenditure. Between 1968 and 1980, training centers of the Ministry of the Interior graduated a total of 2,309 people. At time of writing, a complement of thirteen training centers, under the control of the Ministry's Direction de la Formation des Cadres (Training Division, but henceforth, DFC), have an enrollment of 2,334 students.¹ That is, there is a larger number of students

¹ The DFC presently has under its control five Centres de Formation des Cadres Techniques (CFCT) and eight Centres de Formation des Cadres Administratives (CFCA). One, in Casablanca, was created in 1956; all the others date from 1975 or later, with four being established as recently as 1980-81. Some training has taken place outside the thirteen centers, at Kenitra a non-DFC center in Casablanca. It is envisaged that an increasing number of training courses, and especially short-term information seminars for elected officials, will take place outside the training centers. Basic numbers of participants, and information on recruitment qualifications, is contained in a March, 1982 memo of the DFC - "Formation du Personnel des Collectivités Locales" - attached as Appendix 2.

presently in training than have previously been trained in all of the twelve preceding years. These comparisons demonstrate dramatically the expansion of efforts aimed at providing Moroccan Collectivités Locales - and especially the 846 communes - with skilled technical and administrative personnel.

Starting in 1976 with the promulgation of the Charte Communale (dahir du 30 Septembre 1976), the Government of Morocco has at first slowly and now much more rapidly undertaken steps to decentralize and deconcentrate its planning, administrative and implementation activities. The period of the Le Plan Triennal, 1978-1980, was used to create and consolidate the new communal structures, which, according to the Projet de Plan de Développement Economique et Social, 1981-1985, "have now demonstrated their worth." (p. 178). The new Plan states that the policy of decentralization "will be pursued in order to endow progressively the Local Collectivities with their necessary human and material needs. It is obviously necessary to increase the financial means at the disposition of the communes, but this remains linked to the reinforcement of human resources, notably in the area of the technical preparation of projects." (p. 178) Here and elsewhere the Plan states as a high priority "the reinforcement of the technical and administrative staff of the Commune." (p. 291 - Volume II)

The ensemble of decentralization/deconcentration activities is a vast and complex undertaking. Among the issues needing further clarification and consideration are: a precise definition of the role of Morocco's seven economic regions, the planning and administrative capacities of the country's forty-three provinces and prefectures, and a specification of the "division of

tasks and areas of responsibility between the State and the Local Collectivities..." Getting these fundamental matters established is a task complicated by the fact that there are a very large number of overlapping and competing Moroccan Government organizations involved in various parts of the enterprise. This seems especially apparent in the crucial matter of funding local government development projects. Nonetheless, the Government's transfer of both substantial financial resources and numerous administrative personnel to the Collectivités Locales clearly shows that the GOM is serious about this effort.

A first necessary step is to provide the elected communal councils with competent civil service support staff, and with trained workforce supervisors, i.e., those capable of designing and carrying out local development activities. A second step is to enhance the understanding and skills of the elected communal councillors and Présidents - who, on average, especially in the 761 rural communes, reportedly have only modest educational attainments, and may be accustomed to waiting for the central government to initiate all innovative actions.

In the longer run, any meaningful policy of decentralization also implies an increase of generation and control of local revenues. The 1976 reorganization granted the elected communal councils increased taxing powers. But as the World Bank's 1980 report on Morocco notes, the tax and resource base of the rural communes, except for those very few with forest resources, is so poor that only very small increases in local revenue generation can be expected in the near future. Thus, the Bank report suggests that "financial autonomy through a system of automatic sharing of the proceeds of the major national

taxes is a more realistic means of increasing local authority revenue than financial independence." (p. 114) Overall, the issue of where and how revenues should be generated is not resolved. Still, and clearly, substantially increased sums are now available for the use of local governments. The question is how to provide these governments with the capacity of drawing down these resources and putting them to effective use.

For the moment, then, the most important decentralization undertakings are:

1. increasing the quantity and quality of civil service personnel attached to the communes, and
2. improving the capacities of the elected representatives in the communal councils.

The key to both of these undertakings is training.

Training

The organization mainly responsible for filling the very large demand for communal level civil service staff is the DFC of the Moroccan Ministry of the Interior. This agency is by no means responsible for all Moroccan civil service training. Indeed, training of some key Ministry of the Interior local administration officials - the Caids in the rural areas and the Pachas in urban areas, these being the chief representatives of the central government at the communal level - at present falls under the responsibility of a totally different Direction of the MOI. The rationale for the division of labor appears to be that the DFC's role is to train staff who will serve directly under the leadership of the Présidents of the communal councils.

The manpower needs of these units are presently being projected. This is a crucial calculation. Obviously, recommendations on the size and structure of an organization can only be based on as precise as possible a notion of the scope and extent of its work. In general, the tasks of the DFC are to assure the basic and in-service training of all the administrative and technical officials serving the Collectivités Locales, and to train and inform senior officials and local elected representatives. This is a large task. An effort to estimate precisely how large is this task is presently underway.

The DFC is conducting a survey of every commune, asking commune Présidents to estimate their civil service staff needs up to and including the period 1986 through 1990. (A French translation of the survey instrument is attached as Appendix 3.) Supposedly, this is not simply a list of commune Présidents' guesses or wishes. To guard against inflated or ill-founded requests, the survey requires data on the development activities already planned and budgeted for the commune. Staff requests are thus matched against expected future activities. This is by no means a fool-proof method of estimation. Many commune Présidents are, reportedly, ill-educated and suffer from a lack of experience of dealing with bureaucracy. Indeed, that fact is one of the main reasons for the existence of the DFC. Whether they can correctly break out from the Plan the projects scheduled for their commune remains to be seen. More importantly, the Plan in Morocco is indicative; that is, there is no guarantee or even likelihood that planned projects will actually be funded and implemented. Thus, basing manpower estimates on planned projects could result in great over-estimates of need. Given the increasingly severe economic constraints facing Morocco since the present Plan was produced, there is likely to be a particularly large gap between present plans and actual undertakings.

The survey also gathers data on past spending patterns and staff presently in place. If there is to be a vast increase in the responsibilities and activities of the local communes, then a simple extrapolation from past numbers of staff and actions would probably not be very useful. But if economic difficulties force a dramatic reduction in the level of planned expenditure, then this data will become, perforce, more useful.

The survey is presently complete for only seven of the forty-three provinces and prefectures. The DFC plans to complete the entire survey by September/October of 1982. The data collected have not yet been officially tabulated, though the data from one Province's communes were, during this mission, placed on an AID micro-computer by DFC staff - with the collaboration of Mrs. Bertoli - in order to demonstrate how quickly this could be done, and to demonstrate what analyses the micro-computer could then make with the data. (A subsequent section of this report deals more specifically with these matters.) Even a quick glance at the raw figures now available indicates the likelihood of an enormous demand for trained officials and staff for the next ten year period, at least. For pertinent example, each of the 761 rural communes is scheduled, economic difficulties or not, to receive a Secretary General. This official will be the chief permanent civil servant advisor to the communal council. This official's knowledge of how to go about drawing on central government funds earmarked for communal development makes him an extremely important figure. None of the rural communes yet possesses such an official; the posts have just recently been filled in the forty-five urban communes and the forty "autonomous communes" (semi-urbanized).

Eighty-one persons are presently in training to become Secretaries General of the rural communes (six months course). Assuming two promotions a year, with a second promotion yet to come in calendar year 1982, and a 10% expansion in numbers trained each year, it would be 1986 before even these critical posts were filled. (Note, however, that the DFC very much hopes to expand its training capability by far more than 10% a year - and indeed has done so in the past few years. Thus, this estimate may be for far too long a time.) Needs for more junior staff are much more extensive. A 1981 estimate of the Ministry of Interior placed the number of MOI staff in the rural communes at 10,123. If the goals of the expansionist Plan were met, one could expect a tripling of this figure. Even assuming that there will be a considerable shortfall in meeting planned targets, one can reasonably expect a doubling of MOI staff on the ground in the period 1982-1987.

The DFC is presently working hard to fulfill the present demand. Its objective is to fill all basic posts by the end of 1985, and then turn to the demanding and enduring task of perfectionnement, or in-service and mid-career training. Added to the DFC's demand factor is the Collectivités Locales elections' timetable. Communal elections are held about every six years, the next are scheduled for late 1982 or 1983, and one can certainly expect a certain amount of turnover. Thus, séminaires d'information, a more diplomatic term than formation for elected officials, for council Présidents and members are projected to be a nearly continuous operation. In sum, DFC officials estimate that the extent and duration of the demand for training is such as to require two training centers, one administrative and one

technical, in each of the country's seven economic regions. Until the completion of the survey, and its full analysis, or the generation of other information on the issue of demand, this seems as reasonable an estimate as any.

The MOI and the DFC

The powerful and important ministry of the Interior is divided into a variety of directions, each headed by a Director. Aside from directions dealing with the traditional law and order functions of the Ministry, the MOI contains the DFC, the Direction des Affaires Rurales, and the Direction des Collectivités Locales, among others. Prior to the Ministry's expansion and extensive reorganization following the 1976 announcement of the Charte Communale, the single Direction des Collectivités Locales dealt with training (now located in the DFC) and with the promotion and integration of rural development activities (now located in the Direction des Affaires Rurales). The mission encountered some signs of friction between the DFC and its former parent, the Direction des Collectivités Locales.

Directions of Moroccan ministries are subdivided into divisions, which are further broken down into services and bureaux. In the past, under the DCL, training was handled by a Service de la Formation et du Perfectionnement. The service consisted of three bureaux: cooperation, which dealt with the many foreign trainers and teachers in MOI training institutions, and also with Ministry officials sent abroad for training; training per se; and testing - for entry to training courses and programs. With the great expansion in the tasks of Collectivités Locales, it was decided to expand the service into a direction. This was done in 1981.

The DFC, at time of writing, is comprised of about thirty persons. The Director is ranked as an Administrateur Principal. He is supported by three officers of Administrateur rank, one of whom is classed as a technician, or ingénieur in the French usage. Administrateur rank entails possession of graduate training and a certain number of years of experience. Seven members of the DFC are ranked as Administrateurs-adjoints. These are young men and women recently graduated from either the university or the Ecole Nationale d'Administration Publique. Support for these administrative officers is provided by eight rédacteurs, or senior secretaries with administrative capabilities. The remaining staff are secretaries, drivers, etc.

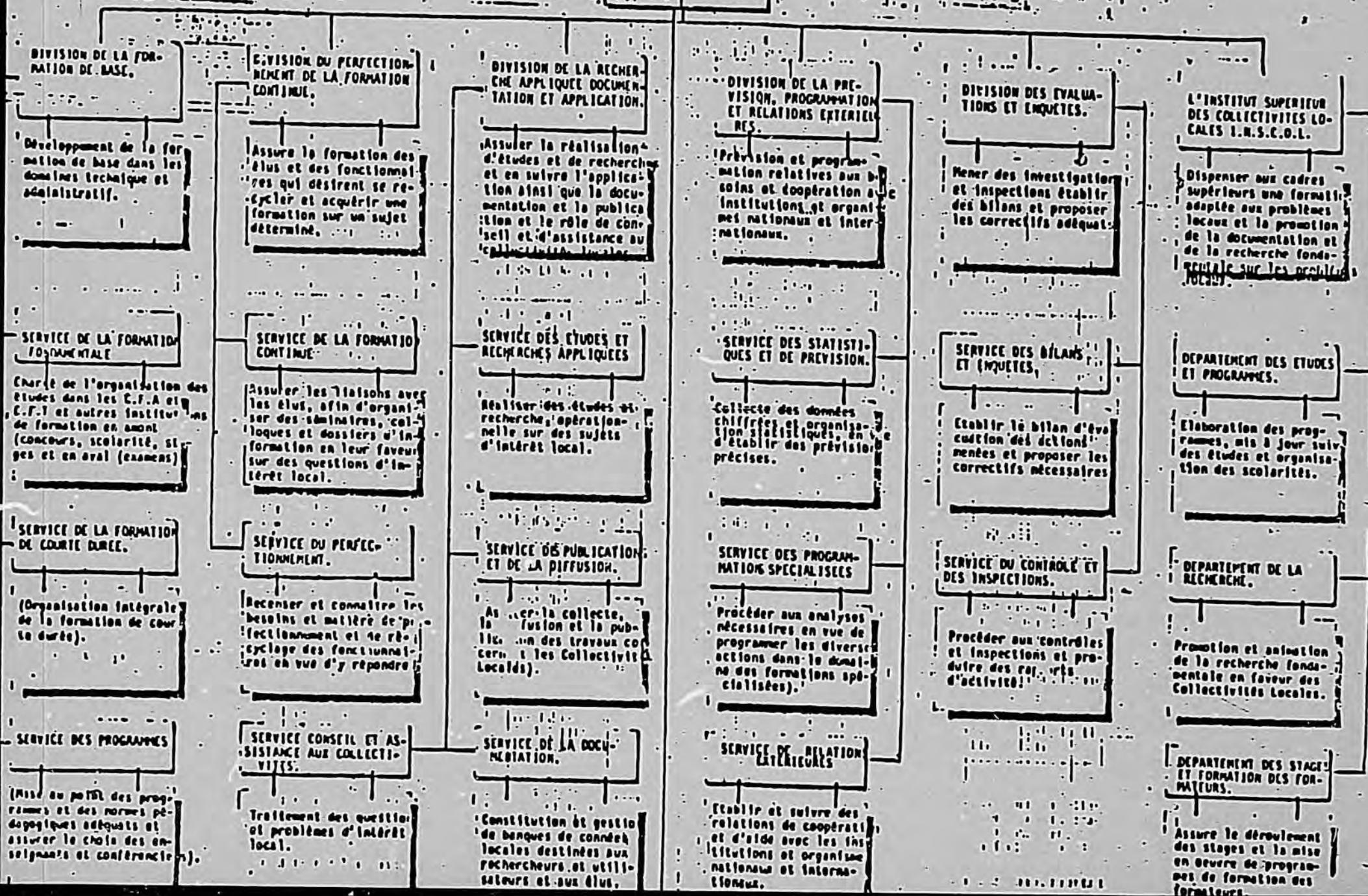
The DFC central office shows the typical signs of an organization that is new, small and has not as yet a strictly defined set of tasks. Responsibilities are not yet rigidly fixed and the division of labor between the administrateurs is not officially established. There is an atmosphere of innovation rather than compartmentalization, though indications are that a more settled pattern is beginning to emerge. Most organizations inevitably lose this characteristic as they grow older and larger, and this will happen to the DFC. To some extent, the function of the present mission is to see that this happens sooner rather than later. Some might regard the looseness of the present organization as a positive aspect, and opt for a minimal formal organizational structure. This rarely works, especially in systems in which the actors are accustomed to detailed definitions of responsibilities. The costs of informal structuration all too often outweigh by far the hoped-for benefits - if any should indeed occur.

A preliminary organization chart - in French, an organigramme, and a much more important exercise in systems derived from the French model than in those based on Anglo-American pragmatism - has been submitted by the DFC to the Minister. It is reproduced as Figure 1 on the following page.

Figure I

M. LE MINISTRE

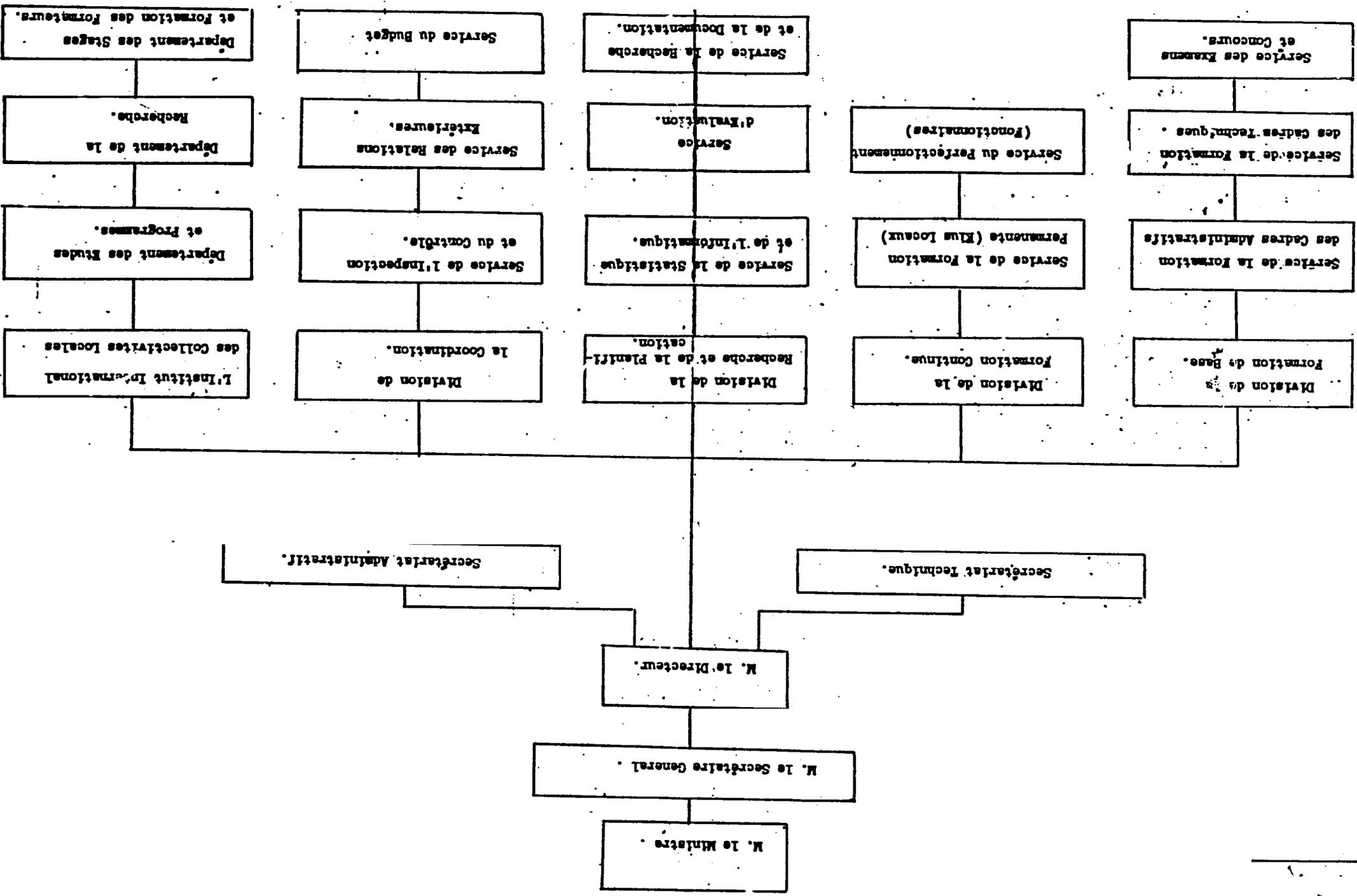
M. LE DIRECTEUR



After considering the tasks and responsibilities of the DFC, as given in existing documents, discussions were held with Ministry of the Interior officials, DFC staff, and the staff of various training centers. These considerations led the present mission to decide that this initial organigramme was excessively elaborate. Moreover, it appeared to contain several subdivisions with overlapping, or potentially overlapping responsibilities. A modified organigramme was devised and submitted to the DFC for discussion. This version radically streamlined the initial idea. Divisions were reduced in number from five to three (plus the Institute, about which more below); and the number of services was reduced from fourteen to eight. The rationale behind these changes was the simplification and rationalization of the suggested structure.

This version was the center of lengthy discussions in the DFC, in the light of which further modifications were made. Reacting to the point that the modifications suggested were too spare, and did not take account of some prime tasks of the DFC, the second version proposes four divisions, plus the Institute, divided into eleven services. The resulting organigramme, presented on the following page as Figure 2, was the result of long discussions within the DFC. The structure in Figure 2 is put forward as the suggested organization chart for the DFC.

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2eme PROJET D'ORGANIGRAMME - DFC - Figure 2

The advantages of the organigramme proposed in Figure 2 are several:

- It more clearly, but nonetheless simply, takes into account all of the major issues the DFC must deal with,
- it divides the training services according to their specific functions,
- it regroups under a single division the closely related tasks of planification, statistiques et recherche,
- it creates a separate division to handle matters of internal administration and external relations, and
- it adds a Secrétariat Technique and a Secrétariat Administrative auprès de M. Le Directeur, to assist directly the DFC head in administration and supervision.

Given the goals of the DFC, and after considering in detail the short and long range tasks it must deal with, it is felt that the suggested structure is both rational and efficient. (For a brief description, in French, of each of the proposed divisions and services, and for the Institut and its départements, see Appendix 1).

Manpower Requirements

The personnel requirements of this organigramme are as follows :
Leaving aside for the moment the issue of staffing needs of the Institut international des Collectivités Locales, the DFC will minimally require, in the near future, two more officers of administrateur rank, capable of leading a division. Four additional degree-holders, at least two of whom should possess technical capabilities, would also be required. These additions should provide senior administrative cadres to head each division, plus the

Secrétariat Technique. A minimally sufficient number of officers of administrateur adjoint rank would then be available to head the eleven services. Corresponding increases in the number of rédacteurs, secretaries and support staff - very roughly, six to nine additional posts - would be justified. In sum, an expansion of DFC staff by about fifteen posts is called for. (This figure was arrived at without consulting the DFC personnel projections, which turned out to be calling for forty-six posts in the next budget period - a difference in calculations of one post).

This figure is in line with the DFC's own estimates of personnel needs for its immediate future; the direction expects to add between ten and twelve persons per budgeting period until its staff reaches a high of seventy-five. This strikes one as a rather high figure : one would like to see more caution in terms of personnel expansion, and a direct link between such expansion and firm financial commitments for actions in the communes.

Admittedly, this is something of a circular problem. Actions cannot take place in the communes until there are staff there to propose and implement them. On the obvious other hand, it would be wasteful to have a large central office sending large numbers of people to the field, in the absence of funds to support their work. Sorting this issue out will require careful planning by the DFC, and close monitoring not simply of expressed needs, but of likely levels of actual financing.

Specific Types of Personnel Needed and Sample Job Descriptions

It is very hard for outsiders, who have spent just over two weeks in the country, to make any sort of specific recommendations on these important issues. The general level of staffing needs for the DFC's central office have been estimated and the various types of officers needed have

been proposed. To go much farther than this, one needs much greater familiarity with the Moroccan administrative system, and much more detailed information than is presently available on the DFC's operations. Even then, the tasks of writing specific job descriptions can only be carried out by people with a deep knowledge of the work situation, and a thorough comprehension of the administrative system from which applicants will be drawn. Nonetheless, and in a tentative fashion, a format for descriptions of posts can be suggested by the following examples.

Chef de Division, Division de la Recherche et de la Planification :

The holder of this post will organize and manage the Division of Research and Planning, DFC-MOI. The holder will be responsible for services of data collection and analysis, evaluation of training programs, and research and documentation dealing with the training of local government officials and elected representatives. The post demands a knowledge of quantitative methods, data processing and analysis, and excellent management skills. Experience in basic socio-economic research and documentation work is desirable. (The more specific qualifications of le candidat recherché - âge, formation, années d'expérience pratique, etc. remain to be determined).

Chef de Service, Service de la Formation des Cadres Administratifs :

Le candidat recherché will be responsible for all of the DFC's training programs in the field of basic administrative skills, notable the programs aimed at creating qualified rédacteurs and secrétaires. The holder of the post will deal with all matters relating to the Centres de formation des cadres administratifs, the content of courses offered in these centers, including the up-dating (mise à jour) of course objectives and materials, and will handle all issues related to the choice and qualifications of teaching staff. The post requires a good working knowledge of the administrative needs of les Collectivités Locales, and understanding of the various portions of the administrative training curriculum, and an ability to coordinate the efforts of a large number of personnel.

Chef de Service, Service d'Evaluation :

The holder of this post will organize and undertake inquiries relating to the quantity of cadres produced in the DFC's training programs, and will be responsible for the assessment of the quality and utility of the courses, programs, and information seminars. Equally important, the Chef will be responsible for proposing specific suggestions for improvement - in the quality of students, the content of courses, the degree of fit between expressed local needs and the number and capacities of trained persons produced. The post demands a thorough knowledge of conditions existing in the Collectivités Locales, and will require frequent visits to training centers and programs.

The International Institute of Local Collectivities

Reflections on the matter of the proposed International Institute have been saved for a separate section because the arrangements for the action sections of the DFC appeared to have a higher priority. That is, it will probably take quite a bit of time to move the Institute from an idea to a functioning organization, while the other sections of the DFC must rapidly respond to their enlarging tasks. Thus, the Divisions were dealt with first.

The concept of an Institute of this nature is a very attractive idea. Basic research and training on Third World local government matters have not been sufficiently addressed either by universities or schools of public administration. All too often, training prepares fonctionnaires to regard central government service, and urban placement within that service, as the only worthwhile career pattern. Course materials and lectures tend to be based on a remarkably scant knowledge of field activities. Anything which could be done to offset, if not fully correct, these tendencies would be worth supporting. Simply drawing together existing information on services, staff and actions at the local level, and making it available to relevant and interested parties, would be an advance of substance in many less developed countries. The question is, is an Institute within a sub-unit of a government ministry the proper location for this undertaking?

In Morocco, there are several reasons to support a positive answer. The Ministry of the Interior is the leading agency of and for decentralization in the country. The present head of the DFC is a dynamic individual who was previously the head of the country's Ecole Nationale d'Administration Publique,

and is well-placed - both nationally and internationally - to deal with higher level training. He has already received expressions of international interest in the creation and support of an institute of this nature. Nonetheless, one is obliged to ask whether these tasks do not logically belong in an already established institution of training and research, such as the ENAP? Moreover, would an organization which is directly a part of a ministry be free to undertake all kinds of needed research? These questions, especially the issue of whether any duplication of effort will arise, should be carefully considered.

Assuming that these matters can be satisfactorily resolved, what will be the staff needs of the Institute? The crucial figure would be the Institute's Director, who must have a rare combination of skills and experience in the fields of teaching and research and practical administrative experience at the local level. Such a person will be hard to find and even harder to keep. Individuals possessing advanced degrees; field experience and good academic and administrative capacities are in very great demand. The position must carry sufficient prestige and rewards to attract the highly qualified person. If it should prove extremely difficult to find the right person, one might - as a "second-best" solution - consider the possibility of attracting an interim Director from abroad.

If a highly qualified Director can be found, responsibilities for the départements can be assigned to persons of more modest experience and seniority, though the head of the Département de la Recherche should have demonstrated a pronounced capability both for the undertaking and management of research.

It is essential that the proposed Institute must demonstrate quickly and clearly to its clientele - middle and high level civil servants, all of whom will be experienced - that it has something concrete, practical and beneficial to offer. This implies that the Institute's staff must themselves be in a constant state of training and recyclage, at least with regard to their knowledge and experience of local conditions. Most of the courses of the Institute should, ideally, take place in the Local Collectivités themselves. At the very least, every course should contain a prolonged and detailed trip to the field, at the commune level. Otherwise, the Institute would run the risk of becoming yet another abstract and academic center, divorced from the reality it supposedly serves.

As noted when considering the possible necessity of attracting a Director from abroad, the Institute offers a number of prospects for cooperation and collaboration with the international community. Foreign researchers might well find the Institute a congenial place to undertake their studies. It has been suggested that the Institute contain a Département des Etudes pour Pays en Voie de Développement. Certainly it might be worthwhile to create a bureau for dealing with students, professors and stagiaires coming from less developed countries, but the consultants recommend against the creation of a special service or département to deal expressly with such programs of study. The reason is the high likelihood of misunderstanding arising if non-Moroccan students feel that they are being treated in a distinctly different manner from indigenous students. While it seems logical to create separate programs for non-Moroccans in order to insure that their special needs are met, experience

elsewhere with such programs indicates great dangers in any division which contrasts local to foreign needs. There should be a single course of studies - or rather, the students should be made to feel that they are all participating in a common course of study, even if certain sub-sections are aimed at Moroccan concerns, and certain have a comparative flavor. Once more this is not an easy issue to sort out, but careful attention at the design stage can eliminate, or soften, many serious problems later on.

APPENDIX 1

Ministère de l'Interieur

Direction de la Formation des Cadres

La Direction de la Formation des Cadres a pour mission d'assurer la formation de base et le perfectionnement des cadres administratifs et techniques des Collectivités Locales, et entreprendre des actions de formation et d'information destinées à préparer les cadres supérieurs et les responsables élus pour assumer des fonctions et des missions particulières.

Taches

Division de la formation de base

Développe la formation de base dans les domaines techniques et administratifs.

Service de la formation des cadres administratifs -

Chargé de l'organisation des études dans les établissements de formation des cadres administratifs, du contenu des programmes, de la scolarité, de la mise au point des programmes et des normes pédagogiques adéquates et du choix des enseignants et conférenciers.

Service de la formation des cadres techniques -

Chargé de l'organisation des études dans les établissements de formation des cadres techniques, du contenu des programmes, de la scolarité, etc.

Service des examens et concours -

Assure le bon déroulement des concours de recrutement pour tous les centres de formation, la standardisation du système des examens, du traitement des questions de recrutement des étudiants.

Division de la Formation Continue

Chargée d'une part de l'information des élus locaux afin d'augmenter leurs capacités, d'autre part, assure la formation des fonctionnaires qui ont besoin ou qui désirent se recycler et acquérir une formation sur un sujet déterminé.

Service de la formation permanente -

Assure les liaisons avec les élus afin d'organiser des séminaires, des colloques, et constituer des dossiers d'information en leur faveur sur des questions d'intérêt local.

Service du perfectionnement -

S'occupe de la formation de courte durée des fonctionnaires, du recyclage et du perfectionnement des cadres supérieurs, et des stages à l'intérieur et à l'extérieur du pays..

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Division de la Recherche et de la Planification

Chargée de réaliser les études nécessaires en vue de prévoir les besoins réels des Collectivités Locales en matière de formation, évalue les résultats obtenus, et programme les actions à entreprendre.

Service de la statistique et de l'informatique -

Chargé de la collecte, du traitement, et de l'analyse des données, de la mise à jour des informations et de la maintenance des fichiers.

Service d'évaluation -

Chargé de connaître et d'apprécier les résultats obtenus en matière de formation et proposer les correctifs nécessaires.

Service de la recherche et de la documentation -

Réalise des études et des recherches appliquées sur des sujets d'intérêt local ou régional liés à la formation des cadres.

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Division de la Coordination

Chargée de l'inspection, des relations extérieures et de la comptabilité budgétaire des établissements et services relevant de la Direction de la Formation des Cadres.

Service de l'Inspection et du contrôle -

Etablit les rapports d'activités, procède aux inspections techniques et administratives et en rend compte.

Service des relations extérieures -

Chargé des relations avec les organismes nationaux et internationaux et du suivi de la réalisation des programmes de coopération.

Service du budget -

Chargé du suivi des crédits et de la comptabilité budgétaire des établissements et services relevant de la D.F.C.

L'Institut International des Collectivités Locales

A pour mission de donner aux cadres administratifs et techniques une formation adaptée aux problèmes locaux, de constituer un centre de recherche et de documentation, d'assurer la formation des formateurs, et de collaborer avec les pays en voie de développement dans les domaines de la recherche et de la formation relatifs aux Collectivités Locales.

Département des études et programmes -

Chargé de l'organisation des études et de l'élaboration des programmes et leur mise à jour.

Département de la recherche -

Assure la promotion et l'animation de la recherche fondamentale en faveur des Collectivités Locales.

Département des stages et formation des formateurs -

Chargé de l'organisation et le déroulement des stages, l'élaboration et la mise en oeuvre des programmes de formation des formateurs.

ROYAUME DU MAROC
MINISTÈRE DE L'INTÉRIEUR
SECRETARIAT GÉNÉRAL
DIRECTION
DE LA FORMATION DES CADRES

FORMATION DU PERSONNEL DES
COLLECTIVITÉS LOCALES

La réforme communale intervenue en vertu du dahir du 30 Septembre 1976 a eu pour effet de responsabiliser les communes de façon optimale en élargissant substantiellement le champ de leurs attributions.

Pour permettre à celles-ci de gérer leurs intérêts et de conduire leur développement économique et social de façon concrète, il est devenu nécessaire de les doter des moyens de leurs responsabilités par la mise à leur disposition notamment d'un personnel technique et administratif capable de concevoir et de réaliser, au niveau local des projets de développement.

Dans cette perspective, les efforts du Ministère de l'Intérieur en vue d'améliorer les moyens humains des Collectivités Locales, tant en qualité qu'en quantité, ont porté sur l'intensification de la formation des personnels communaux.

Parallèlement à la mise en place de nouveaux centres de formation, le Ministère de l'Intérieur a entrepris des actions de formation spécifiques destinées à préparer des cadres supérieurs pour assumer des fonctions et des missions particulières.

I. LES CENTRES DE FORMATION.

A/ - Les centres de formation des cadres techniques.

Le Ministère de l'Intérieur dispose actuellement de Cinq centres de formation des cadres techniques implantés à :

| | | |
|----------------------|----|----------------|
| - CASABLANCA | \$ | (créé en 1956) |
| - IMMOUZER DU KANDAR | \$ | (créé en 1975) |
| - SALE | \$ | (créé en 1980) |
| - MARRAKECH | \$ | (créé en 1981) |
| - OUJDA | \$ | (créé en 1981) |

L'organisation de ces centres a fait l'objet du décret n°2.76.427 du 3 Chaâbane 1396 (31 juillet 1976) modifiant et complétant le décret n° 2.69.609 du 6 Chaâbane 1390 (8 octobre 1970).

Marrakech et Oujda

Les centres de Casablanca et d'Imouzzer du Kandar forment des Adjoints Techniques (échelle 7) des dessinateurs (échelle 6) et des conducteurs de travaux (échelle 5) en génie-civil.

Celui de Salé forme des adjoints techniques horticoles.

CONDITIONS D'ACCES.

L'accès à ces centres a lieu par voie de concours ouvert :

- Pour la formation d'Adjoints Techniques.

Aux candidats justifiant du niveau de la 7ème année incluse de l'enseignement secondaires (série mathématiques-sciences expérimentales ou techniques).

Pour la formation de dessinateurs ou de conducteurs de travaux.

Aux candidats justifiant du certificat d'études secondaires ou d'un diplôme équivalent ou ayant accompli la 5ème année secondaire.

La durée de la formation est de deux ans et le régime des études est l'internat.

Les élèves du centre perçoivent durant leur scolarité une bourse mensuelle de 364 Dirhams.

LES EFFECTIFS FORMES.

- De 1956 à 1967, 520 agents ont été formés dans des spécialités d'adjoints techniques, de contrôleurs des plantations, de dessinateurs ou de surveillants de chantiers.

De 1968 à 1981, les effectifs formés représentent 821 épar-
tis comme suit :

| | |
|--|-------|
| & ADJOINTS TECHNIQUES (ECHELLE 7)..... | = 219 |
| & DESSINATEURS (ECHELLE 6)..... | = 270 |
| & CONDUCTEURS DE TRAVAUX (ECHELLE 5).... | = 332 |

Total.....821

EFFECTIFS DE FORMATION

Les Centres de Formation des Cadres Techniques du Ministère de l'Intérieur groupent actuellement 479 élèves selon la répartition suivante :

- & Centre de Formation des Cadres Techniques de Salé (1ère année et 2ème année 68.
- & Centre de Formation des Cadres Techniques de Casablanca d'Immouzer de Kandar, de Marrakech et d'Oujda

| | 1ère année | 2ème année |
|------------------------|------------|------------|
| Adjoint Techniques | 110 | 33 |
| Dessinateurs | | 42 |
| Conducteurs de travaux | 185 | 41 |
| <u>Totaux</u> | <u>295</u> | <u>116</u> |

B/- Les Centres de Formation Administrative

Le personnel administratif moyen et d'exécution constitue une masse importante sur laquelle repose l'essentiel des tâches matérielles. A ce titre, il devrait bénéficier d'une formation de nature à lui permettre d'acquérir la compétence et la qualification nécessaires.

Cette formation est assurée par 8 centres de Formation Administrative implantés à : Rabat - Casablanca- Fès - Oujda- Meknès - Al Hoceima - Khénifra et Settât.

La création et l'organisation de ces centres ont fait l'objet du décret n° 2.76.428 du 3 chaâbane 1396 (31 Juillet 1976) tel qu'a été modifié et complété par le décret n° 2.80.354 du 3 safar 1401 (11 Décembre 1980).

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1°) Le cycle de formation des Secrétaires Administratifs (échelle 5), dispensé dans les 8 centres est d'une durée de 10 mois. L'admission à ce cycle a lieu dans les conditions suivantes :

- Sur titre, parmi les candidats titulaires du certificat d'Etudes Secondaires ou justifiant du niveau d'études de la 5^e année secondaire incluse.

- A la suite d'un concours ouvert aux candidats justifiant par un diplôme ou un certificat de scolarité du niveau de la fin des études du premier cycle de l'enseignement du second degré et aux fonctionnaires ou agents des Administrations Publiques comptant au moins quatre ans de Services Civils effectifs.

Le régime des études est l'externat. Les élèves non fonctionnaires perçoivent une bourse mensuelle de 364 DH.

De 1976 à 1981, 652 Secrétaires administratifs environ ont été formés dans ces centres.

Effectifs en formation :

- Centre de Casa : 150
- Centre de Fés : 86
- Centre d'Oujda : 59
- " de Meknes : 60
- " "Rabat : 110

2°) Le cycle de formation des rédacteurs (échelle 8) crée en 1980 est dispensé dans les centres de Rabat-Casa-Fés et Oujda. Ce cycle est d'une durée de 24 mois.

L'admission a lieu à la suite d'un concours parmi :

- Les candidats titulaires du baccalauréat de l'enseignement du second degré ou ayant accompli au moins la scolarité de l'enseignement du second degré.

- Les fonctionnaires des Administrations Publiques et des Collectivités locales appartenant aux cadres classés à l'échelle de rémunération n°6 ayant atteint au moins de 4^e échelon de leur grade.

Le montant mensuel de la bourse allouée aux élèves rédacteurs est de 547 Dirhams.

Effectifs formés : au titre de la 1^{ère} promotion (1981) 521 rédacteurs ont été affectés auprès des Collectivités locales.

Les effectifs en formation sont de 1183 repartis comme suit :

| CENTRES | 1 ^{ère} Année | 2 ^{ème} Année |
|-----------------|------------------------|------------------------|
| Centre de Rabat | 138 | 136 |
| Centre d'Oujda | 138 | 134 |
| Centre de Fés | 138 | 153 |
| Centre de Casa | 187 | 159 |

II. - LES ACTIONS SPECIFIQUES DE FORMATION.

A/- Formation des Secrétaires Généraux de Communes.

Dans le cadre de la restructuration des services communaux le Ministère de l'Intérieur organise, en collaboration avec l'Ecole Nationale d'Administration Publique, des cycles de formation à l'intention des secrétaires généraux des communes urbaines. Ces cycles tendent à mettre à la disposition des Présidents des Conseils Communaux un personnel de qualité à même de permettre aux communes l'exercice de leurs missions.

D'une durée de six mois, ces cycles sont ouverts aux candidats justifiant d'une licence en droit ou d'un diplôme équivalent et aux fonctionnaires classés à l'échelle de rémunération n° 10.

Au titre des trois premières promotions, 64 Secrétaires Généraux de Communes ont été formés de 1979 à 1981 et placés auprès des présidents de Municipalités et Centres Autonomes.

Les Effectifs actuellement en formation sont au nombre de 81 candidats qui suivent la formation des Secrétaires Généraux de Communes Rurales dans les Centres de Formation Administrative de Rabat et de Casablanca.

B/- Formation du personnel d'encadrement des Divisions provinciales des Collectivités Locales.

Dans les perspectives du renforcement des structures déconcentrées de ce Ministère, chargées de l'assistance aux Collectivités Locales, un cycle de formation du personnel d'encadrement des divisions provinciales des Collectivités Locales est organisé par ce département à l'Ecole de Perfectionnement des Cadres de Kénitra.

Peuvent y accéder justifiant d'une licence en droit ou d'un diplôme équivalent ou les fonctionnaires classés à l'échelle de rémunération n° 10 à l'issue d'une épreuve de sélection. Ce cycle est d'une durée d'une année.

EFFECTIFS FORMES.

& 1ère promotion formée en 1979 : 37 chefs de divisions provinciales des Collectivités Locales.

& 2ème promotion formée en 1980 : 38 cadres destinés à renforcer les dites divisions.

& La 3ème promotion, formée en 1981, groupe un effectif total de 35 candidats.

& La 4ème promotion en cours de formation en (Janvier-Décembre 1982). groupe 1 effectif de ...37 stagiaires

C/ Formation des Cadres des Divisions Economiques et Sociales.

Pour permettre aux préfectures et Provinces du Rpyaume d'assurer convenablement leurs missions de contrôle des prix, d'approvisionnement en produits de première nécessité de constitution de stocks de sécurité, le Ministère de l'Intérieur organise un cycle de formation des Cadres des divisions économiques et Sociales.

D'une durée d'un an, l'accès à ce cycle est ouvert sur concours aux candidats justifiant d'une licence sciences économiques ou d'un diplôme équivalent. A l'instar de la formation des cadres DCL, il est organisé à l'Ecole de Perfectionnement des Cadres du Ministère de l'Intérieur à Kénitra.

Au titre des 2 premières promotions (1980-1981), 64 Cadres des divisions économiques et Sociales.

La 3^{ème} promotions en cours de formation groupe un effectif de 22 stagiaires.

D/ Formation de Cadres des Divisions provinciales d'Etat Civil.

Dans le cadre du renforcement de l'encadrement des divisions prefectorales et provinciales, le Ministère de l'Intérieur organise à partir de Février 1982 un cycle de formation des cadres des divisions d'Etat Civil à qui il incombe :

- Le contrôle des bureaux communaux d'etat Civil.
- La recherche des moyens à même de permettre un meilleur fonctionnement de ces bureaux.

La 1^{ère} promotion en cours de formation (conditions de la formation sont similaires à celles des cadres DCL) comprend 40 stagiaires.

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APPENDIX 3

ETUDE NATIONALE SUR LES BESOINS DE LA FORMATION DANS LES COMMUNES REGIONALES

Cette Etude est entreprise par le President du Conseil Communal

(3)

Commune.....Province ou Prefecture.....

Donnees Actuelles: Nombre de Fonctionnaires en Service (en fonction)

| Nom et Prenom | Date de Naissance | Cadre | Grade | Echelle | Fonction Exercee | Niveau de Formation | Ancien nete | Budget de Renumera-tion | Informations (1) |
|---------------|-------------------|-------|-------|---------|------------------|---------------------|-------------|-------------------------|------------------|
| | | | | | | | | | |

1 - A remplir par les services relevant de la Direction

2.- Diplomes et Langues

3- Donnees Financiers

31- Budget de Fonctionnement et repartition

331- Conseil prefectoral ou communal

312- Defenses du Personnel

313- Equipement et defenses des differents services

32- Budget d'equipement et repartition

321- Credits Budgetaires

322- Immeubles

323- Grandes reparations et travaux d'elaboration

326 Meubles

| 1979 | 1980 | 1981 | 1982 |
|------|------|------|------|
| | | | |

PROJECTS INSCRITS DANS LE PLAN QUINQUENAL

(1985 - 1981)

| Nature du Projet | Lieu de réalisation | Année | C R E D I T S (DH) | | | | |
|------------------|---------------------|-------|--------------------|------|------|------|------|
| | | | 1981 | 1982 | 1983 | 1984 | 1985 |
| | | | | | | | |

Les présidents des Conseils Communaux sont priés de nous transmettre cette étude après objet rempli
 Avant.....

- 5- Nombre de parts budgétaires vacants
- 6- Observations

ROUTING AND TRANSMITTAL SLIP

Date

24 March 1982

| TO: (Name, office symbol, room number, building, Agency/Post) | Initials | Date |
|---|----------|------|
| 1. Mr. Kenneth Kornher, S & T/RAD | | |
| 2. Mr. Kenneth Kornher, S & T/RAD Rm 512, SA-18 | | |
| 3. J.N. I've kept 1 copy | | |
| 4. | | |
| 5. | | |

| Action | File | Note and Return |
|--------------|--|------------------|
| Approval | For Clearance | Per Conversation |
| As Requested | For Correction | Prepare Reply |
| Circulate | <input checked="" type="checkbox"/> For Your Information | See Me |
| Comment | Investigate | Signature |
| Coordination | Justify | |

REMARKS

Dear Ken,

As you can see from the enclosed reports, John Nellis and Sandra Bertoli did a first rate job. Their covering letters explain some of the problems they encountered, and I believe their assessments should be taken into account by Dick Roberts and anyone else coming out to assist in this activity. I've sent Dick a set of these reports, and am sending you two sets via pouch. Dr. Birouk is still down south but should return the first week of April. Hope this finds all going well with you.

Warm regards,

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

| | |
|--|------------------|
| FROM: (Name, org. symbol, Agency/Post) | Room No. — Bldg. |
| Harry Petrequin, A/DIR, USAID/Rabat | Phone No. |

5041-102

GPO : 1979 O - 361-350 (3103)

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

Rabat
March 19, 1982

Mr. Harry Petrequin
Deputy Director
USAID/Rabat

For AID only

Dear Mr. Petrequin,

The attached report has been submitted in draft to the D.F.C. Only the first part of the scope of work is covered; Sandra Bertoli will submit her section before her departure next week. The D.F.C. may wish to have a French version of the report, depending on whether or not they will want to circulate it further in the Ministry or outside. It may well be that they will choose not to do this, since some parts of the report argue for a more modest configuration than what Dr. Birouk generally has in mind. If a French version is needed, I gather that one can be produced here in the mission.

The major lesson I have learned from my short (and very pleasant) stay is that the D.F.C. has vast ambitions, both in terms of personnel and equipment, which are not easy to justify given the fairly narrow scope of its activities and any reasonable estimate of the extent of its tasks. Nonetheless, decocentration/decentralization is a most positive aspect of present GOM activities, the D.F.C. is centrally involved in these actions - especially in its training of Secretaries General for the rural communes and in its proposed seminars for elected representatives of the communal councils - and its undertakings are therefore worthy of encouragement and support. To put the matter a bit more bluntly than it is expressed in the report proper, the D.F.C. has an important job to do, but I doubt that they need seventy-five people in the central office to do it, nor do they need a large capacity computer to aid their task.

Our consulting mission ran into a couple of problems that are worth noting. A basic and troubling issue is the lack of cooperation, much less coordination, between various directions of the Ministry of the Interior and between the MOI and other ministries. The result here is duplication of data processing equipment proposals, duplication of data collection efforts, and a generalized compartmentalization of various portions of tasks that would clearly be more efficiently carried out if coordination were present. Admittedly, one can probably say this about any action in Morocco, and indeed, any bureaucratic action undertaken anywhere in the world. However, the duplication and competition in this instance are a bit more striking than is usually the case.

The D.F.C. activities were formerly handled by the Direction des Collectivités Locales. Repeated efforts to arrange meetings with officials of this Direction came to nothing. Though our terms of reference explicitly asked us to comment on interrelationships of the D.F.C. with other sections of the MOI, we only succeeded in arranging

Mr. Harry Petrequin

one meeting outside of the D.F.C., that with the Directeur of the Direction des Affaires Rurales. This is another recent creation, and again, one which deals with matters formerly controlled by the D.C.L. (The D.A.R.'s task is to promote, coordinate and dynamiser development activities at the local level, yet we learned that to date they have no personnel outside Rabat.) We learned that the D.F.C. was created by dahir of the King, and we gather that this was the case with the D.A.R. as well. Thus, the D.C.L. seems to regard these two new Directions as upstart agencies, created in an extraordinary manner, which have seized control of actions that are - or were - legitimately its own. The result is a near total lack of cooperation. Of course, trying to arrange outside meetings was not made any easier by the absence of Dr. Birouk from Rabat during the whole time of our consultancy. Nor did we succeed, in spite of a number of attempts, to see officials either in the Plan or in the National Statistics Office - both of which should be well known to the officials of the D.F.C. Yet, even though one of the D.F.C.'s administrateurs is on secondment from Plan, he finds it impossible to fit his work in with his former Ministry.

I suspect that these kinds of problems are not exceptional; certainly they are dismayingly reminiscent of problems encountered in Algeria and Tunisia. Nonetheless, they are sufficiently serious to give AID cause for careful reflection concerning its future arrangements with the D.F.C. Having said this, I would like to conclude by noting the importance of Moroccan deconcentration/decentralization policies in general, and the role of the D.F.C. in particular. Even if all the money proposed in the 1981-85 Plan for communal projects were allocated and spent, and even if all the glowing words about communal involvement in defining and implementing these projects were realized (unlikely possibilities), Morocco would still be far from fulfilling any rigorous definition of a decentralized system. True decentralization implies the local raising and spending of monies, or at least having guaranteed allocations which can be spent without the approval of higher authorities. This state of affairs is a long way off for Morocco. The present program is a tutorial one, a first step in which elected councils can learn the ways of budget and project preparation and implementation. This is no secret; as the King said in 1976, when introducing the Charte Communale: "It is, for the elected representatives, a school where one learns how to manage a budget, organize action and execute plans, a school which trains citizens conscious of the true priorities and sensitive to the needs of the population." This is only the first step towards an autonomous local government system.

Still, what has been proposed, and what is in the process of being carried out in Morocco, does set the country apart from the continually centralized experience of most other LDCs. As the report stresses, the crucial factor for the moment is providing the communal councils with skilled fonctionnaires who can put forward to central funders proposals which are good enough to warrant funding. The key point is that the funds are indeed there. The next important step is to improve the

Mr. Harry Petrequin

capacities of the elected representatives themselves. Both of these tasks are the responsibility of the D.F.C. For that reason, the Direction should be supported. Fending off the grandiose proposals for assistance that are likely to come forward will be a time-consuming and diplomatic task. (We learned on 17 March that the D.F.C. plans to construct a central office in Rabat which will contain a lecture hall sufficient to hold 1000 people.) But all in all, the importance of the goals justifies considerable effort.

Finally, please accept my thanks for AID's support, and your assistance and hospitality.

Sincerely,

A handwritten signature in cursive script that reads "John Nellis". The signature is written in dark ink and is positioned above the printed name.

John Nellis

Rabat

March 21, 1982

Mr. Harry Petrequin
Deputy Director
USAID/Rabat

For AID Only

Dear Mr. Petrequin;

I wish to thank you and your wife for your marvelous hospitality and your thoughtful assistance during this NASPAA assignment. Peggy's efficiency has also been much appreciated.

Following John Nellis's lead I'll venture some additional remarks especially concerns.

DFC Relations with others

1. The training centers under the "coordination" of the DFC appear to be currently operating rather autonomously judging from our quick visit to 3 centers and some impressions. This probably results from the creation of the new Divisional structure. At any rate there appears to be little if any direct input from the DFC in terms of directing or running the centers, and very little exchange of information. However, on the outward appearance, the 3 centers visited seem to be running smoothly. Obviously these centers previously received assistance with organization and it is the aim expressed by the DFC to standardize programs and centralize information - thus a massive census of all students, faculty members, etc. There are currently 2300+ students and a large number of faculty members as most teach one course on a part-time basis. That's a lot of individual level data to file and keep up to date for the sake of having it on file.

My greatest concern, however, is that the DFC will emphasize a system of centralized social control and decision making as well as planning (in the name of standardization and deconcentration) Perhaps your resident advisor for this project may be in a unique position whereby an administrative style encouraging "local participation" of center directors (and maybe faculty - although students, probably not) in deciding the direction of policies and priorities can be fostered. In short, if the DFC could be encouraged to undertake a "facilitating role" as opposed to a "control position" it would be more likely to gain the cooperation and good will of its main clientele.

participation by

Allowing and even encouraging those with more direct knowledge about what is actually happening in the field of training than most DFC personnel have, could be most useful to the DFC. This "style" could also head off trouble and problems of coordination and cooperation.

For this reason, among others - like expensive data pollution problems - I would like to counsel against a large-scale census

of detailed information on all students being centralized in Rabat. Until a need for such information is shown I would suggest that much of the information is pertinent only to the training schools. (Over a 5 year period 5 to 6,000 student records could easily be amassed in a central DFC file - for what?)

Its wiser to retain student records at the local level and forward the aggregated data needed for planning purposes to Rabat. In addition the Center Directors will not feel their position is threatened or power usurped.

2. Relations between the DFC and the Direction de Collectivites Locales of the Ministry of the Interior are the pits. Unfortunately they need each other or at least the DFC could make use of systematic data on the communes and the local elected officials if it could have access to it.

The DFC needs to find a way to stimulate cooperation. Currently the DFC is in charge of affectation or placing the students trained in the centres de formation under the aegis of the DFC. No real planning can take place until one can take into account the DCL's priority list of communes to receive new staff. Likewise no evaluation of the impact of new staff can take place without the knowledge of where trainees have been placed and some basic background information on the communities.

The DCL is certainly not interested in giving up any of its information or powers (such as placement of trained staff) without something in return.

The only thing I venture to suggest is to invite the DCL to share the information processing facilities of the DFC - or if they go with an APPLE system, I would suggest they provide a compatible micro system for the DCL if they would be interested in having one. DCL will need training in the use of the micro and this could be done in conjunction with the DFC staff. Also they would be producing compatible, machine readable files (if they will keep the same list of the units of observations, eg. communes or elected officials in the same order it makes life very compatible).

The DCL might be invited to participate in a study or two and use the micro system for analysis.

One study - using data I'd guess the DCL already has available would be the levels of community development (probably a Gubtman scale pattern of infrastructure can be demonstrated to exist); expressed needs and priorities for future development projects and projects included in the current plan. This type of baseline research could directly benefit planning for the personnel needed, especially personnel with technical training, if one can anticipate the develop pattern activities and needs for perhaps the next 10 - 15 years.

- A second study which might grow out of the collaborative effort of these two Directions might be an evaluation of the

impact of the placement of DFC trained personnel in the communes. Again, one would need to have the baseline measure of level of community development, participation in development funds, etc. and one would need to know where the 2500+ persons who have gone through the doors of the Centres de Formation have been placed. Only DFC has this information for the past years. Such a study could provide a model for future evaluation of impact of the training and placement process.

Actually the next 4 to 5 years offer a unique opportunity for evaluation studies and even if the DCL does not become involved, it would be desirable to consider a smaller-scale impact study to assess the placement of the trained secretaires generaux in the rural communes.

During the three weeks I have spent working with the DFC I've had contact with five staff members. It seems apparent, however, that the DFC Director must start delegating authority and assigning responsibilities - either for administering these famous data collection schedules in the provinces - or to make decisions and take action at Operation Central. The absence of the Director has made this whole undertaking take on an air of fantasy.

Therefore, do not take it too seriously if my design for a regional development information system in which everyone could ideally participate and contribute and access information - appears as grandiose and impractical as the proposed International Institute of Local Collectivities operating out of the MOI or the DFC auditorium to seat 1000 persons. We all escape to a fantasy world when the present reality becomes absurd.

By the way, it seems that MOI staff must have problems of low self esteem - which may be why they spend so much effort being uncooperative. Two of the three young people I've worked with from the DFC are doing their alternative service and expressed their reservations of working with this Ministry. It certainly was not their first, second or even third choice. There seems to be a generalized concern about being associated with the Ministry which also has the reputation of being a bad big brother due to the security function it also serves.

There needs to be a special effort made to build positive images for some Divisions in the hopes that if staff could come to regard their activities in a better light and be so regarded by others they would reciprocate and stop growling at everyone.

Training. In terms of training activities to develop and support Information System Activities most training should take place in country.

In-service training would be needed for use of the generalized software packages, either SPSS, ISIS or both or anything similar.

Applied research methods and data analysis including a review of research design principles and statistical interpretation appears to be needed.

Evaluation research activities need to be emphasized down the road a piece. Currently this activity receives some lip service but is privately conceded to be impractical.

Computer hardware. If the AID project does decide to make monies available for the purchase of some computer equipment, it might be wise to establish a ceiling - say \$10,000. for a system- which is more than enough for a basic French only Apple II with two floppy disk drives, a good printer and start-up supplies. In fact this sum could supply two basic APPLE II systems with MX80 printers - one for DFC and one for their friends at DCL.

One needs to think about maintenance responsibilities. Usually 10 percent of the initial cost of the hardware is budgeted for repairs and maintenance each year. This might be made expressly the responsibility of the DFC.

Software modification would be needed if one goes to an APPLE III system or a hard disk mass storage. It is difficult to estimate the time/cost of the necessary modifications at this time.

Training would be needed for staff members to become operators/users and several weeks should be budgeted with the notion that training would involve practical applications and be combined with applied research applications and would relate to DFC data processing needs.

Once AID should be able to make a decision as to level of support, it should be very clear to the DFC that it would be responsible for purchase of additional equipment, software, and future supplies.

Thanks once again for your assistance and support.

By the way the attached reports could use a good editing and cleaning. If you have someone who can do that it would be appreciated. Otherwise I'll tackle the editing when I get back to N.C. next week.

If the DFC should seek assistance with their information system in the future and learn to appreciate the Small is Practical approach I would welcome the challenge of taking up where I left off.

In fact the flying Bertolis' always enjoy being in Rabat especially in a flock.

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Now I'm in trouble because I ran out of paper.

Please feel free to edit out statements or whole sections of these reports. These represent very preliminary first drafts.

Best wishes!

Sincerely,

Sandra C. Bertoli

Sandra C. Bertoli

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