

**Water Resources Sustainability Project
(WRS)**

**POTENTIAL FOR REPLICATION OF
THE PILOT PROJECT
AND
DEVELOPMENT OF A HANDBOOK OF PROCEDURES
PILOT PROJECT IN PARTICIPATORY DEVELOPMENT
AND
EROSION ABATEMENT
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REPORT TO PROJET PREM

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JUNE 21, 1999

POTENTIAL FOR REPLICATION OF THE PILOT PROJECT

The consultant team of which I was part feels that the potential for replication or extension of the project to other mountainous areas in Morocco is very good. It is important to stress that what is to be replicated is the approach or the methods, not necessarily the precise interventions per se. Given that the success of the approach depends upon its being participatory, it is impossible to predict *a priori* exactly what types of interventions would be appropriate in a new project. We are confident, however that the approach, properly applied, will lead to an appropriate set of interventions where ever it is attempted.

Indeed it would appear to be essential to begin a replication of the project in some other area before the existing pilot project comes to an end. Clearly it was not the aim of the donor that PREM would perform a participatory development and erosion control project in a single location and then leave Morocco. The intent must be that the approach, if it proves successful -as it appears to be doing, be institutionalized so that projects designed on this model can continue.

To facilitate replication, the consultant team proposes to take the lead in the development of a handbook or manual which can be used to guide the organization and execution of similar development efforts. Much of the writing of this handbook would be done by the present consultant team, but some should be done by PREM project management and some by individuals from the SAN REM CRSP who were involved in the PLLA in Oued Nakhla, and have more extensive experience with the PLLA process than any of us.

We would propose to have an acceptable draft of such a document, following the outline presented below, to PREM by the end of January, 2000. This document would be the guideline for the replication of the project to a new area, to be selected by PREM in conjunction with appropriate partners. We still envision that it would be a working document at that time, sufficiently robust to guide the next effort but susceptible to change based on our experiences from that initial extension effort.

The easiest place to replicate the approach would be Oued Laou, but I don't think it is the best place. Its situation is very similar to that of Oued Nakhla in terms of the types of problems involved, the agricultural and social situations and so on. Collaborators from ENA Meknes have already done a PLLA there. This makes the replication easier, but also less valuable because part of the replication process needs to be institutionalizing the procedures with the other Moroccan partners. Thus, it would seem important that representatives of such agencies as DPA and AduN be involved in the process from the beginning. It also seems to me that a demonstration that the method is replicable and transportable would be more impressive if it were done in a place a little less similar to Oued Nakhla.

I recommend that a new site be selected for the replication effort; and that the selection be a joint decision, probably involving PREM, ENA, DPA, AduN, USAID, and other Moroccan entities and NGO's as appropriate. The PLLA should then be performed under the direction of the present team of consultants, with significant collaboration in the effort from those agencies expected to

be involved in the replication effort or felt most likely to be the ultimate practitioners of the approach. I think it is worth considering the possibility that leadership in the PLLA and intervention development phases of projects such as this may always appropriately lie with an academic entity such as ENA.

GENERAL OUTLINE OF THE HANDBOOK

We feel the handbook should be titled something like this, "Sustainable development in mountainous areas of the Mediterranean Region". Such a handbook could look like this:

Introduction : Purpose and scope of the handbook (3 pages) (the team)

target area (mountainous areas in the Mediterranean region)

Chapter 1 : Framing the Problem (5-10 pages) (Swift, Rachidi, and Bouabid)

What is the extent of land degradation in the mountainous area of the Mediterranean region in general and the North of Morocco in particular. Why is development needed (current state of economy, etc.). Constraints to sustainability and production. Why is erosion control important here. Why is the participatory approach appropriate.

Chapter 2 : Site selection (2-3 pages) (Rachidi, Bouabid and Swift)

What to do if the site is preselected or if one has the freedom to select a site

Factors to consider in the site -physical, biological and cultural Delimiting the study area -is it a watershed or some other area

Chapter 3 : The participatory approach (10-15 pages) (Silva Barbeau, Swift, Rachidi and Bouabid)

Describe the steps from PLLA to implementation in detail Reconnaissance, Including information gathering and site visit PLLA

Pre PLLA workshop with team

PLLA proper

Preliminary intervention plan

PLLA report

Stakeholders workshop

Return to watershed for intervention development and site selection with local people

Selection of Zones for interventions if appropriate

Begin gathering base information which is not available (eg soils map)

Chapter 4 : Final intervention plan

Implementation (20 pages) (Rachidi, Bouabid, Kerby, Mulla and Swift)

Explain procedures, including project management, and monitoring. This should include, selection of partners, role of different players, administration, things to look for, things to avoid etc., and monitoring of project results

Chapter 5: A case study: Oued Nakhla (5-10 pages) (Swift, Rachidi, Mounsif, Tayaa and Bouabid)

Provide an overview of the Nakhla project (preintervention situation, procedures in brief, interventions and results to generate interest). Indicate that the process of replication has begun in Oued Laou.

LESSONS LEARNED

In the production of such a handbook, all and sundry should have an opportunity to contribute to this section. This would include PREM program management, all of the Moroccan partners, U.S. consultants from SAN REM and other agencies. Over the last few days discussions on this topic have been held by Swift, Rachidi, Bouabid and Mounsif; and we have come up with this preliminary set of "lessons learned", No doubt they can be added to by the management of PREM.

1. Any such project, however managed, requires the continuous, dedicated, local presence of at least one individual to keep the project on course and to provide coordination among the partners.
2. Project management must be realistic in defining the roles of the various partners. Tasks must be assigned only to those partners capable of doing them properly. Do not assign tasks to groups who do not have the time, the means or the will to accomplish them.
3. Do not promise or begin any intervention until all of the administrative details necessary for its implementation have been arranged. If an intervention is delayed or canceled because of administrative difficulties, this will not be understood or appreciated by the local participants.
4. Don't assume from the results of the PLLA and the Stakeholders Workshop, that a specific intervention will actually be accepted. That is only a preliminary judgement. Go back to the local participants again with detailed plans for the intervention, including the exact location and procedures, the roles and responsibilities of each party, long term obligations incurred etc. before proceeding. The process of implementation begins with the PLLA but is a continuing process involving ever increasing levels of detail and specificity.