



# Partnerships for Africa's Water Development

*Planning for  
Integrated Water Resources  
Management and Development  
in Cameroon*

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 **Global Water  
Partnership**  
Central Africa  
**Cameroon Water Partnership**

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## ACRONYMS AND ABBREVIATIONS

<b>CAMWATER</b>	Cameroon Water Utility Corporation
<b>CDC</b>	Cameroon Development Corporation
<b>IDRC</b>	International Development Research Centre
<b>CNE</b>	National Water Committee
<b>GESP</b>	Growth and Employment Strategy Paper
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>FEDEV</b>	Foundation for Environment and Development
<b>IWRM</b>	Integrated Water Resources Management
<b>GWA</b>	Gender and Water Alliance
<b>GWP-CAfTAC</b>	Global Water Partnership Central Africa Technical Advisory Committee
<b>GWP-O</b>	Global Water Partnership Organisation
<b>IRGM</b>	Institute for Geological and Mining Research
<b>WRIAM</b>	Water Resources Issues Assessment Matrix
<b>MINEE</b>	Ministry of Energy and Water Resources
<b>MINEP</b>	Ministry of Environment and Nature Protection
<b>MINEPAT</b>	Ministry of the Economy, Planning and Regional Development
<b>MINEPIA</b>	Ministry of Livestock, Fishing and Animal Industries
<b>MOU</b>	Memorandum of Understanding
<b>MDGs</b>	Millennium Development Goals
<b>NGO</b>	Non Governmental Organisation
<b>PAGIRE</b>	Integrated Water Resources Management Action Plan
<b>PANGIRE</b>	National Integrated Water Resources Management Action Plan
<b>PAWD-II</b>	Partnership for Africa's Water Development Phase II
<b>EFP</b>	Economic and Financial Programme
<b>GWP – Cmr</b>	Global Water Partnership Cameroon
<b>UNDP</b>	United Nations Development Programme
<b>WSSD</b>	World Summit on Sustainable Development
<b>SNEC</b>	Cameroon National Water Corporation
<b>SNV</b>	Netherlands Development Organisation
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation

## EXECUTIVE SUMMARY

In order to achieve the Millennium Development Goals and implement the recommendations of the World Summit on Sustainable Development (WSSD) held in Johannesburg in 2002, the government of Cameroon, together with five (05) other African countries (Eritrea, Mozambique, Swaziland, Benin and Cape Verde) requested the Global Water Partnership Organisation (GWPO) to submit proposals for better water governance in their respective countries through the Dutch Initiative. The positive response to these proposals led to the creation of phase two of the Partnership for Africa's Water Development (PAWD-II) which seeks to provide financial assistance to six African countries in preparing their National Integrated Water Resources Management Action Plans (PANGIRE). The process of preparing Cameroon's IWRM plan started on this occasion with the setting up of the Global Water Partnership Cameroon (GWP-Cmr) in June 2005, designed to facilitate the planning process by creating a neutral platform for all water stakeholders in Cameroon.

Due to lack of a formal water policy paper in Cameroon, the process for elaborating an IWRM plan previewed the preparation of a policy paper. The key steps and overall budget required for the planning process are contained in the inventory report of the water sector in Cameroon prepared by GWP Cameroon and validated at a workshop organised to launch the PAWD-II programme.

GWP-Cmr ensured that several water stakeholders were trained on this new concept of IWRM so they could effectively participate in the national IWRM planning process. Training was better targeted once the institutional project mechanism, that comprised the Steering Committee, the Follow-Up Committee and the Project Team, had been set up by the Minister of Energy and Water Resources. These training sessions were organised both in Cameroon and abroad on various themes such as the training of a team of national facilitators on how to follow-up the implementation of the plan, training on the use of the GWP Toolbox, on the Water Resources Issues Assessment Matrix method, and on how to conduct a situation analysis of the water sector. These sessions were designed to build the capacities of national experts on IWRM and IWRM-related subjects given their novelty and the lack of expertise in this domain. Overall, it is estimated that over three hundred and eleven (311) people from about one hundred and twenty-six (126) partner institutions were trained by GWP-Cmr within the context of the PAWD-II programme.

During the implementation of the programme, much emphasis was given to identifying and building on existing initiatives while striving to participate and align with ongoing initiatives.

The national IWRM planning process had thirteen steps (excluding the elaboration of a national water policy – step 0) which can be summarised into three major phases:

- Mobilising political will (steps 1-4);
- Conducting the Situation Analysis of the water sector (steps 5-7);
- Preparing the national IWRM action plan (steps 8-13).

As of now, the first two phases are completed, and the third phase is at its initial stages. The first phase was delivered after eighteen months mainly due to incomprehension between GWP Cameroon and the government at the start of the project.

With respect to phase two, it also lasted about eighteen months, mainly due to difficulties in obtaining data and information in Cameroon. The situation analysis study was split into four thematic areas as follows:

- Knowledge and use of water resources;
- Water and environment;
- Economic, financial and social framework of the water sector;

■ Legislative, institutional and human resources framework of the water sector.

To ensure that the capacities for IWRM exist in Cameroon, the Project Team and GWP adopted the challenging alternative of recruiting four national experts to carry out these thematic studies. To ensure knowledge transfer and participation of the youths, a postgraduate student was attached to each of these experts. GWP Cameroon ensured that these national experts were trained on the IWRM approach and IWRM-related tools needed to effectively carry out their task.

The thematic reports of the situation analysis study have been completed. These reports (four volumes) contain the major problems of the water sector in Cameroon identified using qualitative and semi-qualitative tools.

The foundation of the elaboration of an IWRM strategy has been laid and strategic options identified. These still need to be aligned with national and sector priorities before the IWRM plan can be elaborated. It is unfortunate that the PAWDII programme has come to an end when the final major phase is still at its infancy. This has for the most part been due to the difficulties which plagued the process, including a lack of harmonisation on some specifics such as, amongst others, voluntary service within the Project Team, allocation of financial resources by the government, absence of and poor storage of data and information in the country.

The implementation of the next major and most important phase, which is the elaboration of the national IWRM action plan, will now depend entirely on the ability of the government of Cameroon to mobilise the financial resources required for its realisation.

Likewise, funds need to be raised henceforth for the running of the partnership since PAWD-II, which used to provide this financial support, has wound up.

## I: CONTEXT

### I.1 GLOBAL CONTEXT

The Millennium Development Goals (MDGs) were adopted by the international community in 2000 with access to safe water and sanitation as a key target of one of the eight goals. Similarly, most, if not all, of the other goals are directly related to water resources management.

The World Summit on Sustainable Development held in Johannesburg in 2002 confirmed the importance of water and its interconnection with other development sectors as well as its importance in achieving all the Millennium Development Goals. As regards water resources management, it was unanimously agreed during this conference that it was necessary for countries to have a national Integrated Water Resources Management (IWRM) Action Plan and late 2005 was set as a target date. This is a major step in the right direction of achieving target 10 of goal 7 which seeks to halve the number of people without access to safe water and sanitation by 2015.

### I.2 NATIONAL CONTEXT

Cameroon's development challenges hinge on the "Cameroon Vision 2035" document which draws inspiration from the 2005 Paris Declaration on the effectiveness of development assistance. This document served as a basis for preparing the Growth and Employment Strategy Paper (GESP) which reaffirmed the resolve of the government of Cameroon to continue striving towards achieving all the Millennium Development Goals. This paper is part of the second generation Poverty Reduction Strategy Paper (PRSP).

The IWRM notion was clearly stated in the PRSP, although less emphasis has been laid on the approach for managing water in the GESP since IWRM is not explicitly mentioned there. However, amendments were made in several other documents such as:

- The 2010 Economic, Financial, Social and Cultural Programme of the Government wherein it is clearly stated that all actions identified in the

water sector will be developed according to an IWRM approach;

- The 2010 - 2012 three-year Economic and Financial Programme of Cameroon wherein IWRM principles are formally incorporated.

As of now, Cameroon does not have a formal water policy paper. However, there are a few sector documents such as the Water Supply and Sanitation Policy in Rural Areas and the Water Sector Policy Letter in Urban Areas.

Following the Framework Law on Environmental Management (No. 96/12) of 5 August 1996, Cameroon adopted Law No. 98/005 of 14 April 1998 on the Water Sector, in which water is recognised as a national good that the State protects and manages, while facilitating access to all.

In order to implement these different laws, some instruments have already been developed. These include:

- Decree No. 2001/161/PM of 8 May 2001 to lay down the roles, organisation and functioning of the National Water Committee (CNE). In its article 2, this decree stipulates that the committee is responsible for:
  - Studying and proposing, to the government, all measures or actions likely to ensure the protection and sustainable use of water;
  - Expressing its opinion on water issues and problems raised by the government.
- Decree No. 2001/162/PM of 8 May 2001 to lay down conditions for appointing officials to monitor and control water quality. In accordance with its article 1(3), the persons concerned are in charge of controlling water quality, research, signalling and prosecuting offences as stated in the provisions of the law governing water activities and its implementation instruments.
- Decree No. 2001/165/PM of 8 May 2001 to specify the modalities for protecting surface and underground water against pollution. In its article 15, this decree stipulates that "individual or corporate bodies owning installations hooked up to public or private sewerage systems, artificial

drainage channels or waste water treatment plants, shall be subject to the payment of a sanitation tax in accordance with the modalities laid down in the finance bill”.

- Decree No. 2001/216 of 2 August 2001 to set up a trust fund for financing development projects in water and sanitation. This is to ensure sustainability of investments in the sector.

The factors that favoured the aligning of Cameroon with the Integrated Water Resources Management (IWRM) approach include:

- The will to comply with the guidelines of the WSSD held in Johannesburg in 2002;
- The need to improve the management of its water resources by adopting a coordinated and sustainable management approach;
- The availability of seed funding from the PAWDII programme.

Cameroon is already lagging behind in its plan with regard to the timeline defined in the IWRM orientation report adopted by all stakeholders in October 2005. This notwithstanding, efforts are being made to quickly build on the results of the second phase of the planning process (situation analysis) and complete the IWRM Action Plan. The institutional setup and the human capacity to finalise the elaboration of a business plan are available. Thus, it is crucial that the government mobilise the

financial resources required to finalise the IWRM Action Plan.

### **I.3 CONTEXT OF THE PROGRAMME**

Conscious of the pivotal role water plays in the achievement of the MDGs, the WSSD in Johannesburg recommended that developed countries should support developing countries as they strive to improve the water sector. It is in this connection that the Dutch government put in place the Dutch Initiative which seeks to provide financial support to six African countries in preparing their National Integrated Water Resources Management Action Plans. Accordingly, the government of Cameroon, together with five other African countries (Eritrea, Mozambique, Swaziland, Benin and Cape Verde) requested the GWPO to submit their proposals to the Dutch government for better water governance in their respective countries. These proposals received positive feedback leading to the second phase of the Partnership for Africa’s Water Development (PAWD-II). The first phase of this programme, which financed the same type of activities in five African countries, was put in place by the Canadian government. It is through the structuring of this programme that the GWP Cameroon was set up.

## II: THE IWRM PLANNING PROCESS IN CAMEROON

Cameroon committed itself to the elaboration of its National Integrated Water Resources Management Action Plan by its engagement in the PAWD-II programme in 2005. Once accepted, the GWP representation in Central Africa supported the creation of a neutral multi-stakeholder platform, or Country Water Partnership (CWP), called GWP Cameroon, which facilitated the IWRM planning process in Cameroon. The CWP worked to prepare a work plan, budget and activity calendar for implementation of the PAWD-II programme in Cameroon. A consultant was working with the government as well as stakeholders to prepare a document containing a brief inventory of the water sector, the different steps and budget necessary for the IWRM planning process in Cameroon. The final document was titled "IWRM Orientation Document".

The Orientation Document was validated during a national workshop presided over by the Minister of Energy and Water Resources in the presence of the Dutch Ambassador to Cameroon. One hundred and twelve (112) participants from seventy-five (75) took part in the workshop which was also the launching workshop for the PAWD-II programme in Cameroon.

The various steps of the IWRM planning process as presented in the orientation document are found in the box below.

After the validation of the Orientation Document, a Memorandum of Understanding (MoU) was signed between the Ministry of Energy and Water Resources and GWPO, defining the collaboration

framework between the GWP network and the government of Cameroon in the elaboration of the national IWRM plan of Cameroon within the context of the PAWD-II programme.

A key step in the implementation of PAWD-II was the creation on 10 June 2005 of the Global Water Partnership of Cameroon (GWP –Cmr), charged with facilitating the IWRM planning process by not only ensuring the coordinated participation of water stakeholders in Cameroon, but also by managing the PAWD-II programme funds.

The inclusion of the IWRM planning process as an activity in the public investment budget for the ministry in charge of water in the 2007 investment budget was a defining moment that highlighted the Cameroon government's acceptance of, and commitment to, the IWRM approach. This was further evidenced by the creation in March 2007 by the Minister of Energy and Water Resources of the management organs for the planning process through two decisions - creating the Follow-Up Committee on the one hand and setting up the Project Team on the other.

GWP-Cmr set up its offices in the premises of "Plan Cameroon" which serves as a host institution. Its activities started with a stakeholder analysis study of the water sector in Cameroon followed by another study on drawing up a communication strategy. After its creation, GWP-Cmr was registered in Cameroon as an association.



## The various stages of the PAGIRE preparation plan

0. Preparing the National Water Policy Paper (additional stage that was replaced by the Policy Paper).
1. Putting in place of the Project Steering Committee.
2. Putting in place of the multidisciplinary Project Team.
3. Organising workshops for starting the IWRM Action Plan preparation process.
4. Organising information and awareness-raising workshops on IWRM.
5. Conducting complementary thematic studies for carrying out the first version of the “inventory”.
6. Harmonising the existing legislative and regulatory framework and drawing up the implementation instruments of the water code.
7. Organising consultation and validation workshops of the “inventory”.
8. Drawing up an outline plan (first draft) of the “Integrated Water Resources Management National Action Plan”.
9. Organising consultation workshops on the outline plan (first version) of the “Integrated Water Resources Management Action Plan”.
10. Drawing up the « Integrated Water Resources Management Action Plan” project (2<sup>nd</sup> version).
11. Implementing the process of adopting the final version of the “Integrated Water Resources Management Action Plan” by the Government.
12. Organising consultations with donors for financing the “Integrated Water Resources Management National Action Plan”.
13. Starting the implementation of the “Integrated Water Resources Management Action Plan”.

The GWP-Cmr secretariat coordinates the GWP network in Cameroon and is in charge of the operational monitoring of the process for developing an IWRM plan for the country. This means that, throughout the program, the PAWD-II Project Administrator cumulated the functions of Executive Secretary of the Global Water Partnership of Cameroon and manager of the project supporting the Cameroon government in the IWRM planning process.

### II.1 AN INVENTORY OF THE WATER SECTOR

The inventory of the water sector, which is part of the second phase of the IWRM planning process, was divided into four thematic areas. This strategy was adopted due to the difficulty in identifying an expert at the national level with all the competences required to carry out the entire study in an objective

manner, and the will to build the capacities of nationals on IWRM during the process.

This led to the recruitment of four national experts for the four identified themes. These experts were trained on the IWRM concept and principles to ease mastery of this new approach which is the bedrock of their scope of study. In order to involve the youth in the IWRM plan in Cameroon, GWP-Cameroon helped to integrate four students (all studying at the master’s level at least) with profiles matching the themes identified in the situation analysis study, as junior consultants supporting the main Consultants. The goal of only having nationals as experts and students was to ensure that capacities built at the end of the study should be exploited at the national level when PAWD-II ends. The four thematic areas studied included:

- Knowledge and use of water resources;

- Water and environment;
- Economic, financial and social framework of the water sector;
- Legislative, institutional and human resources framework of the water sector.

## II.1.1 KNOWLEDGE AND USE OF WATER RESOURCES

The overall objective was to carry out an evaluation on the current situation of water resources in terms of quantity and quality, and the situation of the use of water resources. It was expected that at the end of the study:

- A quantitative and qualitative evaluation of water resources in Cameroon is carried out at the national level and per hydrological unit;
- An analysis of the water use per sector of activity and per hydrologic unit is carried out. For each sector, balance between resource demand and availability and the technologies used in mobilising it is presented;
- The problems related to water resources assessment and their use are identified and organised into a hierarchy per hydrologic unit.

At the end of this study, the following major problems were identified:

### ■ **Insufficient monitoring and evaluating of water resources**

This shortcoming can be attributed to some factors such as poor financing of monitoring/evaluation activities, shortage and/or ageing of human resources and an inappropriate organisational structure. For example, of all the gauging stations established, only 50% are operational, and as regards weather stations, only 7% are working. To this could be added the inexistence of official measurement stations in the whole of the Lake Chad Basin area.

### ■ **Lack of water resources (quantitative and qualitative) for development activities in some areas**

This problem stems from the insufficiency of the resource or its near unavailability for various uses in some albeit very wet areas such as the

Mandara mountains through which isohyet 1000 passes. It is also a result of the difficulty in mobilising the resource for water supply in mangrove areas where the water is brackish, and in the cretaceous water table area of the Logone and Chari.

### ■ **Under utilisation of abundant water resources**

This can be seen at the level of access to safe water and sanitation which is relatively low compared to the use of the resource in other sectors such as agriculture, energy production and transport. A major consequence of this established fact is the heavy dependence of the country on some import products such as grain.

### ■ **Degradation of water resources**

The salient elements that help to highlight this important phenomenon found in most river basins are the loss of surface water, decrease in groundwater recharge and the reduction of available water volumes due to a combination of various factors, especially the disappearance of plant cover, climate change, increased evaporation and sedimentation in river beds. The impacts of human activities is a key factor with all the pollution that it engenders.

## II.1.2 WATER AND ENVIRONMENT

The overall objective of this component was to make a diagnosis of the water sector with respect to the environmental challenges, and the following results were expected from this study:

- The humid zones and the other ecologically fragile zones are identified and mapped out;
- Water challenges are taken stock of and their areas of coverage (existing and/or possible) identified;
- Different types of pollution are identified, and their impacts on water resources analysed;
- The effects of climate variability and/or change on water resources in Cameroon are analysed;
- Mechanisms for managing water resources challenges are identified and analysed;
- Water resource protection and conservation problems are identified and organised in

hierarchy per hydrologic unit and at the national level.

The main problems identified at the end of this study are as follows:

■ **Reduction in stream discharge and change in hydrologic regime**

In thirty years, for example, the surface area of Lake Chad has reduced by 90%. Similarly, observations made on the Nyong for about twelve years now show that it is moving from a bimodal to a unimodal regime due to the fact the short rainy season is disappearing and giving way to the dry season.

■ **Various physical, chemical, biological and organic pollutions caused by human activity**

Urban growth gives rise to waste such as grey water, which is emptied into rivers without any treatment, mud from the emptying of septic tanks, and industrial wastes which seriously affect water resources.

■ **Eutrophication of water bodies**

This phenomenon occurs in most river basins of Cameroon. The Nyong river bed, for example, is shrinking considerably as a result of its colonisation by macrophytes. Similarly, the banks of River Wouri have been completely invaded by the water hyacinth.

■ **Floods**

It is increasingly common to witness damage caused by floods in most river basins in Cameroon. The most striking, among others, were the floods of 29 May 2007 in Yaoundé and 11 September 2009 in Douala.

**11.1.3 ECONOMIC, FINANCIAL AND SOCIAL FRAMEWORK OF THE WATER SECTOR**

As regards this topic, the overall objective was to carry out an inventory of the current economic, financial and social framework of the water sector in Cameroon, and the expected results were as follows:

■ The financial and economic framework of the water sector is evaluated according to the following components:

- Comparative study of the allocation of government financial resources to the water sector with respect to other development sectors;
- Analysis of existing funding mechanisms;
- Comparative analysis of the economic contribution of the water sector to national development with respect to the financial resources allocated to the sector;

■ An analysis of the social aspects of the water sector is done through:

- an evaluation of the social dimension of water;
- an evaluation of the mechanisms for disseminating information on water.

■ Problems regarding the economic and financial framework and the social environment of the water sector in Cameroon are identified per hydrologic unit.

At the end of this study, the major challenges identified were as follows:

■ **Limited access to water and sanitation**

Access to safe water on the entire territory is below average (45.3%). This low accessibility is due to several factors, notably the high cost of the water service, heavy dependence on technology which drains away hard currency and results in wrong management decisions.

■ **Poor funding of the water sector and low consumption of investment funds**

This situation is attributed to several factors including the discrepancy between the budget cycle and the cycle of projects which makes it hard for the Ministry of Energy and Water Resources to use up to 50% of its investment budget. Also, the fact that the trust fund which was set up to finance sustainable development projects in the water and sanitation sector has not been operationalised is a major contributing factor.

■ **Poor communication**

It is characterised by a near absence of education on water, sanitation and hygiene, a grotesque-like sensitisation such as “water is life” with general, factual and casual messages. The communication tools are not adapted to the local context.

■ **Inefficiency of the water sector reform in urban areas**

This inefficiency is twofold: insufficient use of the reform by private partners on the one hand, and disparity between the legal basis of the urban water supply sector reform and the decentralisation instruments. Decentralisation is indeed legitimised by a law whereas the urban water supply sector reform is based on a decree.

■ **Non incorporation of IWRM principles in Cameroon’s economic policies**

In the PRSP, the Rural Sector Development Strategy Paper or the Livestock and Animal Industry Paper, water management is simply reduced to increasing access to safe water and sanitation. The other aspects (water for agriculture, livestock, industry, leisure, preservation of ecosystems, etc) are ignored.

## II.1.4 LEGAL, INSTITUTIONAL AND HUMAN RESOURCES FRAMEWORK OF THE WATER SECTOR

The overall objective was to carry out an in-depth analysis of the water sector management framework, and the expected results were as follows:

- The water sector management framework is analysed with respect to strengths and weaknesses and according to the following components:
  - National laws and regulations;
  - International conventions;
  - Institutions working in the sector, with a critical analysis of available human resources;
  - challenges facing the water management sector are identified and organised into a hierarchy.

The major problems identified at the end of this study were as follows:

■ **Absence of a national water policy**

While there exist an array of incoherent documents and statements in speeches that contain elements of the water sector policy, Cameroon lacks a formal national water policy document. Moreover, no mention is made of water sector management in terms of programme.

■ **Shortcomings of legislative and regulatory framework**

This inadequacy is visible in the absence of a good number of regulatory texts for the water law, the absence of a legal status of the river basin and water point, and the absence of laws in some sub-sectors. All of these are a hindrance to water sector development.

■ **Weak and uncoordinated institutional framework**

This is visible in the existence of a multitude of stakeholders and a poor positioning of the main stakeholders. This leads to lack of coordination between stakeholders despite the existence of a coordination body dubbed the National Water Committee (CNE) as it has never ever held a meeting since its creation in 1998. The inability of decentralised local authorities to manage water and sanitation services as stated in the laws on decentralisation has also been noticed.

## II.2 ACTIVITIES ENVISAGED IN THE REST OF THE PLAN

The consolidation of the thematic reports, which coincided with the end of the PAWD-II project, and the necessary support to implementing the rest of the plan rests with the government of Cameroon. The activities identified for the continuation of the plan which is the next important phase are as follows:

- Organising regional participation workshops in order to enrich the situation analysis thematic studies of the water sector and a national workshop for its validation;
- Drawing up the national IWRM action plan;

- Holding regional participation workshops to enrich the plan and a national workshop to validate it;
- Adopting the plan by the Government and organising a round table with donors on the national IWRM action plan;
- Implementing the national IWRM action plan.

### II.3 MAJOR CHALLENGES

Carrying out a situation analysis of the water sector was a Herculean task for several reasons including:

- weak capacities of national experts and the Project Team in IWRM at the start of the plan;
- the Project Team was made up of civil servants who could only work on the plan on a part-time basis and without pay which therefore discouraged them;
- the challenges encountered during data collection on the field as a result of red tape and the discrepancy between the stretch of the national territory and the financial resources required for each study;
- frequent changes at the helm of the supervisory institution leading to a virtual resumption of lobbying activities each time that happened;
- lack of harmonisation in understanding by all stakeholders at the start of the process on a certain number of operational parameters such as voluntary service in the Project Team and the financial participation of the Cameroon government;
- the difficulty encountered in raising financial resources for the project by the Cameroon government within a reasonable time frame.

It is, however, worth mentioning that during the 2009 fiscal year, the government made available the sum of 80 000 dollars to the project which helped, among other things, to buy equipment for the Project Team. A further sum of 200 000 dollars is envisaged for the 2010 fiscal year.

### III: GLOBAL WATER PARTNERSHIP CAMEROON

Global Water Partnership Cameroon was set up in 2005 by the regional branch of the GWP network, the Global Water Partnership Central Africa Technical Advisory Committee (GWP – CAfTAC) under instructions from the GWPO. This chapter will be presented in two parts, namely the origin of the partnership and its activities.

#### III.1 ORIGIN

After Cameroon was admitted to the Dutch Initiative, the GWPO charged the GWP – CAfTAC with implementing this initiative in Cameroon. The GWP – CAfTAC then facilitated the establishment of the Cameroon Country Water partnership (CWP) in June 2005, and supported it to elaborate the national IWRM orientation document for Cameroon, which was adopted in October 2005 at the launching of the PAWD-II project in Cameroon. Global Water Partnership Cameroon was set up after the constituent assembly of 10 June 2005 in Yaounde in which the following institutions took part:

- Ministry of Energy and Water Resources (MINEE);
- Ministry of Environment and Nature Protection (MINEP);
- Ministry of Livestock, Fisheries and Animal Industries (MINEPIA);
- University of Dschang;
- Geological and Mining Research Institute (IRGM);
- National Water Corporation (SNEC);
- Cameroon Development Corporation (CDC);
- Cameroon Employers' Association (GICAM);
- Plan Cameroon;
- Foundation for Environmental Development (FEDEV);
- Global Water Partnership Central Africa Technical Advisory Committee (GWP-CAfTAC);
- Global Water Partnership Organisation (GWP-O).

This assembly was held after a series of preparatory meetings and during the meeting, Professor Mathias Fonteh of the University of Dschang was appointed

Chair of the Partnership and Chair of the Steering Committee. The other Steering Committee members appointed during this assembly were:

- Jean Pierre Bidjocka (MINEE)
- Monique Ouli Ndongo (MINEP)
- Daniel Sighomnou (IRGM)
- Henriette Siliky Wamal (SNEC)

Once the CWP created, an institution to host it was required. Thus, based on clearly established criteria, the Non Governmental Organisation (NGO) Plan Cameroon was chosen as the host institution and the related Host Institution Agreement was signed in September 2005. The last step in setting up the partnership was the putting in place of the staff, notably the recruitment in December 2005 of a Project Administrator (who doubles as the Executive Secretary) and an Administrative and Financial assistant in August 2006. Global Water Partnership Cameroon comprises four bodies, namely the:

- Council of Partners;
- Steering Committee;
- Scientific and Technical Committee;
- Secretariat.

#### III.2 PARTNERSHIP ACTIVITIES

Until December 2009, Global Water Partnership Cameroon had sixty-six (66) officially registered partners some of which are key players in the water sector in Cameroon. They include the Ministry of Livestock, Fisheries and Animal Industries, the Ministry of Environment and Nature Protection and the water supply and sanitation public utility heritage company, Cameroon Water Utility Corporation (CAMWATER). Since their creation, the partnership organs have met in the following manner:

- five (05) Steering Committee meetings;
- three (03) Partnership Council meetings;

The Scientific and Technical Committee was created in the course of 2008 and is yet to go operational due to lack of funds.

As part of its support to the process of elaborating a national IWRM plan, GWP-Cmr carried out several preliminary activities including the:

- Training of over twenty persons on skills required in facilitating IWRM workshops to be organised during the planning process;
- Training of experts and institutional players on how to conduct a situation analysis of the water sector, and developing with them an outline for a situation analysis report (a fundamental indicator in the process of elaborating an IWRM plan).

In addition to the preliminary activities, several other activities were developed by the partnership, especially:

- capacity building workshops (See annexe1);
- the insertion of a course on IWRM into the Water Management Master of Science programme at the University of Dschang;
- preparation of two cases on IWRM that have been inserted in the GWP Toolbox.

### III.2.1 CAPACITY BUILDING

Since its creation, Global Water Partnership Cameroon has trained three hundred and eleven (311) people from one hundred and twenty-six (126) institutions through workshops organised within and outside Cameroon.

On the field, a second generation of IWRM experts continue to impart teachings received in other training workshops. These second generation of IWRM experts were identified and recruited as trainers during the two IWRM training sessions organised in Cameroon by the International Water and Environment Institute (2IE) in 2009 on the theme “Mainstreaming the IWRM approach in water programmes and projects”.

### III.2.2 COURSE MODULE ON IWRM

After the University of Dschang joined the GWP network in 2007, it collaborated with GWP Cameroon to introduce an IWRM course module in the Master’s programme on Water Management. The course content was developed and validated with the technical support of GWP Cameroon and the GWP database was used to identify Experts to

teach the courses. This module was the very first to be taught in a Central African University.

GWP also provided technical, logistic and financial support to three students of this University to prepare their end-of-course dissertations in the area of water resources management. The topics of the first two dissertations taken from the IWRM implementation pilot site in Cameroon (the Mefou sub-basin) were titled:

- Water resources assessment in the Mefou Basin;
- Environmental concerns affecting the management of water resources in the Mefou river basin.

The topic developed by the third student was titled Integrated Water Resources Management in the Kumbo Urban Council.

### III.2.3 KNOWLEDGE MANAGEMENT IN IWRM AND COOPERATION

In collaboration with a student from the University of McGill in Canada and two GWP-Cmr partners, the Kumbo Urban Council and the Watershed Task Group, two cases were developed, validated and inserted in the GWP Toolbox. They are cases No. 363 on the protection of Lake Ossa in Dizangue and No. 364 on the challenges of water supply management in Kumbo, Bui Division. These can be consulted at the [www.gwptoolbox.org](http://www.gwptoolbox.org) address. Moreover, the website of GWP-Cmr ([www.gwpcameroon.org](http://www.gwpcameroon.org)), created in 2008, serves not only as an information sharing platform, but has also been heralded as a one stop library for the water sector in Cameroon by stakeholders.

On the other hand, not only did GWP-Cmr cash in on the ongoing initiatives in the country but it also aligned with existing ones such as:

- Participation in preparing the Strategy for Sustainable Management of Soil and Water for Agricultural, Pastoral, Fishing and Forestry purposes under an MOU with UNDP and the Steering Committee for Rural Development based in the Ministry of Economy, Planning and Regional Development (MINEPAT);

- Support to the elaboration of a water management strategy in the Kumbo Council in collaboration with SNV;
- Co-organisation of a workshop on the theme “Gender and IWRM” with the Gender and Water Alliance (GWA);
- Drawing up of a state of the environment on freshwater in Cameroon within the framework of an agreement with UNESCO Cameroon;
- Mobilisation of partners in Cameroon to contribute to the process of identifying water sector priorities within the framework of preparing the IWRM Strategic Action Plan for the Congo basin.



## IV: PAWD-II PROGRAMME OUTCOMES

The outcomes of the PAWD programme are developed according to the Outcome Mapping (OM) approach. This is a dynamic methodology for preparing and planning projects, programme and organisational activities for a given period. Its conceptual development is the brainchild of the International Development Research Centre (IDRC).

### IV.1 OUTCOMES OF THE NATIONAL IWRM PLANNING PROCESS

As regards the outcomes of the work done in terms of elaborating a national IWRM plan, three main facts can be mentioned, as follows:

- Inclusion of a budget line for the elaboration of an IWRM plan in the Public Investment Budget of the Ministry in charge of water for the 2007 – 2009 period, which was followed by the creation of management organs responsible for the IWRM planning process in Cameroon in March 2007 by the Ministry in charge of water. It should be noted that for the first time (during the 2009 fiscal year) the government made available the sum of 80 000 dollars to the IWRM planning process. These funds were used among other things to finance the purchase of equipment for the Project Team. Meanwhile, an additional 200 000 dollars is expected to be disbursed during fiscal year 2010. It is important to highlight that the effective disbursement of funds is the result of the recent appointment of a new Minister in charge of water who understands the importance of strategic and proactive thinking.
- Incorporating the national IWRM planning process in the Economic, Financial, Social and Cultural Programme of Cameroon for the year 2010 by the Prime Minister. This programme was presented by the Prime Minister, Head of Government before MPs at the National Assembly in November 2009; this was done by staff of the Prime Ministry who worked with one of the consultants carrying out the situation analysis study of the water sector in Cameroon.
- Fitting the water sector in the three-year Economic and Financial Programme (EFP) of Cameroon for the 2010 – 2012 period based on

the IWRM approach. This inclusion comes after the participation of two members of the national IWRM Project Team in a meeting on the EPF held in December 2009, on the invitation of the Technical Committee responsible for monitoring the Country's Economic Programmes. This was the result of the involvement of the Ministry of Economy and Planning (MINEPAT) in the national IWRM planning process, as well as the training by GWP-Cmr of the representative of MINEPAT on "economic and financial instruments of IWRM" in 2007.

### IV.2 PARTNERSHIP OUTCOMES

The most relevant outcomes from the activities of the Country Water Partnership are the following:

- The signing in July 2009 of a contract with UNESCO Cameroon to prepare the Cameroon Report on the state of the environment of freshwater, a result of the capacity building activities of the CWP. It should be noted that capacity building activities played a lead role in this mobilisation as this funding was obtained thanks to the recommendation of a female participant at two GWP Cameroon capacity building activities. The transparent and objective selection procedure for participants, and high quality and relevance of the trainings are the key factors that motivated this action.
- After capacity building sessions organised by GWP-Cmr, its secretariat was requested in January 2009 by the International Institute on Water and Environment (2IE) based in Ouagadougou to review the content of a training course on integrating IWRM in water sector programmes and projects. Prequalification of participants in this training session and the selection of trainers to teach courses were also carried out by the partnership. At the end of the training, GWP-Cmr could proudly boast of a second generation of IWRM experts in Cameroon.
- Based on the lobbying carried out by GWP-Cmr and, more specifically, the support provided to the University of Dschang in October 2007 in

organising a workshop on IWRM for teachers from higher learning institutions in Central Africa, the Faculty of Agronomy and Agricultural Science (FASA) of this university introduced an IWRM course in the Master's programme on

Water Management in 2007. Since the beginning of the 2008 academic year, this course has been taught by IWRM experts trained within the PAWD programme.

## V: LESSONS LEARNT AND RECOMMENDATIONS

The lessons learnt represent both the positive and negative messages which were drawn from experiences during the implementation of the PAWD-II programme, while the recommendations are proposals made in order to build on these lessons in future programmes.

### V.1 LESSONS LEARNT

The lessons learnt throughout the program implementation are as follows:

- Flexibility with time must be considered in projects that aim to elaborate an IWRM action plan. Ownership of the national IWRM planning process by the government depends on several factors and may require a relatively long period of time especially where there are frequent changes at the helm of the institution responsible for supervising the elaboration of the plan. One of the consequences of these frequent changes is perpetual resumption of sensitisation and lobbying given that the key interlocutor (Minister) has changed. This at times can be very frustrating especially when it happens at a time when the lobbying starts reaping dividends thereby nullifying all work done previously.
- The principle that can guarantee the sustainability of the CWP is capacity building through training workshops. In fact, the contract recently signed by the GWP-Cameroon with UNESCO Cameroon to elaborate a report on the state of the environment on freshwater for Cameroon is the direct result of the capacity building activities of the CWP. These activities showcase the technical and institutional competences of the CWP.
- Civil servants charged with the management of the plan only worked on a part-time basis since there were no resources to pay them. This discouraged some members of the Project Team as less than a third of them provided their services to the project voluntarily. This accounts for the sluggish implementation of the programme. Thus, the idea of not compensating civil servants for work done in the IWRM

planning process constituted a major handicap to the planning process in Cameroon;

- The programme's resources were allocated to countries in a uniform manner without taking into account specificities such as the size and hydro-ecological complexity of each country. All countries received the same package whereas the size factor alone required that the notion of proportionality be considered in the distribution of resources. The participatory workshops intended for awareness raising or data collection are more costly in vast and ecologically diverse countries. Thus, country surface area and cultural diversity should be criteria in distributing programme funds.
- Four years are not enough to create a functioning CWP and strengthen its base, facilitate the national IWRM planning process and mobilise resources to guarantee the sustainability of the CWP. This duration might be reasonable if the partnership was existent before the arrival of the IWRM planning process.
- The notion of a partner, which is fixed and refers specifically to institutions, is likely to compromise the existence of the CWP. It is indeed easier to unite individuals around an ideal than to mobilise institutions since work in the GWP network is based on deep, personal commitment.
- Expanding the network as regards the number of partners should not be the principal objective of the CWP. Consolidating achievements and finding the necessary balance between the size of the network and available means should be a constant concern. The setting up of partnership structures such as the Steering Committee and the Scientific and Technical Committee should be based on the availability of resources necessary for their functioning.

### V.2 RECOMMENDATIONS

The following recommendations can be made at the end of this plan:

- Donors and funding agencies must consider flexibility in duration for participatory projects

aimed at promoting sustainable water resources management like the elaboration of a national IWRM plan. This is because such projects and programmes do not depend on one single institution, and harmonising ideas and activities takes time.

- The situation analysis studies have resulted in the production of scholarly documents containing various statistical curves and tables. Though rich and commendable, these documents are not useful for the majority of stakeholders and decision makers they are intended to serve as they are difficult to read due to their volumes and high technical content. Thus, the preparation of appropriate or summary documents that present the key facts and results in a simplified and concise manner is crucial for effective participation in the future.;
- The members of the national IWRM Project Team should be completely detached from the administration and assigned to work full-time on the national IWRM planning process. This would ensure the project is completed on time.
- Risk assessment is a factor that needs to be considered in project planning. It was agreed when adopting the orientation document that the State would provide additional resources to the project to support the PAWD-II programme. These resources could not be mobilised for the programme at the right time and, as a result, the

programme was unable to achieve all its objectives in Cameroon on time.

- Adopting the principle of “voluntarism” in its operational functioning constitutes a major handicap to the progress of activities of the CWP. In fact, associations are only useful if they provide some added value to the various members. However, the voluntary approach to work should be considered when the institution is being launched, but not while it is already functioning.

### **V.3 PROSPECTS**

Today the main task is that of assuring the sustainability of the Global Water Partnership Cameroon. Donors are reluctant to provide core funds (e.g. for functioning expenditure such as the renting of premises, salaries, etc.). Reflection at the global level to raise funds to finance core activities of the CWPs is imperative for the survival of these partnerships.

A recent study carried out by a student on the effectiveness of the Partnership shows that partners cherish the institution and agree that it provides added value to their activities. They feel that the Partnership is producing quality work but is unfortunately not showcased well enough to the public. Funding the communication strategy developed by the partnership is becoming increasingly urgent in the years ahead.

## ANNEXES

### ANNEKE I: TRAINING ORGANISED THROUGHOUT THE PLAN

#### *1.1 Trainings abroad*

N°	Theme	Country	Period	Number of participants
01	Techniques and tools for facilitating the IWRM plan	Benin	October 2005	4
02	Water conflict management	Senegal	31 July-4 August 2006	2
03	Water sector legal framework	Italy	11-22 September 2006	1
04	IWRM training and Environmental management in the Niger basin	Benin	5-7 February 2007	1
05	Integrated water resources management, principles and tools	Togo	12-16 March 2007	2
06	Mainstreaming Gender in the Integrated water resources management	Burkina	4-8 June 2007	4
07	Training of trainers on IWRM Economic and Financial instruments	Togo	17-21 December 2007	2
08	Training on the theme "Financing water"	Nairobi	16-18 April 2007	1
09	Water Accounting and Environmental Economics	Pretoria	11 to 12 March 2008	1
10	Outcome Mapping	Dakar	14 to 15 April 2008	2
11	IWRM integration into water programmes and projects	Dakar	26 January to 05 February 2009	1
Total staff trained				21

#### *1.2 Training sessions in Cameroon*

N°	Theme	Period	Number of institutions	Number of participants
01	Launching workshop of the "Dutch Programme For Africa's Water Development" (PAWD-II) in Cameroon	Yaounde, 11 and 12 October 2005	75	112
02	Training workshop of a team of facilitators of the IWRM plan in Cameroon	Kribi, from 24 to 28 January 2006	16	20
03	Workshop on managing the preparation plan of the inventory of	Douala, 06 to 07 April 2006	17	23

N°	Theme	Period	Number of institutions	Number of participants
	water resources in Cameroon			
04	Training workshop on the use of the IWRM Toolbox	Douala, June 2006	9	12
05	Training workshop for teachers on IWRM concept, principles and tools	Dschang 10 to 13 October 2006	4	9
06	IWRM Youth Education Day	Yaounde, 9 February 2007	26	50
07	Report back workshop on Integrated Water Resources Management (IWRM)	Douala, 25-26 June 2007	32	72
08	Workshop launching the inventory study of the water sector in Cameroon	Douala, 28-30 June 2007	12	24
09	Training workshop on the theme "Legal Framework of Integrated Water Resource Management"	Bamenda, 05-09 November 2007	20	30
10	Mainstreaming Gender in integrated water resources management	Yaounde, 25 – 28 March 2008	14	18
<b>Total staff trained</b>				<b>352</b>