



**WACDEP / GWP Capacity Development in Africa 2013-2015**

# **‘Economics of Adaptation, Water Security and Climate Resilient Development in Africa’**

**CAPACITY DEVELOPMENT PLAN IN CAMEROON**

**By**

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## ACRONYMS AND ABBREVIATIONS

AMCOW	African Ministers' Council on Water
CAMWATER	Cameroon Water Utilities Corporation
CAPNET	Capacity Building Network for Integrated Water Resources Management
CDE	"Camerounaise des Eaux"
CDKN	Climate and Development Knowledge Network
CEEPA	Centre for Environmental Economics and Policy in Africa
CIFOR	Center for International Forestry Research
CMN	Cameroon Mangrove Network
CoFCCA	Congo Basin Forests and Climate Change Adaptation"
ECCAS	Economic Community of Central African States
EDC	Electricity Development Corporation
FCPF	Forest Carbon Partnership Facility
GEF	Global Environment Facility
GESP	Growth and Employment Strategy Paper
GWP	Global Water Partnership
HYCOS	Hydrological Cycle Observing System
IWRM	Integrated Water Resources Management
LCBC	Lake Chad Basin Commission
MINADER	Ministry of Agriculture and Rural Development
MINEPAT	Ministry of Economy, Planning and Regional Development
MINEPDED	Ministere de l'Environnement, de la Protection de la Nature, et du Developpement Durable
MINFI	Ministry of Finance
MINMAP	Ministry of Public Contracts
MINRESI	Ministry of Scientific Research and Innovation

NAP	National Adaptation Plan
NBSAP	National Biodiversity Strategy and Action Plan
NTC	National Training Coordinator
ONACC	National Climate Change Observatory
REDD	Reduce Emissions from Deforestation and Forest Degradation
REDD+	Reduce emissions from deforestation and forest degradation, and enhance carbon stocks
R-PIN	REDD Readiness Project Idea Note
R-PP	Readiness Preparation Proposal
UNDP	United Nations Development Program
WACDEP	Water, Climate and Development Program
WWF	World Wildlife Fund

## 1. INTRODUCTION

Elaborated under the implementation of Water, Climate and Development Programme (WACDEP), the present document is the capacity development program for the implementation of the WACDEP Capacity Development Programme in Cameroon from October 2013 to December 2014.

WACDEP supports the implementation of African Ministers' Council on Water (AMCOW)'s current work program. It is being implemented until 2016 in eight countries: Cameroon, Ghana, Burkina Faso, Mozambique, Zimbabwe, Burundi, Rwanda and Tunisia; four transboundary basins: Volta Basin, Lake Chad Basin, Lake Victoria-Kagera Basin, Limpopo Basin and one shared aquifer: the North Western Sahara Aquifer System. The program includes four components namely: (i) investments in regional and national development, (ii) innovative green solution, (iii) knowledge and capacity development, and (iv) partnership and sustainability.

The capacity development component is a 24 months program to be implemented from January 2013 to December 2014, and is being managed through a close collaboration between GWP, Niras Natura AB cooperation<sup>1</sup>, CDKN<sup>2</sup> and Cap-Net UNDP<sup>3</sup>.

## 2. WACDEP- Capacity Development Programme, objectives and expected outputs

WACDEP-Capacity development Programme at national level is developed in order to enhance local technical, analytical and institutional capacity for climate resilient development in collaboration with AMCOW, CDKN, UNDP-GEF, CapNet and GWP. This is a key pillar of the WACDEP and NAPs process. Investment planning for climate resilience needs to be informed by sound economic analysis of adaptation.

The objective of this capacity development initiative is to, among other things, also develop the capacity of planners and technical officers in planning/finance as well as in ministries in charge of environment, agriculture, water, public works, lands and others. The purpose of the training is to identify, develop and appraise no/low regrets investments options and integrate these into national planning processes, development plans and programs.

The initiative will contribute to enhance understanding of the economics of adaptation as it relates to medium- and long-term national, sub-national and sectorial development planning as well as in evaluating different adaptation investment projects.

The initiative, targeting government planners will produce a cadre of practitioners who can prepare high-quality economic analyses related to climate change adaptation projects and programs, and support integration of no/low regrets investments into national development and sectoral plans.

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<sup>1</sup> International, multidisciplinary engineering and development consultancy company and Partners

<sup>2</sup>Climate & Development Knowledge Network

<sup>3</sup>United Nations Development Programme-Capacity Building Network

The implementation of the capacity development programme is embedded in GWP and WACDEP regional and country management teams, linked to the UNDP GEF supported portfolio of adaptation projects. Implementation will be conducted in coordination with UNDP country offices, as established following the methodology proposed in the African Union and AMCOW Framework for Water Security and Climate Resilient Development.

The initiative is drawn on local and regional experts as well as promotes North-South and South-South knowledge exchange through involvement of international organizations and academia such as NIRAS with its partners of Stockholm, Yale School of Forestry and Environmental Studies of the USA and the Centre for Environmental Economics and Policy in Africa (CEEPA) in Pretoria. The initiative will also build and benefit from UNDP-GEF's experience in undertaking similar work elsewhere such as the 'economics of the climate change adaptation programme in Asia'.

It will be delivered as a series of training and experience-sharing workshops interspersed with field work, on the job training and application. The Training Programme will be implemented from October 2013 to December 2014 at the national, transboundary and regional level.

The activities of the WACDEP Capacity Development Programme are organized in 8 phases as follows: i) Programme Management; ii) Inception; iii) Learning Material Development; iv) Capacity Development Team Mobilization; v) Regional and Country Assessments and Plans; vi) Production of and Access to Learning Material; vii) Delivery of Capacity Development; and viii) Summary and Reflections.

The initiative is expected to develop the capacities and knowledge required by planners and decision makers in Africa and to enhance skills in the following areas:

- Making an economic case to high level policy makers on the importance of water security and climate resilient development;
- Undertaking climate impact assessment and climate screening;
- Use of economic analysis tools and methods for appraising investment options including use of cost benefit analysis, cost effectiveness assessment and others;
- Robust decision making using the concept of no/low regrets investments;
- Design of financing and investment portfolios for climate resilient development;
- Mainstreaming no/low regrets investments into development processes;
- Monitoring and evaluation of climate resilient development.

### 3. COUNTRY AND REGIONAL ASSESSMENT AND PLAN

This section discusses the country needs and proposes a plan for country capacity development.

#### 3.1. Context

At the national and regional level, concrete measures for ensuring water security and climate resilience development have been included in water and other relevant sector policies and strategies. This implies that climate resilience and water security are not entirely new concepts, and thus some capacity in these topical areas does exist. However, there is need to identify and build upon these institutional and individual capacities that will better contextualize the emerging climate and water related concepts and theories for local level impacts. Some of these policies and strategies and the relevant measures identified at the national and regional levels are presented in table 1.

**Table 1: Relevant policies and strategies at national and regional levels**

Relevant sector policy	Measures included for water security and climate change resilience development
<b>REGIONAL</b>	
Regional water policy of ECCAS	<ul style="list-style-type: none"> <li>- Creation of a water resource management center</li> <li>- Creation of a favorable environment for good water governance</li> <li>- Development of programs to enhance water resources</li> </ul>
The 2025 development vision of the Lake Chad Basin Commission (LCBC)	<p><b>VISION:</b> The Lake Chad Region would like to see by the year 2025,</p> <ul style="list-style-type: none"> <li>- the Lake Chad – common heritage – and other wetlands maintained at sustainable levels to ensure the economic security of the freshwater ecosystem resources, sustained biodiversity and aquatic resources of the basin, the use of which should be equitable to serve the needs of the population of the basin thereby reducing the poverty level.</li> <li>- A Lake Chad Region where the regional and national authorities accept responsibilities for freshwater, ecosystem and biodiversity conservation and judicious integrated river basin management to achieve sustainable development.</li> <li>- A Lake Chad Region where every Member States has equitable access to safe and adequate water resources to meet its needs and rights and maintain its freshwater, ecosystem and</li> </ul>

	biodiversity resources.
The Lake Chad Basin Strategic Action Program	<ul style="list-style-type: none"> <li>- Improved quantity and quality of water in the lake Chad basin</li> <li>- Restoration, conservation and sustainable use of bio-resources in the lake Chad basin</li> <li>- Conservation of biodiversity in the lake Chad basin</li> <li>- Restoration and preservation of ecosystems in the lake Chad basin</li> <li>- Strengthened participation and capacity of stakeholders, and institutional</li> <li>- And legal frameworks for environmental stewardship of the lake Chad basin</li> </ul>
The financing strategy for the water sector in Central Africa	<ul style="list-style-type: none"> <li>- Setting up of a Regional basket fund for the financing of sound management of water resources projects</li> </ul>
<b>NATIONAL</b>	
A <b>Cameroon Horizon 2035 long-term development vision</b> was developed in March 2009 with a <b>ten-year economic growth framework</b> (GESP) which will be implemented from 2010 to 2019	<p>Climate change considerations and other environmental threats currently are included in chapter V of Horizon 2035 document.</p> <p>The Government intends to improve the percentage of those who have access to drinking water to 75% by 2020:</p> <ul style="list-style-type: none"> <li>- Rehabilitate existing infrastructures,</li> <li>- Make extensions networks existing which have not kept pace with demographic and urban expansion, and</li> <li>- Promote implementation of programs of large-scale connections to drinking water supply.</li> </ul>
National Integrated Water Resources Management Action Plan (2009)	<p>Not yet elaborated. However, diagnostic report identifies:</p> <ul style="list-style-type: none"> <li>- Lack of formal water policy</li> <li>- Weak individual and institutional capacity</li> </ul> <p>- Insufficient institutional coordination of the sector as major problems, which will be aggravated with the advent of negative impacts of climate change like sea level rise, flooding, etc.-</p> <p>.</p> <ul style="list-style-type: none"> <li>- One thematic report, dedicated to water and the environment, addresses issues of climate change focusing on water and climate related disasters.</li> </ul>

National strategy on liquid waste (2011)	<ul style="list-style-type: none"> <li>- Elaborated in 2011 in collaboration with the World Bank. A key strategic objective is the promotion of hygiene and sanitation through the elaboration of strategic sanitation plans for councils.</li> <li>- These will not only focus on the collection and disposal of excreta and household liquid waste, but also examines activities in managing solid waste (collect, transport, treatment and disposal) and storm water.</li> </ul>
The policy letter for the urban water sector (April 2007)	<ul style="list-style-type: none"> <li>- This letter has as ambition to focus development of the country on the concept of human security by permitting each Cameroonian to have access to food and drinking water</li> </ul>
Policy on potable water and sanitation in rural areas (2009)	<ul style="list-style-type: none"> <li>- This policy document contains a 2008 -2015 Action Plan for potable water and sanitation in rural areas. Validated in 2009, this policy paper aims to develop sustainable activities for water supply and sanitation in rural areas.</li> </ul>
National Adaptation Plan for climate change	<ul style="list-style-type: none"> <li>- The national adaptation plan (NAP) is still being finalized; the first draft had been elaborated and consultation meetings to enrich the NAP. The elaboration is being led by the department which is responsible for climate change and natural resources conservation and protection at the ministry of environment and sustainable development (MINEPDED), and is being prepared in partnership with the UNDP.</li> <li>- This document aims to identify projects that will be implemented to ensure long-term adaptation to climate change at the national level.</li> </ul>

### 3.2. Key actors: institutional arrangements and roles

The key stakeholders in the area of water resources management and climate change in Cameroon are:

- The Ministry in charge of water resources and its related public (parastatal) institutions like Cameroon Water Utilities Corporation (CAMWATER) and Electricity Development Corporation (EDC);

- Private companies like Camerounaise Des Eaux (CDE), National Electricity Corporation (AES-SONEL);
- The ministries of environment, scientific research and innovation and agriculture, and their related parastatal institutions like the National Climate Change Observatory (ONACC), amongst others.

This is in line with the missions and responsibilities assigned to these ministries by **decree N° 2011/408 of 09 December 2011** organizing the government of Cameroon.

However, there are key coordinating institutions whose activities have a major effect on the activities of the key ministries and institutions. These include:

- The Ministry in-charge of economic planning and regional development (MINEPAT);
- The Ministry of Finance (MINFI) and;
- The ministry of Public Contracts (MINMAP).

The role of decision making organs like the Presidency of the Republic and the Prime Ministry need not be considered seriously, especially related to when and how to involve them in key processes.

### **3.3. Learning needs of national and key actors**

Overall the institutional and individual capacities are low. Alone infrastructure is poor, hampering the operations of government in particular. Whilst issues such as office functionality, communication infrastructure and transportation are important, problems are exacerbated by limited operational budgets to implement policy action and outreach.

The difficulties to organize outreach and campaigns, and meaningful on the ground project interventions are manifold. Limited availability of staff, but also the limited skills and capacity levels of staff members seriously impair implementation of the necessary adaptation action.

Young professionals are often ill equipped when they graduate from higher learning institutions to perform in their professional fields, and currently there are no trainings that would build such capacities.

**To effectively stimulate the process of integrating water security and climate resilience into regional/national/local development process, the following core competency areas need to be addressed:**

- Climate monitoring, data generation and management (storage, processing and information sharing);
- hydrological monitoring, data collection and analysis;
- downscaling and interpretation of global and regional climate models;
- climate vulnerability and impact assessment;

- Risk Identification and Forecasting to Understand and Identify Vulnerability and Disaster Risk
- climate sensitive program and project design;
- financial and economic appraisal techniques; and
- stakeholder engagement and consultation.

Following an analysis of institutional capacity needs carried out with potential participants for the WACDEP capacity development program, table 2 presents a summary of capacity needs identified per stakeholder.

**Table 2: Capacity development needs per stakeholder**

Sectors / Institutions	Capacity needs
<b>Ministry of Environment and Sustainable Development</b>	<ul style="list-style-type: none"> <li>- Technical knowledge on climate change adaptation and mitigation</li> <li>- Tools and methods for sustainable management of water resources</li> <li>- Planning tools and methods for management of water related projects</li> <li>- Monitoring and evaluation of water and climate change related projects</li> <li>- Prevention and management of climate and water related risks and disasters;</li> <li>- Communication techniques for sensitizing and communicating with populations on climate change resilience and water security.</li> </ul>
<b>Ministry of Energy and Water Resources</b>	<ul style="list-style-type: none"> <li>- Use of meteorological parameters to determine impacts of climate change on quantity and quality of water resources in long and short term</li> <li>- Tools, methods and knowledge to identify, and evaluate the quantity and quality of underground water resources for water use planning;</li> <li>- Water related disaster (floods and droughts) management;</li> <li>- Use of climate change parameters in conception and implementation of micro or small scale projects.</li> </ul>
<b>Ministry of agriculture and rural development</b>	<ul style="list-style-type: none"> <li>- Short duration crop types and categories;</li> <li>- Technical capacity in developing and/or revising an agricultural calendar;</li> <li>- Strengths and weaknesses of irrigation techniques;</li> <li>- Drip irrigation;</li> <li>- Management of agricultural dams.</li> </ul>
<b>Research and Education</b>	<ul style="list-style-type: none"> <li>- Groundwater resources monitoring for climate change research;</li> <li>- Collection, control, treatment, modeling and dissemination of water resources and climate related data and information;</li> <li>- Adapting internationally established water quality standards to local context.</li> </ul>

### 3.4. Key on-going development processes and links to WACDEP

This section identifies key processes, programs and projects in different sectors that the WACDEP capacity development program can benefit from or develop strategic collaboration with at the national level.

With respect to research, the following projects were identified:

- Climate change in humid tropical zones of Cameroon;
- Congo and Niger Hydrological Cycle Observing System (HYCOS) projects
- Project for quantitative et qualitative evaluation of water resources per river basin
- Project for securing water resources in densely populated areas.

These projects are all linked the National IWRM and National Adaptation planning processes and thus should be considered in the elaboration of the National IWRM Action Plan and the National Adaptation Plan (NAP).

In terms of agriculture and livestock, the following projects and programs were identified:

- Development of ponds: proposed establishment of pools of water in the North and Far North directed by MINEE;
- Lowland Development Project;
- Installing and using advanced irrigation techniques like drip irrigation project;
- Hydro-agricultural infrastructure development project on river Logone;
- Development of crop varieties resistant to insects and diseases; Development / isolation of improved breeds; constitution of seed stocks / banks; Development of short-duration varieties (maize, millet, sorghum, onion).

These projects are all linked the National IWRM and National Adaptation planning processes and also to the implementation of the rural sector strategy for soil and water management. They thus should be considered in the elaboration of the National IWRM Action Plan and the National Adaptation Plan (NAP).

In the environment and forest sector, the following projects are led by the ministry in charge of the environment and that in charge of forestry:

- Protection of mangroves: the Cameroon Mangrove Network (CMN) with technical support from World Wildlife Fund (WWF) is conducting a study on the vulnerability of mangroves and proposes to develop an adaptation strategy relating thereto;
- Research in the field of adaptation (the Center for International Forestry Research – CIFOR - has developed climate models for more effective vulnerability assessment); CIFOR is also leading a sub-regional project known as the "Congo Basin Forests and Climate Change Adaptation" (CoFCCA) in forest areas which includes three countries: Cameroon, the Democratic Republic of Congo and the Central African Republic. The main

challenge is to develop adaptation strategies in the Congo Basin without compromising the integrity of the forest, and thus allowing it to ensure the economic, social and cultural development of the region. CoFFCA also intends to raise awareness of the need to finance the adaptation of tropical forest ecosystems.

➤ REDD+ program

This is the program for Reducing Emissions from Deforestation and Forest Degradation "plus" (REDD+) or including the conservation and sustainable management of forests and the enhancement of forest carbon stocks. In this project, Cameroon was selected among the developing countries with forest resources to benefit from the Forest Carbon Partnership Facility (FCPF). The Readiness Project Idea Note (R-PIN) was approved in July 2008, the draft of the Readiness Preparation Proposal (R-PPP) is completed and the grant agreement will be signed very soon.

➤ NAP Process

This is the process for elaborating a National Adaptation Plan to Climate Change (NAP) in Cameroon. The process of elaborating a NAP started in 2012 and a draft NAP is ready. However, there is need for coordination to evaluate the next steps and roll out an action plan to finalize the NAP.

➤ SAHEL Vert Project:

Under the framework of the United Nations Convention on the fight against desertification, operation green sahel project was initiated by the government of Cameroon to address the degradation of arid, semi-arid and dry sub-humid in the northern part. This degradation caused by various factors, including climate change and human activities leads to desertification and climate change in the northern part of Cameroon. The project aims at restoring degraded lands and reducing the pressure on forest resources through reforestation and vulgarizing the use of improved stoves. It is funded annually by the Cameroon government and coordinated by MINEPDED.

➤ Project to develop the River Benue drainage Basin

This project aims at restoring degraded sites by the planting of trees and the use of organic fertilizers. It also seeks to strengthen the river Benue banks against erosion using either mechanical methods or biological method;

➤ Project to manage the water hyacinth and other invasive species

This is an ongoing project focusing on inland rivers in Cameroon, especially those that serve as river transport routes and ports.

➤ The National Biodiversity Strategy and Action plan (NBSAP).

The first draft of this document has been elaborated and is in the process of validation. The WACDEP in Cameroon supported the mainstreaming of climate change and water resources management issues into the draft strategy document. The process is being led by the office of the Technical Adviser N° 1 in the Ministry in Charge of the Environment.

➤ Conservation and participatory management of mangrove ecosystems in Cameroon Project

The goal of this project is to regenerate degraded sites in the coastal areas of Cameroon. In its pilot phase, which began in April 2009, about six hectares were reforested with 2 in Campo Beach at the mouth of the Ntem, 2 in Lokoundjé village level Lokoundjé and 2 in Beohondo village. This project receives funding from the budget of MINEPDED. The project duration was 3 years.

All these projects and processes will serve as inputs into the National IWRM and National Adaptation planning processes and also in the revision of the Growth and Employment Strategy Paper (GESP).

With respect to projects and programs led by the Ministry of Energy and Water Resources, the following were identified:

- PANGIRE Program or Program for elaborating the National IWRM Plan;
- Lom Pangar Hydroelectricity Dam project
- Mekin Hydroelectricity dam project
- Memvéélé Hydroelectricity dam project
- Sanaga potabe water supply project;
- Yato and Akomnyada water supply production and treatment plant expansion projects
- Project to rehabilitate the Mefou water treatment plant;
- Renewable energy (solar, eolien) projects

It is worth noting that all these projects are part of the “big infrastructure development project” of the current presidential mandate, and the Lom Pangar Project was inaugurated by the Head of State in 2012. The Lom Pangar Project is at the heart of the process of institutionalizing a River Basin Commission for the Sanaga River Basin.

### **3.5. Strategy to address identified learning needs**

The capacity needs identified above can be addressed in several ways. In this case, the following six step process will be adopted in addressing the institutional and individual capacity development needs identified:

- Identify and engage stakeholders on capacity development;
- Consolidate the capacity development needs, and formulate capacity development program;
- Develop, test and adapt learning materials;
- Implement Training of trainers workshop;
- Implement capacity development program;
- Evaluate the capacity development program.

Given that water security and climate resilience are not one-off issues, and considering the varying backgrounds of participants and their diverse training needs, a continuous training program is preferred over a one-off training workshop. Moreover, considering that all participants in this program are adults, the trainings should involve a mix of:

All these should be founded on a mentorship approach whereby participants are assigned mentors to support them during the course of the training cycle.

### 3.6. Selected Capacity Development Team members

Following an analysis of curriculum vitae and application forms of potential trainers, and an external evaluation of potential capacity development team members, three experts were retained according to their field of expertise (climate change, hydrology and water resources management, economics and financing of water related activities). The list of experts retained as CD Team members for the WACDEP capacity development program in Cameroon is presented in table 3 below.

**Table 3: List of selected capacity development**

S/N	Domain	Candidate	Academic qualification	Relevant work experience
1	Expert Trainer in hydro-physical issues / Water Resources Management	Ndam Jules Rem	PhD, Hydrology University of Yaounde	Associate Professor and Lecturer of hydrology / hydrogeology at University of Yaounde I
2	Expert Trainer in policy, stakeholders involvement, vulnerability.	Gratien Tchiadeu	PhD, Geography University of Douala	Over 10 years teaching and research experience in area of climate change. Currently lecturer at University of Douala
3	Expert Trainer in economics and finance of projects	Yossa Thaddee	MSc, Economics Consultant	Economic and finance expert with some part-time teaching experience at the University of Douala. Lead consultant in developing the finance strategy for water sector in Central Africa

### 3.7. Selected participants

The selection of participants (planners) was done in collaboration with their employers to ensure institutional support in delivering the program, and also is raising awareness on the WACDEP within government circles in the Cameroon. Thus, the list of potential participants designated by their institutions, who have filled and submitted their application forms, and have been recommended for the training program are presented in table 4.

Meanwhile, the participants (decision makers) are the supervisors of participants (planners) who have a rank of Director or above, and who facilitated the identification and designation of the planners within their respective institutions. The list of participants decision makers is presented in table 5.

**Table 4: List of Participants Planners**

S/N	Ministry/ Sector	Institutions/ Department	Participants Potential	Position in the Institution	National Planning Processes	Correspondent WACDEP WPs
1	Ministry of Energy and Water Resources (MINEE)	Department of Studies, Planning and Cooperation (Division des Etudes, de la Prospective et de la Coopération)	1. Mr. MENYONG Godlove	Technical support staff (Planner)	❖ Elaboration of National IWRM Vision- Strategy 2035 and Action Plan Water Plan (2015 – 2020) mainstreaming Water Security & Climate Resilient Development issues	WP2
		Department of Water Management (Direction de la Gestion des Ressources en Eau)	2. M. NGNIKE Pierre Marie	Chief of service, (Planner)	❖ Elaboration No/low regret investment options prioritised for water security and climate resilience from the NBSAP, Growth and Employment Strategy and the IWRM Plan	
		Department of water resources use (Direction de la Mobilisation des ressources en eau)	3. M. AVA ONDOUA Jean Marie	Chief of service, Urban water supply (Planner)	❖ Establishment of River Basin Institutions in Cameroon	WP3
		Department of Studies,	4. Mme NDEWEGE	Chargé d'Etude		

S/N	Ministry/ Sector	Institutions/ Department	Participants Potential	Position in the Institution	National Planning Processes	Correspondent WACDEP WPs
		Planning and Cooperation	Fideline	Assistant N° 2		
		Electricity Development Corporation	5. Mr. TOWA Adrien	Chief of service (Planner)	❖ Institutionalization of a River Basin Organization for the Sanaga River	
2	Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)	Direction de la promotion du développement durable	6. FORGAP Patrick	Chief of service (Planner)	1. Elaboration of ❖ National Biodiversity Strategy integrating Water Security & Climate Resilient Development issues (NBSAP)	WP2
		Direction de la promotion du développement durable	7. WANIÉ Marcel	Sub-director (Planner)		
		Direction de la Conservation et de Gestion des Ressources Naturelles - DCGRN	8. ZIÉKINE Angèle	Sub director (Planner)	❖ Elaboration of National Adaptation Plan and national biodiversity strategy and action plan	WP2
		Direction de la Conservation et de Gestion des Ressources Naturelles - DCGRN	9. TSAMA Valerie	Chief of service (Planner)	❖ Elaboration of national REDD strategy and action plan	WP2 & WP 3
3	Ministry of Economy, Planning and Regional Development	Technical Committee for monitoring of Economic Prog.	10. NDJIKE NANA Gervais	Chief of service (Planner)	❖ Revision of the national growth and employment strategy document	WP2
		Department of Regional and Border Area Development	11. ASSO'O FOUMANE Serge Fabrice	Technical Support Staff (Planner)	❖ National Strategy for rural sector development	
			12. NGOM Emmanuel	Technical	❖ Management of International River	

S/N	Ministry/ Sector	Institutions/ Department	Participants Potential	Position in the Institution	National Planning Processes	Correspondent WACDEP WPs
				Support Staff (Planner)	Basins	
4	Ministry of Agriculture and Rural Development	Department of Rural Engineering	13. ATANGANA Jean Bertrand	Ingénieur d'Etudes (Planner)	❖ Implementation of the rural sector strategy for soil and water management.	WP2 & WP 3
		Department of Rural Engineering	14. NGONO NOAH Marie Estelle	Ingénieur d'Etudes (Planner)		

**Table 5: List of Participants Decision Makers**

S/N	Ministry/ Sector	Institutions/ Department	Participants Potential	Position in the Institution	National Planning Processes	Correspondent WACDEP WPs
	Ministry of Energy and Water Resources (MINEE)	Department of Water Management	M. Mamoudou Ousman	Director	National IWRM planning process	
		Electricity Development Corporation	Dr Théodore Nsangou	Director General	Institutionalising the Sanaga River Commission; Construction of the Lom Pangar Hydro Electric Dam	
	Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)	Department of Monitoring, Conservation and Promotion of Natural Resources	Dr. WASSOUNI Amadou	Director	National Adaptation Plan; National REDD strategy	
	Ministry of Economy, Planning and	Department of Regional and Border Area Development		Director		

S/N	Ministry/ Sector	Institutions/ Department	Participants Potential	Position in the Institution	National Planning Processes	Correspondent WACDEP WPs
	Regional Development					
	Ministry of Agriculture and Rural Development	Department of Rural Engineering	Mrs. Bidjogo epse Mveng Pauline	Acting Director	Rural Sector Development Strategy for soil and water management	

### 3.8. Program Implementation Plan

Following a meeting organized with trainers, NTC and the WACDEP country program manager, an implementation plan for delivering the trainings was developed and adopted based on annual activity calendar in the country. It is very important that the agreed dates be discussed with the participants and measures taken to ensure that it is respected to avoid absenteeism. The current implementation plan and estimated budget for the training program is presented in table 6.

**Table 6: Implementation plan for training workshops and on-job mentoring actions**

Activities	Objectives	Participants/ Number	Period	Venue details	Budget (Euros)
National Review of the Learning Material (LM) by the NTC, CDTeam and relevant Experts and stakeholders	Capacity development team members understand learning materials, and adapt them to national context, and reflect on strategy for effective delivering of training.	08	24 <sup>th</sup> – 25 <sup>th</sup> October 2013	Yaoundé	1.000
Preparation and elaboration of draft action plan by each participant planner	Structure training to respond to participants needs, and address critical problems in the sectors. Also, to improve ownership of training by participants and develop a tool for monitoring and mentoring participants.	20	17 <sup>th</sup> – 18 <sup>th</sup> December	Yaoundé	1.000
Workshop1: Setting the scene and understanding the problem	To provide an initial overview and sensitization of the framework, present the case for investing in water security for climate resilient development and start exploring some of the methods available to understand vulnerability and climate impacts	30	14 <sup>th</sup> – 17 <sup>th</sup> January 2014	Douala	20.000
On job mentoring actions support to participants with their home institutions during In between Workshops 1 – 2	To help planners to apply theoretical knowledge in their work in connection with the identified on-going or upcoming activities that the implementation needs to support	18	18 <sup>th</sup> Jan – 17 <sup>th</sup> Feb 2014		

Workshop 2: Identifying and appraising solutions	To help participants to develop a balanced portfolio of investment options that enhance water security for climate resilient growth and development, to prioritize no/low regret options and to make a case clear economic for investment	25	18 <sup>th</sup> – 21 <sup>st</sup> February 2014	Kribi	14.000
On job mentoring actions support to participants with their home institutions during In between Workshops 2 – 3	To help planners to apply theoretical knowledge in their work in connection with the identified on-going or upcoming activities that the implementation needs to support	18	21 <sup>st</sup> Feb – 21 <sup>st</sup> April 2014		
Workshop 3: Delivering solutions	To highlight to participants the financing strategies for the portfolio of initial no/low regret investment identified at workshop 2 and in intervening period, explain how these can be integrated into existing development planning processes	25	22 <sup>nd</sup> – 25 <sup>th</sup> April 2014	Limbe	14.000
On job mentoring actions support to participants with their home institutions during In between Workshops 3 – 4	To help planners to apply theoretical knowledge in their work in connection with the identified on-going or upcoming activities that the implementation needs to support	18	26 <sup>th</sup> April – 4 <sup>th</sup> Aug 2014		
Workshop 4: Monitoring and moving forwards and introduction to the framework	To highlight the importance of an effective M& E framework in assessing the value that applying the framework has added, and provide feedback for future iterations and applications, amongst participating Strategic Decision Makers, the content and value of the Framework.	25	5 <sup>th</sup> -7 <sup>th</sup> August 2014	Bamenda	14.000
On job mentoring actions support to participants with their home institutions during In between Workshops 4 – 5	To help planners to apply theoretical knowledge in their work in connection with the identified on-going or upcoming activities that the implementation needs to support	18	7 <sup>th</sup> Aug– 21 <sup>st</sup> Oct 2014		
Workshop 5: Wrap up, lessons learned	Wrap up the training program; review activities, outcomes, actual learning taking place etc.	30	22 <sup>nd</sup> – 24 <sup>th</sup> October 2014	Douala	20.000
<b>Total</b>					<b>84.000</b>

### **3.9. Participants planners action plans**

In collaboration with the capacity development team members and the WACDEP country Program Manager, a two day working session will be organized with the participants (planners) to discuss and develop their action plans during the training cycle. Each capacity development team member will be assigned four or five participants to work with, while the National Training Coordinator will be responsible for facilitating the meeting and providing guidance.

It is envisaged that prior to this meeting, a standard model for the content of participant action plans will be developed and shared with the participants.

### **3.10. Timeline, activities and responsibilities**

The overall training plan from October 2013 to December 2014 is presented in the table 7. This is a transformation of the implementation plan presented in the table 6.

**Table 7: Implementation Timeline and Responsibilities**

Activities	Sub-activities	Period																Responsible	Collaborators	
		2013			2014															
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
National Review of the Learning Material (LM) by the NTC, CDTeam and relevant Experts and stakeholders		X																	NTC	Country Program Manager, Capacity Development Team members
Preparation and elaboration of draft action plan by each participant planner				X															NTC	Country Program Manager, CDTeam members, Participants (planners)
Workshop1: Setting the scene and understanding the problem					X														NTC, CDTeam	WACDEP Country Program Manager, Country Water Partnership Secretariat
On job mentoring actions support to participants with their home institutions during In between Workshops 1 - 2					X	X													CD Team, NTC	Participants (planners, decision makers)
Workshop 2: Identifying and appraising solutions						X													NTC, CDTeam	WACDEP Country Program Manager, Country Water Partnership Secretariat

On job mentoring actions support to participants with their home institutions during In between Workshops 2 – 3						X	X	X										CDTeam, NTC	Participants (planners, decision makers)
Workshop 3: Delivering solutions								X										NTC, CDTeam	WACDEP Country Program Manager, Country Water Partnership Secretariat
On job mentoring actions support to participants with their home institutions during In between Workshops 3 – 4								X	X	X	X	X						CDTeam, NTC	Participants (planners, decision makers)
Workshop 4: Monitoring and moving forwards and introduction to the framework												X						NTC, CDTeam	WACDEP Country Program Manager, Country Water Partnership Secretariat
On job mentoring actions support to participants with their home institutions during In between Workshops 4 – 5												X	X	X				CDTeam, NTC	Participants (planners, decision makers)
Workshop 5: Wrap up, lessons learned														X				NTC, CDTeam	WACDEP Country Program Manager, Country Water Partnership Secretariat

### **3.11. Quality assurance, monitoring and evaluation system**

Quality management will be a major challenge in this program as participants for two major reasons:

- Trainers are part-time consultants who are already engaged full time with other activities and institutions;
- Participants are principally civil servants designated by their respective institutions and whose level of motivation for learning climate and water issues is not clear.

Moreover, the long duration of the program, and the importance of consistency make it crucially important to develop and design continuous monitoring tools for program implementation.

The NTC and Capacity development team have structured the monitoring and evaluation activities at various levels:

#### **Individual Level**

End of course diplomas will be awarded to the participants (planners). The receipt of diplomas will be dependent on the performance of each participant (planner) in the two or three home assignments that they will be given during the training.

An award will be previewed for the best trainer. The winner will be chosen based on an evaluation of each capacity development team member by the participants (planners). The evaluation tool will be developed by the NTC, who will also manage the evaluation process.

#### **Workshop level**

A final workshop report will be prepared at the end of each training. This will be based on the terms of reference for the workshop, and the outcomes of daily evaluation meetings carried out with the capacity development team members. The daily evaluation meetings will principally look at progress towards workshop objectives, and strategies to improve quality of expected outputs of the workshop.

During each workshop, the level of participation (physical presence) of the designated planners will be analyzed and presented, and an end of workshop evaluation will be carried out with the participants (planners) regularly. The workshop evaluation tool will also address issues of administration and general organization.

#### **Program Level**

At the program level, it is envisaged to elaborate an end of program report that will be based on the different workshop reports, and the individual evaluations carried out. Moreover, the NTC will hold a side meeting with participants (decision makers) to discuss their assessment of the program. Thus, during the fifth workshop, at least half a day will be dedicated to program evaluation by participants (planners and decision makers), and capacity development team members.

## CONCLUSION

Although done quite rapidly, the capacity needs assessment at national and Regional levels draws a portrait of the existing situation in terms of capacities and stakeholders involved in addressing ***water security and climate resilience development***.

It is clear that the needs are enormous as the capacity of both the institutions and the individuals within the institutions are very weak with respect to water security and climate resilient development. To be productive during this training program, especially with respect to monitoring and evaluation, it is strongly recommended that a facilitator or facilitation team be recruited to facilitate the five workshops.

According to UNDP/MINEPDED (2012), it is important that capacity development in environment related fields like water and climate change consider and involve key coordinating stakeholders like the presidency, the prime ministry, the ministries in charge of finance and economic planning, and the special council support fund, FEICOM.

Finally, the assessment demonstrates clearly that the important and key role of leadership and coordination in the areas of water security and climate change will need to be given special attention during the implementation of capacity development activities.

It is important to note that the success of the training program does not only depend on the knowledge and skills of the trainers (teachers), but also on the quality of the instructional material and the motivation of the participants or their readiness to learn.

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