

# Water

## *sector management tools*

technically validated  
by the Ministry of Water  
Resources and Energy

*Tools generated from  
PADDL / GIZ experiences*





#### Published by the :

Ministry of water Resources and Energy  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

#### Finance :

A publication produced with the support of the Ministry of Water Resources and Energy and German Federal Government through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

#### Text :

Ministry of Water Resources and Energy  
Decentralization and Local Development Support Programme

#### Technical Support :

Alexandre Martinez, International Consultant in Capitalization

#### Design and layout :

Hervé Momo  
info@creativecameroun.com  
www.creativecameroun.com

#### Printed by :

xxxxxxxxx

#### Photo credits :

© PADDL/GIZ

#### Date of publication :

October 2014, Yaoundé (Cameroon)





# T ABLE OF CONTENTS



1. LIST OF ACCRONYMS AND ABBREVIATIONS .....	4
2. LIST OF TOOLS AND INITIATIVES, BOXES, TABLES AND DIAGRAMS.....	5
List of tools and approaches.....	5
List of boxes.....	5
3. EXECUTIVE SUMMARY.....	6
4. INTRODUCTION.....	7
I. <b>OVERVIEW OF THE MAJOR TOOLS DEVELOPED FROM VARIOUS PADDL EXPERIENCES.</b> .....	10
Selection and classification of tools.....	10
Presentation of selected tools.....	11
II. <b>CONDITIONS FOR DUPLICATION OF EXPERIENCES ACQUIRED.</b> .....	30
Human resources.....	30
Material resources.....	33
Financial resources.....	33
III. <b>ASSESSING THE IMPACTS OF THE VARIOUS PROCESSES</b> .....	35
IV. <b>CONCLUSION</b> .....	37





# 1. LIST OF ACRONYMS AND ABBREVIATIONS



<b>CDE :</b>	Camerounaise Des Eaux
<b>CSO:</b>	Civil Society Organizations
<b>DD :</b>	Divisional Delegate
<b>DSS:</b>	Deconcentrated State Service
<b>GESP:</b>	Growth and Employment Strategy Paper
<b>GPS:</b>	Global Positioning System
<b>HPP:</b>	Human-Powered Pumps
<b>MDG :</b>	Millennium Development Goal
<b>WHO:</b>	World Health Organization
<b>MINEE:</b>	Ministry of Water Resources and Energy
<b>MINSANTE:</b>	Ministry of Public Health
<b>MWP:</b>	Modern Water Points
<b>WMC:</b>	Water Management Committees
<b>PADDL :</b>	Decentralization and Local Development Support Program
<b>SP:</b>	Service Providers
<b>TOR:</b>	Terms of Reference





## 2. LIST OF TOOLS AND APPROACHES, FIGURES, TABLES AND DIAGRAMS



### List of tools and initiatives

**Tool 1 :** Factsheet to enable a Mayor decide on repairs to be programmed.

**Tool 2 :** Agreement to delegate the management of water points to management committee.

**Tool 3 :** Protocol agreement between the council and the artisan repairer.

**Tool 4 :** MINEE / Council roadmap (to be completed after validation).

**Tool 5 :** Municipal Order certifying establishment of the WMC.

**Tool 6 :** Sensitization brochures/flyers

### List of boxes

**Box 1 :** sector planning of the potable water sector (Tool 1).

**Box 2 :** sector planning of the potable water sector (Tool 2).

**Box 3 :** sector programming of the potable water sector (Tool 3).

**Box 4 :** sector programming of the potable water sector (Tool 4).

**Box 5 :** implementation of WMC (water management committees) activities (Tool 6).

**Box 6 :** Sensitization on water point maintenance (Tool 6).





# 3. EXECUTIVE SUMMARY



Limited access by Cameroonians to safe drinking water remains a matter of concern to Government and its development partners. A possible remedy lies in the institution of a participatory management system and the sustainable maintenance of safe drinking water facilities that exist nationwide. The German Cooperation's Decentralization and Local Development Support Program (PADDL/GIZ) which has already supported dozens of councils in water point management and maintenance, wishes to share with MINEE the rich experience it has accumulated thereon. The Ministry will then assess the relevance of the tools developed and the need to disseminate them.

PADDL and its partners, notably councils, MINEE external services and civil society organizations, have developed about 30 tools. However, all these tools do not enjoy the same strategic importance to merit being presented to MINEE for possible dissemination and scale-up. Consequently, PADDL organized a workshop in Yaoundé from 2 - 3 December 2013, to select and validate the tools to be capitalized. The workshop brought together about fifteen experts from several professions involved in water point management. These experienced men and women selected 7 tools that deserve up-scaling.

Some human, material and financial factors have proven to be vital in achieving efficient dissemination of these instruments on the field:

- Human resources for maintenance and repair of safe drinking water facilities as well as for gender mainstreaming and participatory management of water points exist and are available at local level (Human factor).
- Alternative solutions have been crafted to tackle the problem of non-availability on the national market of spare parts for engine-driven pumps (Material factor).
- Ensuring that transfer of competencies to councils is effectively matched with transfer of resources, given that user contributions are too meager to permit sustainable maintenance of water points (Financial factor).





# 4. INTRODUCTION



## Background and justification

The insufficient supply of drinking water remains a serious problem in many countries worldwide. The international community has decided to remedy the situation by committing to “Halve, by 2015, the proportion of the population without sustainable access to safe drinking water” (MDG 7 Target 2).

In its GESP (2011-2020), Cameroon acknowledges the seriousness of the situation and the need to step up efforts to draw closer to this MDG which is still far from achievement. Indeed, in urban and rural areas alike, most Cameroonians are bedeviled by a chronic shortage of safe drinking water. The attendant consequence is the alarming recurrence of waterborne diseases (diarrhea, cholera, typhoid...). Weak national coverage by CDE (hardly 30% of households) makes access to safe drinking water an uphill task for a majority of the people. The Government of Cameroon is deploying huge efforts to address the gaps in potable water infrastructure, through such instruments as the Public Investment Budget and with assistance from financial partners such as the African Development Bank which granted a loan worth billions to Cameroon to improve access to good water and sanitation in rural and semi-urban areas.

However, constructing infrastructure is not sufficient to guarantee access to safe drinking water for all. Indeed, such infrastructure must be accompanied by a number of measures that guarantee, on the one hand, the sustainability of facilities and, on the other hand, equitable distribution of water to the entire population at an affordable cost.

Now, since the adoption of the Decentralization law of 24 July 2004 and the signing of decree n°2010/0239/PM of 26 February 2010 identifying competences transferred to councils in the domain of potable water supply, councils are responsible for “Project supervision and management of water points” which include wells and mini water supply networks. That said, transfer of competencies is not merely to be decreed but must be matched with accompanying measures that allow councils gradually to exercise fully the new prerogatives. This is what the State is striving to do, with the support of its partners and through the relevant ministries, in this case the Ministry of Water Resources and Energy.

One of these partners is the GIZ’s Decentralization and Local Development Support Program (PADDL), which is working in four regions of Cameroon (Center, East, Far North and West) under the supervision of MINATD, and whose objective is that “through the effective implementation of decentralization and efficient public administration at both local and national levels, participation opportunities and access to basic services for the people should be improved” and, more specifically through its component III that “conditions for effective and efficient delivery of services by councils in key sectors for women (health, education, water) should be improved”. Accordingly,





PADDL has since many years worked with its local partners, namely Councils, MINEE deconcentrated services, CSOs; mainly in the Center and West regions, to develop various tools and has generated experiences in planning and managing access to safe drinking water in rural areas.

Upon evaluation, we realize that these experiences have had a significant impact on water management in the councils assisted and that disseminating the experiences could help other councils achieve some progress in the domain. Now, MINEE external services, particularly divisional delegations, have demonstrated their decisive role in assisting councils to better manage the competencies transferred to them. It is therefore apparent that these external services could play a key role in scaling up these experiences in councils that have not yet benefitted such assistance.

This explains why PADDL thought it wise to present to MINEE all these experiences and tools developed on the field so that the various stakeholders may own and use them as much as needed.

This initiative is underpinned by a vision that the PADDL program has developed in view of its closure by the end of 2015. It seeks to extend nationwide efficient practices at the local level so as to transform good local practices into better management of the whole sector.

To do this, institutionalizing instruments proved necessary and this was done in various steps as summarized below:

1. Capitalizing experiences and best practices developed at local level
2. Presentation of experiences at the national level to the Ministry (MINEE)
3. Technical validation of tools at national level
4. Possible harmonization with other TFPs
5. Approval and institutionalization of tools by the Ministry
6. PADDL activities geared towards disseminating the institutionalized tools
7. Nationwide dissemination with the support of DSSs, CSOs and other stakeholders in order to cover the national territory.







Step 3 that was successfully carried out on 22 May 2014 related to the technical validation of 6 tools that are the focus of this document, namely:

**Tool 1:** Factsheet to enable the Mayor decide on repairs to be programmed.

**Tool 2:** Agreement to delegate the management of water points to management committees.

**Tool 3:** Cooperation protocol between the council and the artisan-repairer.

**Tool 4:** MINEE / Council roadmap (to be completed after validation).

**Tool 5:** Order certifying the establishment of the WPMC.

**Tool 6:** Sensitization leaflet.

The Mapping tool was considered important and likely to be institutionalized, but only after a harmonization exercise with other Technical and Financial Partners scheduled for September 2014.

After discussions with the Ministry, it was also agreed during the meeting that pending validation by hierarchy, PADDL shall continue disseminating these tools through its field activities.





# OVERVIEW OF THE MAJOR TOOLS DEVELOPED FROM VARIOUS PADDL EXPERIENCES

## Selection and Classification of Tools

The main criterion that guided the selection of the tools was the strategic nature of their outcome (decision-making support instruments). Based on this criterion, it was easy to notice that the tools could generally fall under two categories:

1. Control tools, useful to decision-makers in MINEE and to Mayors;
2. Management tools, useful to council focal points, support CSOs and WMCs.
3. Implementation tools

In addition to this dominant criterion, other assessment criteria were considered: relevance, efficiency, frequency, simplicity.

At the end of the workshop held in Yaoundé from 2 - 3 December 2013, the following tools were selected:

### 1. Planning tools

- a. Mapping (with 2 data collection sheets) .
- b. Factsheet to enable a Mayor decide on repairs to be programmed.

### 2. Programming tools

- a. Agreement between WMC and Council.
- b. Agreement between Council / artisan repairer.
- c. MINEE / Council roadmap

### 3. Implementation tools

- a. Municipal order certifying the establishment of Water Management Committee.
- b. Sensitization leaflet.





## Presentation of Selected Tools

For each tool, it is first of all important to briefly recall the experiences referred to within the context of PADDL's support activities. Such reminder will provide answers to such questions as:

- Where has this tool been used (in which councils)?
- What is its use? Which problem is it designed to solve?
- Who are its users?
- How is it used? (procedure, steps)
- What results/achievements have been obtained using this tool?
- What difficulties have been encountered in using this tool?

Next, the tool is presented in its form, that is, its visual appearance.





# Box 1

## Factsheet to enable a Mayor decide on repairs to be programmed

**Title of Experience:** SECTOR PLANNING IN THE POTABLE WATER SECTOR.

**Council :** Ayos.

**Use of tool :**

- To identify broken down water points.
- Program repairs of broken down water points.
- Identify commonly used parts and constitute a stock of spare parts.

**Main stakeholders :**

- Council, MINEE DD.

**Strategy/Approach :**

- Selecting a service provider or using the council's technical service in charge of water management
- Involving council staffs trained in maintenance work

**Application process:**

- Field trips
- Carrying out a diagnosis of each broken down water point
- Assessing the costs of repairs to be carried out on the broken down water points (spare parts + labour)
- Presenting a summarized report on all water points to the council executive
- Mayor's decision and budgeting of repairs to be carried out

**Results obtained using this tool :**

- The Council executive programmed and budgeted repairs to be carried out.
- Broken down water points are once more operational.

**Difficulties encountered:**

- Cost of repair of water points that are sometimes very high





# Box 1

Factsheet to enable a Mayor decide on repairs to be programmed

Cost						
Diagnosis						
Pump brand						
Type of water point						
Location						
Number of broken down water points						
Village						



# Box 2

## Agreement to delegate the management of water points to the water management committee

**Title of experience:** SECTORIAL PROGRAMMING OF THE POTABLE WATER SECTOR

**Councils :** Ayos, Soa, Mbalmayo.

**Use of tool :**

- Improvement of collaboration between the Council and the WMC;
- Better clarification of the responsibilities of each stakeholder in the management of water points;
- Greater involvement of users in the management of water points;
- Sharing of water point maintenance and management costs between the Council and the WMC.

Each council may adapt this tool to its specific needs.

**Main stakeholders :**

- Council, MINEE DD, WMC

**Strategy/approach :**

- Mobilization of relevant stakeholders.

**Application method :**

- Negotiating the terms of the agreement between the Council and the WMC.
- Signing and publication of the agreement between the Council and the WMC.

**Results obtained using this tool :**

- Improved collaboration between the Council and the WMC driven by mutual accountability between the two stakeholders.

**Difficulties encountered:**

- In some cases, non-compliance with the terms of the agreement to the letter

# Box 2

## Agreement to delegate the management of water points to the water management committee

**RÉPUBLIQUE DU CAMEROUN**

*Paix – Travail – Patrie*



**REPUBLIC OF CAMEROON**

*Peace - Work - Fatherland*

DÉPARTEMENT DE .....

.....DIVISION

COMMUNE DE .....

.....COUNCIL

BP : .....

P.O BOX : .....

TEL : .....

TEL : .....

### MANAGEMENT AND MAINTENANCE OF DRINKING WATER POINTS

#### AGREEMENT ON DELEGATION OF MODERN WATER POINT MANAGEMENT

##### Between

The....., council, represented by its Mayor;

And the....., water management committee,  
represented by its Chairperson;

##### Explanatory statement

With the advent of decentralization, councils have now been assigned the general mission of local development and improvement of the living conditions of their citizens.

Regarding the Environment and management of natural resources, Law No. 2004/018 of 22nd July 2004 fixing the rules applicable to councils stipulates under its article 16 that the responsibility for the supply of potable water shall be transferred to councils. Decree No. 2010/0239/PM of 26 February 2010 that lays down modalities on the implementation of certain competences transferred to councils relating to the supply of water in areas not covered by the public water distribution network leased by the State (article 5), specifies that, councils shall be responsible for the management of wells and boreholes through:

- execution of studies, construction and management of wells and boreholes;
- Conservation, protection and use of water.
- Servicing and maintenance of all wells and boreholes on the council's territory.
- Taking all requisite steps to ensure hygiene and sanitation around the said wells and boreholes.
- management and maintaining water supply facilities.
- Maintenance of council records (data sheets) of water supply facilities.

It is also incumbent on the council to entrust management of the water supply facility to a Committee of Users or, where applicable, delegate it to a private operator (article 5, 1 of Order No. 2010/00000298/A/MINEE of 1 September 2010 on terms of references laying down the technical conditions and modalities governing the implementation of competences transferred to councils by the state in the domain of potable water supply in areas not covered by the public water distribution network leased by the State).

This agreement is drafted pursuant to the provisions of the law, decree and order cited above.

# Box 2

## Agreement to delegate the management of water points to the water management committee

### THE PARTIES TO THIS AGREEMENT HEREBY AGREE AND DECIDE AS FOLLOWS:

#### Article 1: Subject of the Agreement

The subject of this contract is to delegate management of the water point to the water management committee in order to guarantee sustainable supply of safe drinking water. This partnership is underpinned by the notion of mutual interest and the drive to involve the citizens in public property management and basic service delivery. The council thus recognizes the need for close collaboration with the population that can guarantee access to safe drinking water.

#### Article 2: Responsibilities of the committee

- (1) The water management committee shall:
  - mobilize and sensitize the local population on the objectives of participatory management of a water point;
  - ensure permanent supply of safe drinking water to users;
  - provide security around the water point;
  - collect contributions from the population to support the council in the management and maintenance of the water point;
  - secure the financial resources of the committee by opening a savings account jointly managed by at least two signatories;
  - ensure permanent collaboration with the artisan-repairer appointed by the council to maintain the water point;
  - collect users' contributions (monthly for instance) ;
  - ensure sanitation around the water point;
  - keep a track record of the water points
  - organize water point management meetings and forward reports thereof to the council.
- (2) In addition to these main missions, the council may assign to the management committee any other missions in strict compliance with the laws and regulations in force.
- (3) The organization and functioning of the committee shall be specified in the bylaws and internal rules and regulations of the water management committee.

#### Article 3: Responsibilities of the council

- (1) The council shall be responsible for:
  - recruiting, supervising and following up the artisan-repairer in respect of internal maintenance of the water point;
  - Creating and establishing the water management committee;
  - Providing support in the form of subvention to the water management committee in the event of a significant break down;
  - Monitoring/evaluating the functioning of the water management committee.

#### Article 4: Financial provisions





# Box 2

## Agreement to delegate the management of water points to the water management committee

- (1) The respective contributions of each party to the maintenance of water points shall vary according to the rates fixed by mutual agreement for each financial year. For instance, the contributions may be distributed as follows:
  - in case of a break down worth CFAF 50 000 or less, the management committee shall cover the entire costs of repairs;
  - In case of a break down worth more than CFAF 50 000, the committee and the council shall each cover 50% of the costs.
- (2) Contributions collected by the management committee from the population for maintenance and water supply shall be deposited in the savings account of the Water Management Committee. The said account shall be jointly managed by the council and two management committee chairpersons.
- (3) However, each management committee shall free to singlehandedly open and manage a separate account for its activities other than those cited under the paragraph above.

### Article 5: Duration of the Agreement

This agreement is entered into for a duration that is mutually renewable by the parties.

- (1) The Bureau may be replaced at the request of the Mayor for shortcomings noted in their performance of the responsibilities of the committee.
- (2) Should the Bureau be upheld despite the Mayor's replacement request, the latter shall be forced to unilaterally terminate the agreement.
- (3) Termination shall be formalized by notification.

Done at ..... on .....

In 2 original copies

### Signatories

The ..... Council;  
*Represented by the Mayor*

the Management Committee,  
*Represented by*  
*(Name and title, signature, date, stamp) ;*





# Box 3

## Cooperation Protocol between the Council and the artisan-Repairer

**Title of experience :** SECTOR PLANNING OF THE POTABLE WATER SECTOR.

**Councils:** Ayos, Soa, Mbalmayo.

**Use of tool :**

- Improved collaboration between the Council, the WMC and the Artisan-Repairer.
- Better clarification of the responsibilities of each stakeholder in the maintenance of the water point.
- Guaranteed quality maintenance for the water point.
- Reduced reaction time when a water point breaks down.

This tool may be used by councils that have opted for the artisan-repairer system of maintenance of water points. Each council may adapt it to its needs.

**Main stakeholders**

- Council, MINEE DD, WPMC, artisan-Repairer

**Strategy/approach :**

- Mobilization of the relevant stakeholders.

**Application process :**

- Negotiation of the terms of the contract between the Council and the artisan-Repairer.
- Signing of the agreement between the Council and the artisan-repairer.

**Results obtained using this tool :**

- Improved quality maintenance of water points
- The frequency of break downs has declined.
- Water point repair deadlines have shortened.

**Difficulties encountered :**

- None



# Box 3

## Cooperation Protocol between the Council and the artisan-Repairer

**REPUBLIQUE DU CAMEROUN**

*Paix – Travail – Patrie*



**REPUBLIC OF CAMEROON**

*Peace - Work - Fatherland*

RÉGION DU .....

DÉPARTEMENT DE .....

COMMUNE DE .....

SECRÉTARIAT GÉNÉRAL

SERVICE TECHNIQUE

BP : .....

TEL : .....

Mail : .....

..... REGION

..... DIVISION

..... COUNCIL

GENERAL SECRETARIAT

TECHNICAL SERVICE

P.O BOX : .....

TEL : .....

Mail : .....

### MANAGEMENT AND MAINTENANCE OF DRINKING WATER POINTS

#### AGREEMENT ON MONITORING AND REPAIR OF WATER POINTS BY THE ARTISAN-REPAIRER ON THE TERRITORY OF THE COUNCIL

#### Between

The .....Council, represented by its Mayor ;

And the Artisan-Repairer, Mr.....;

#### Explanatory statement

With the advent of decentralization, councils have now been assigned with the general mission of local development and improvement of the living conditions of their citizens.

Regarding the Environment and management of natural resources, Law No. 2004/018 of 22nd July 2004 that fixes the rules applicable to councils stipulates under its article 16 that the responsibility for the supply of potable water has been transferred to councils. Decree No. 2010/0239/PM of 26th February 2010 laying down the modalities governing the implementation of certain competences transferred to councils relating to the supply of potable water in areas not covered by the public water distribution network leased by the State (article 5) provides greater clarification to the above law by specifying that councils shall be responsible for management of wells and boreholes through:

- Execution of studies, construction and management of wells and boreholes;
- Conservation, protection and use of water.
- Management and maintenance of all wells and boreholes on the council's territory.
- Taking all necessary steps to ensure hygiene and sanitation around the wells and boreholes.
- Managing and maintaining water supply facilities.
- keeping a council record of water supply facilities.

# Box 3

## Cooperation Protocol between the Council and the artisan-Repairer

It is also incumbent on the council to entrust management of the water supply facility to a Committee of Users or, where applicable, delegate it to a private operator (article 5, 1 of Order No. 2010/00000298/A/MINEE of 1 September 2010 on terms of reference laying down the technical conditions and modalities governing exercise of drinking water supply competencies transferred by the State to councils in areas not covered by the public water distribution network leased by the State).

This agreement is drafted in accordance with the provisions of the law, decree and order cited above.

### THE PARTIES TO THIS AGREEMENT AGREE AND DECIDE AS FOLLOWS:

#### Article 1: Subject of the agreement

The agreement seeks to formalize the contractual agreement between the Council and the Artisan-Repairer for the internal maintenance of water points within a council's territory.

The Council thus recognizes the need to enter into a contract with the private sector to ensure efficient and effective service delivery.

#### Article 2: Responsibilities of the Artisan-Repairer

The artisan-repairer shall be responsible for:

- internal diagnosis of water points;
- replacement of obsolete parts;
- repairs of any breakdowns detected on the water point, with exception of repairs on the surface that shall be the responsibility of the management committee;
- preventive monitoring of water points to avoid recurrent breakdowns;
- coaching or assisting the management committee in surface maintenance.

#### Article 3: Responsibilities of the Council

In implementing this agreement, the Council shall be responsible for:

- remunerating the artisan-repairer based on the repairs and field trips carried realised;
- establishing, in association with management committees, a costs estimate for labor and transport fare in the event of repairs or follow-up field trips by the artisan-repairer;
- monitoring and evaluation of this agreement;
- the supply of spare parts either directly or indirectly.

#### Article 4: Administrative and financial provisions

- (1) Any remuneration of work done by the artisan-repairer shall be conditioned on a repairs or follow-up program prepared by the artisan-repairer and validated by the Council.
- (2) Repairs and follow-up reports produced by the artisan-repairer shall be submitted to the Council focal point responsible for water affairs, who shall cross-check the contents thereof before forwarding them to the Mayor for validation.



# Box 3

## Cooperation Protocol between the Council and the artisan-Repairer

- (3) The said reports may be forwarded to the delegate of the Ministry in charge of water resources for exploitation.
- (4) The artisan-repairer shall not be an employee of the Council.
- (5) Remuneration of the artisan-repairer shall come from contributions collected from the population by management committees as well as with additional contributions from the Council.

### Article 5: Duration of the agreement

The agreement is concluded for a duration that is mutually renewable by the parties.

- (1) This agreement may be unilaterally terminated by the Council in case of shortcomings noted in the artisan-repairer's performance of his missions.
- (2) Termination shall be notified to the artisan-repairer by official channels (letter or communiqué).

### Article 6: Settlement of disputes

All disputes that may arise from this agreement concerning its interpretation, validity, implementation or termination, shall be subject to an arbitration procedure under conditions laid down by the laws and regulations in force.

Done at \_\_\_\_\_, on \_\_\_\_\_

In 2 original copies

### The signatories

The \_\_\_\_\_ Council;  
*Represented by the Mayor*

the artisan-repairer,  
*Represented by*  
*(Name and title, signature, date, stamp) ;*





# Box 4

## MINEE / Council roadmap template

**Title of experience :** SECTOR PLANNING OF THE POTABLE WATER SECTOR

**Councils :** Ayos, Soa, Mbalmayo.

**Use of tool :**

- improve collaboration between the Council and the Divisional Delegation of Water and Energy (DDEE)
- Better clarify roles and responsibilities within the framework of transfer of competencies and resources to councils (TCR).
- Better coordinate the actions of the Council and the DDEE on the field.
- Lay down a framework that enables the DDEE to provide counseling support to the Council on all issues relating to safe drinking water.
- Have a basis for quarterly reporting on TCRs.

**Main stakeholders :**

- Council, MINEE DD .

**Strategy/approach :**

- Mobilization of relevant stakeholders.

**Objectives sought :**

In general, the MINEE/Council roadmap aims to strengthen cooperation between Divisional Delegates of MINEE and Councils in managing problems of potable water supply to the population. Specifically, it makes it possible to:

- Assess the water supply needs of the population and propose solutions to satisfy them;
- Ensure proper programming of potable water infrastructure construction contracts;
- Monitor and supervise the activities of service providers during construction of potable water boreholes and wells;
- Monitor and support the activities of water management committees;
- Capitalize all information pertaining to the implementation of activities in the sector.

**Application method :**

- Annual meeting (in January/February) between DDEE and the Council to prepare the roadmap for each year.
- Periodic meetings between the two stakeholders to monitor implementation of the roadmap.
- Use of the roadmap for semester reporting on TCRs.

**Results obtained using this tool:**

- Improved cooperation between the Council and the DDEE.
- Each stakeholder is informed in time of the other's interventions.

**Difficulties encountered:**

- Non-compliance to commitments made by one or both parties.





# Box 4

## MINEE / Council roadmap template

Council/ MINEE DD joint plan of action							
Domains	Actions to be executed	Indicators	person responsible	Resources (expenditure item)	Planning	Observations	
<b>Planning</b> <i>General objective :</i>							
<b>Programming</b> <i>General objective :</i>							
<b>Execution</b> <i>General objective :</i>							
<b>Evaluation / Reporting</b> <i>General objective :</i>							

**N.B.:** Users are free to create as many rows as needed depending on the number of activities they intend to implement.



# Box 5

## Municipal order certifying the establishment of the WMC

**Title of experience :** IMPLEMENTATION OF WMC ACTIVITIES.

**Councils :** Ayos, Soa, Mbalmayo.

**Use of tool :**

- Endow the WMC with a legal status.
- Bureau members of the WMC are recognized by the council.

**Main stakeholders :**

- Council and WMC.

**Strategy/approach :**

- Mobilization of relevant stakeholders.

**Application process :**

- Organization of general meeting to create the WMC or to re-elect members of the Bureau.
- Forwarding of report on the creation of WMC or re-election of members of the Bureau.
- Signing of the municipal Order by the Mayor.

**Results obtained using this tool :**

- a municipal order is signed by the Mayor.
- The WMC is legally recognized.
- WMC Bureau members are known to all stakeholders.
- The WMC is legitimized.

**Difficulties encountered:**

- Occasional delays in the signing of the municipal order by the Mayor.





# Box 5

## Municipal order certifying the establishment of the WMC

REPUBLIQUE DU CAMEROUN

Paix – Travail – Patrie



REPUBLIC OF CAMEROON

Peace - Work - Fatherland

RÉGION DU .....

DÉPARTEMENT DE .....

COMMUNE DE .....

SECRÉTARIAT GÉNÉRAL

SERVICE TECHNIQUE

BP : .....

TEL : .....

Mail : .....

..... REGION

..... DIVISION

..... COUNCIL

GENERAL SECRETARIAT

TECHNICAL SERVICE

P.O BOX : .....

TEL : .....

Mail : .....

**MUNICIPAL ORDER NO...../AM/C/SG**

To certify the creation of the .....  
water management committee and the election of its bureau members.

The Mayor of the ..... council

**Mindful of the Constitution;**

**Mindful of Law No. 2004/017 of 22 July 2004 on the orientation of decentralization;**

**Mindful of Law No. 2004/018 of 22 July 2004 to lay down the rules applicable to councils;**

**Mindful of Decree No. 2010/0239/PM of 26 February 2010 to fix the modalities governing the management of some responsibilities transferred to council in the domain of potable water in areas not covered by the public water distribution network leased by the State;**

**Mindful of Order No. 2010/00000298/A/MINEE of 1 September 2010 on terms of reference laying down the conditions and modalities governing the exercise of some responsibilities transferred to council in the domain of potable water in areas not covered by the public water distribution network leased by the State;**

**Mindful of the Order certifying the election of Mr .....**

**as Mayor of the .....  
council;**

### HEREBY ORDERS AS FOLLOWS:

**Article 1 :** A management committee referred to as « the.....  
water management committee »

is hereby created for the .....drinking water point  
(well or borehole)



# Box 5

## Municipal order certifying the establishment of the WMC

**Article 2 :** The missions of the said committee shall be defined in a separate agreement with the Council.

**Article 3:** The composition of the Bureau shall be adapted depending on the context and the choices made by the Council / the management committee itself.

For instance, it may be composed as follows:

- Chairperson.
- Vice-Chairperson.
- Secretary General.
- Treasurer.
- Auditor, financial secretary.
- Water well driller.

**Article 4 :** The services of members of the committee shall be honorary. However, recurrent expenses shall be covered with contributions paid by members of the management committee.

**Article 5 :** This order shall be registered, published and communicated wherever need be.

### COPIES :

- Divisional Officer for .....
- MINEE Divisional Delegate .....
- Senior Divisional Officer for .....
- Council Archives

Done on ..... at .....

The Mayor





# Box 6

## Brochures/ flyers for Sensitization

**Title of experience :** SENSITIZATION ON WATER POINT MANAGEMENT.

**Councils :** Bafoussam, Bamendjou and Menoua Councils.

**Use of tool :**

- Strengthen awareness about the need to ensure proper functioning and maintenance of drinking water supply infrastructure.
- Fight against water-borne diseases.
- Improve user involvement in the management of water points.

The brochure/flyer is to be adapted depending on the target audience and the message to be disseminated.

**Main stakeholders**

- Councils, MINEE DD, WMC, Users of water points, CSOs

**Strategy/approach :**

- Recruitment of a service provider (computer graphics designer)

**Application process :**

- Conception of a sensitization message.
- Production of brochure/flyer.
- Information and sensitization session, dissemination of the brochure/flyer.

**Results obtained using this tool :**

- A sensitization brochure/flyer is produced in several thousand copies.
- There are behavior changes by the various stakeholders and users

**Difficulties encountered :**

- Resistance to change of behaviour..

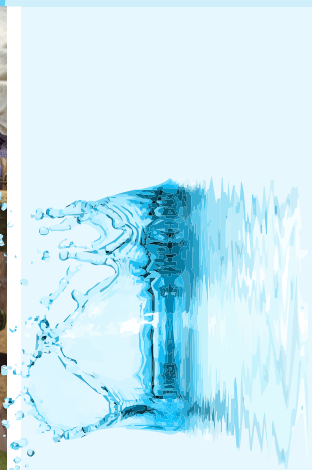


# Box 6

## Brochures/ flyers for Sensitization

### ► IMPLEMENTATION STRATEGIES

The success of this approach requires that Decentralized State Services (DSSs) and Decentralized Regional and Local Authorities (RLAs) should understand their different roles and work hand in glove to rationalize the management of water resources and infrastructure and thus allow the population to benefit equitably from it.



### THE IMPORTANCE OF MASTERING THE INVENTORY OF WATER POINTS

TO GUARANTEE BETTER ACCESS TO SAFE DRINKING WATER BY THE POPULATION IN COUNCIL AREAS





# Box 6

## Brochures/ flyers for Sensitization

### DEAR MUNICIPAL AUTHORITIES !

### BACKGROUND AND JUSTIFICATION

- Do you know that water is life and that the well-being of your population largely depends on it?
- How may you ensure equitable access by your population to drinking water?
- How can you improve on the strategies to access drinking water by your population?

Cameroon embarked on the irreversible process of decentralization for many years now. As part of the process, the central Government must transfer to Decentralized Regional and Local Authorities (RLAs) the general responsibility for local and sustainable development. Such a governance approach aims to combat poverty and improve on the living conditions



- Mastering the inventory of water points in the Council area provides the answers to these questions.
- This tool will enable you to satisfy your population's need related to water supply more than ever before.
- Your collaboration in the elaboration of an inventory of water points in your locality is strongly encouraged.

and environment of the population. The Ministry of Water Resources and Energy is one of the 9 Ministries that piloted the first generation of competencies transferred. Since water is an indispensable commodity for life, ensuring its accessibility to the population is the duty of local elected officials and a right for the citizens. Achieving this goal requires that the water needs of the population must be known.

### OBJECTIVES

Mastering the inventory of water points makes it possible to:

- Visualize their distribution and their state of repair, in order to assess discrepancies with the equivalent water point standard.
- Plan efficiently and to foster collaborative actions by different stakeholders.
- Have a real negotiation and decision-making tool.

### ACTIVITIES

Knowledge of needs is a pre-requisite to good planning and is to be achieved through the preparation of a precise monograph study consisting of:

- Elaborating an inventory of water points.
- Carrying out an assessment of the functioning and management of water points to ensure their sustainability.
- Carrying out a mapping of water points to illustrate their spatial distribution and their state of repair.



# II. CONDITIONS FOR DUPLICATION OF EXPERIENCES GAINED

Successful support to councils in the management of water points depends on three main factors: human, material and financial resources.

## Human resources

The experiences generated by PADDL shows that human skills play a crucial role in the sustainable management of water points. Indeed, in the 23 (twenty-three) pilot councils covered in this study, the human factor was decisive in helping attain set objectives. Water point management stakeholders may be endogenous or exogenous.

### a. Endogenous stakeholders (endogenous to the council area)

Two categories of internal stakeholders were involved: municipal staff (in this case comprising the mayor, his assistants, the secretary general of the council and the focal point for water affairs), on the one hand and the WMC on the other hand.

#### Mayors

With regards to municipal staff, we noted with satisfaction the effective participation of many mayors in experience-sharing sessions organized in Bafoussam from 23 – 26 July 2013 and in Mbalmayo from 23 - 24 November 2010.

From a legal standpoint, the ripple effect of mayors' involvement was notably the signing of:

- Municipal orders certifying the creation of water management committees (example: case of Soa);
- Agreements on monitoring and repair of water points by artisan-repairers within council areas (Example: Ayos, Mbalmayo);
- Agreements on delegation of management of modern water points (Example: Ayos, Mbalmayo) ; Etc.

Logistically speaking, Mayors and their secretary generals facilitated access by SPs to council services and to the population for the execution of surveys and mapping exercises in villages. Moreover, they equally made available council conference halls at the disposal of SPs for the realization of restitution, validation and strategy elaboration workshops





In addition, the involvement of council executives resulted in the provision of operational resources for water points/council water services.

With regards to finances, some Mayors accepted to finance a number of operations with their own council budget: rehabilitation of non-functional water points, paying for coffee breaks and transportation expenses during WMC training workshops, granting cost-free advances to WMCs that are not able to buy spare parts when the water point breaks down, etc.

#### focal points for water

The role of focal points for water consisted in:

- Acting as intermediaries between their councils and WMCs.
- Monitoring the actions undertaken by WMCs.
- Monitoring in their respective councils all files relating to water issues and reporting to the Mayor.

#### WMCs

Lastly, the services of WMCs aided in:

- The mobilization of contributions for the management and maintenance of water points.
- The sensitization of users about the hygienic measures to be taken in order to maintain the cleanliness of the borehole and ensure proper use of the drinking water by users.
- The day-to-day maintenance of water points (sweeping, surveillance,...).
- Etc.

### b. Exogenous stakeholders (exogenous to the council area)

These are essentially Deconcentrated State Services (DSSs), CSOs and partners recruited by PADDL to provide assistance to the councils.

#### Deconcentrated State Services (DSSs)

DSSs are generally MINEE divisional delegates and sometimes those of MINSANTE given the close correlation between water problems and health.





Within the context of the experiences conducted by PADDL in the 23 councils covered in this report, MINEE staff intervened in a non-exhaustive manner to:

- Carry out monitoring, control and evaluation of the competencies transferred;
- Furnish councils with expertise to exercise the competencies;
- Furnish councils with a decision-making tool (mapping);
- Monitor the construction and acceptance of water points;
- Act as consultant engineers/technical advisors to councils, particularly with regards to project development and assessment of the quality of spare parts;
- Carry out a diagnosis of possible or recurrent break downs;
- Train artisan repairers.

### CSOs

Local Civil Society Organizations played the following major role :

- Sensitization of council executives about the importance of proper maintenance and management of water points and their attendant responsibilities in the domain;
- Sensitization of users about their role in the management of water points and the need to pay their contributions;
- Community mobilization and the creation of water point management committees.

### Service Providers (SPs)

Depending on the terms of reference of their interventions and based on their specific expertise, SPs strove to:

- Conduct diagnostic surveys/studies on the status of council water points;
- Train and coach council officials (Focal Points);
- Support councils in preparing water point management strategies and in establishing WMCs;
- Assist the Mayor in analyzing his participation as Chair of the Health District Management Committee;
- Make proposals to improve collaboration between the council and State services involved in the two domains;
- etc..







It emerges from these experiences that several human factors are to be taken into account in scaling up the tools developed by PADDL. It would notably be necessary to take steps to build capacity for:

- technical staff (training of water well drillers, and water point maintenance teams to ensure availability of expertise in the domain);
- council officials regarding supervision of water point construction as well as management and maintenance thereof;
- WMCs in financial management, sensitization about proper use of water points, and systematic mainstreaming of the gender approach in their composition to improve sustainable management of water points;
- Households in the use of water treatment techniques;
- Competent technical staff in mastering the local mapping of water points.

## Material resources

One of the major problems bedeviling most council is the non-availability of spare parts to repair broken down water points. Very often, the models and brands available on the local or national market do not correspond to the outdated council facilities. In addition, even when the parts are available at national level in major cities like Douala and Yaoundé, they are hardly available in the other towns across the country. Such a material factor must be taken into account in scaling up the experiences generated by PADDL.

## Financial resources

The deployment of some council support tools in the management of water points entails costs that cannot be ignored. Such costs relate to surveys and diagnoses, mapping of water points in councils, council strategies, plans of action, routine follow up, etc.

Water infrastructure is generally expensive as indicated by the figures below culled from PADDL documents:





**Table:** *Cost of some water point management activities.*

Activity	Cost (in CFAF)
Development of springs	<b>Between 1 and 1.5 million</b>
Construction of a borehole	<b>From 10 to 12 million</b>
Construction of a modern well	<b>From 3.5 to 5 million</b>
Repairs	<b>From 10 to 400 thousand</b>
Water analysis	<b>Between 10 and 30 thousand</b>
Modern well emptying every 3 to 5 years	<b>100 thousand</b>

Many other activities entail costs that were not assessed throughout the study, including during the workshop. Yet, it emerges from various reports that the following activities engender huge expenses: maintenance, repair of broken down water points, water treatment, training of various stakeholders involved in the management of water points.

This chapter reveals that large-scale duplication of PADDL experiences requires the availability of human expertise, adequate technical materials and financial resources.





## ASSESSING THE IMPACTS OF THE VARIOUS PROCESSES

Direct counseling/support actions contributed significantly to improve the understanding of the role of the different stakeholders and, by extension, improved the management of MWP.

Accordingly, we may note:

### 1. Improved knowledge of problems of access to drinking water in the council

The establishment of a MWP management system enabled the council to better apprehend the acuteness of the drinking water problem and built its capacity for analysis and search of appropriate solutions.

### 2. A system that presents signs of autonomy

The water points management systems put in place in councils have so far operated without any external support, which demonstrates some capacity for self-reliance. Most WMCs strive to be up-to-date with the contributions they pay to the council for MWPs monitoring.

### 3. Improved water delivery within the council area

Users are positive that the institution of periodic preventive maintenance has had an undeniable impact on the good state of repair of pumps. Additionally, the maintenance systems put in place allow for faster diagnosis and repair of faults that occur.

### 4. A collaborative process kick-started between councils and users, DSSs, CSOs and the private sector.

The said collaboration made it possible to resolve a number of problems by clarifying the roles and responsibilities of each stakeholder and especially rendering the entire system more efficient.

### 5. An increasingly professional maintenance chain

Outsourcing maintenance appears as a qualitative game-changer since the artisan repairer is empowered and working conditions are clearly defined. Besides, the issuance of a technical authorization to the artisan repairer or to the council's technical water service makes it possible to avoid the intervention of unqualified persons, thus contributing to improve the qua-



lity of repairs. It has even been observed that there is better diagnosis of break downs and the frequency of break downs has declined since WMCs started using exclusively the services of the approved artisan repairer or of the council's technical water service.

#### 6. Accountability indices

Dissemination of the various documents detailing the movements carried out in the special accounts of the water service constitutes evidence of accountability that enhances trust between the council and WMCs. Similarly, follow-up visits by the council's water affairs team imposes on WMC officials a degree of transparency in the management of the funds collected. Furthermore, the establishment by the artisan repairer of MWP tracking forms circulated to WMCs and to the council is also part of the accountability drive.

#### 7. Formalization of relations between stakeholders involved in the management of MWPs (agreement to delegate management of MWPs, contract on monitoring and maintenance of MWPs, municipal order certifying the creation of the WMC)

Such legal recognition permitted the establishment of a functional instrument to finance the maintenance of MWPs, co-managed by the council and WMCs, thus making it possible to secure the funds collected in accounts in Micro-finance establishment (MFEs).

#### 8. Gradual acceptance by users of the principle of payment for the drinking water service through contributions, which is a good indicator of the citizen awareness and responsibility.



# IV. CONCLUSION

At the end of the mission to capitalize council support tools in the management of water points, we may retain the following:

1. PADDL and its partners have developed many control and management tools that are documented and are available in councils and in WMCs. This report focuses primarily on 7 of the tools that are deemed more relevant for scaling up by MINEE. The results obtained with the aid of these tools in about twenty pilot councils in the West and Center regions are perceived in terms of improved management and maintenance of water points.
2. The difficulties encountered in implementing the said tools are essentially linked to the lack of a documented official medium and to the still limited cooperation between councils and Deconcentrated State Services (DSSs).
3. Duplication of PADDL experiences is possible and desirable within the context of transfer of competencies by the State to councils, an operation that must necessarily be matched with transfer of resources. Accordingly, permanent dialogue between MINEE and PADDL is necessary to explore concrete proposals on the format and approach for up-scaling the experiences by MINEE and other support stakeholders.