ECOWAS COMMISSION
COMMISSION DE LA CEDEAO
COMISSÃO DA CEDEAO

CENTRE DE GESTION DES RESSOURCES EN EAU (CGRE)
WATER RESOURCES MANAGEMENT CENTER (WRMC)
CENTRO DE GESTÃO DOS RECURSOS HIDRICOS (CGRH)

# INSTITUTIONAL STUDY FOR A STRUCTURAL REFORM OF THE WATER RESOURCES MANAGEMENT CENTRE (WCMC)

## TERMS OF REFERENCE

# I. BACKGROUND AND RATIONALE

It was following the Regional Conference on Integrated Water Resources Management (IWRM) in West Africa held in Ouagadougou in March 1998 that ECOWAS took the decision to set up a structure entirely dedicated to water resources management issues.

The Centre for Water Resources Management (CGRE) was established by Decision A/DEC.5/12/01 adopted by the ECOWAS Authority of Heads of State and Government on 21 December 2001 in Dakar establishing the Permanent Framework for Coordination and Monitoring of Integrated Water Resources Management in West Africa (CPCS-IWRM-A0).

It is both the executive body of the said Framework and the Water Directorate of the ECOWAS Commission, currently under the authority of the Commissioner for Infrastructure, Energy and Digitalization of the ECOWAS Commission.

The overall mission of the ERMC is to promote, coordinate and ensure the implementation of a community policy on water resources management in West Africa, in accordance with the mission and policies of ECOWAS.

Its main responsibilities are:

- Coordinate and implement the decisions of the Ministerial IWRM Monitoring Committee;
- Coordinate the implementation of IWRM projects, programmes and action plans in West Africa;
- Monitor and supervise ECOWAS activities in the field of water resources management, including through the integration of IWRM into ECOWAS sectoral programmes;
- Ensure ongoing liaison with members of the Technical Committee of Experts (ETC) and the Regional Advisory Committee on Water Resources (CRCR);
- Liaise with water sector stakeholders at the national, regional and international levels;
- Advocate for IWRM with States, water sector operators and development partners by encouraging their buy-in to the process and encouraging their financial participation.

The ERMC was effectively established on 12 March 2004 in Ouagadougou, Burkina Faso.

He immediately set to work and achieved impressive results, including the development of the West African Water Resources Policy (WAERP) adopted by the ECOWAS Authority of Heads of State and Government in December 2008, the implementation of the Regional Integrated Management of Invasive Aquatic Plants Project in West Africa between 2007 and

2012, the conduct of a regional consultation on the development of water infrastructure in West Africa, which led to the adoption of guidelines in 2012 and a directive on the development of water infrastructure in West Africa in December 2024, the promotion of three new transboundary basin organizations (in the Mono basin, the Comoé-Bia-Tanoé basins and the Mano River Union basins), the development of a regional water observatory.

But over time, this dynamism of the CGRE has faded considerably due in particular to a chronic lack of staff.

It is under these conditions that the 4th Ordinary Session of the Ministerial Committee for the Monitoring of IWRM in West Africa, held in Dakar in November 2015, adopted a resolution on the realization of an institutional study with a view to a structural reform of the ERGC.

A performance audit of the ERMC conducted in April 2023 also reached the same conclusion. And the President of the ECOWAS Commission instructed to carry out the study in question.

The present study is therefore initiated in this context. It will be carried out under the aegis of a Steering Committee comprising representatives of the ECOWAS Commission, the ERMC and the bodies of the Permanent Framework for the Coordination and Monitoring of IWRM in West Africa (CPCS-WA).

# II. OBJECTIVES OF THE STUDY

## 2.1 Overall objective

The overall objective of the study will be to define the elements of a structural reform aimed at making the CGRE a high-level ECOWAS specialized agency for water issues and fully and effectively fulfilling its mission of leadership of the regional IWRM process in West Africa.

## 2.2 Specific objectives

The specific objectives of the study are:

- Critically analyze the texts governing the ERGC;
- Review the activities carried out by the ERMC;
- Identify the constraints that have hindered the action of the CGRE;
- Define the elements of a structural reform of the CGRE to cover, inter alia, the following aspects:
    - ✓ The redefinition of the missions and attributions of the CGRE (possibly with the choice of a new legal status, with the required justifications);
    - ✓ Financial management autonomy and the identification of sustainable and predictable sources of financing (in addition to the ECOWAS budget)

allowing the Centre to take initiatives and effectively conduct ambitious programmes;

- ✓ Strengthening the Centre's human resources;
- ✓ Taking into account the new institutional environment in the region marked in particular by the exit of some countries from ECOWAS.

## III. EXPECTED RESULTS

The main expected results of the study include:

- A critical analysis of the legal texts governing the CGRE is carried out;
- The main activities carried out by the ERMC are reviewed;
- The constraints that have hindered the action of the CGRE are identified;
- The elements of a structural reform of the ERMC are defined.

## IV. METHODOLOGICAL APPROACH

Subject to the detailed methodology that the Consultant will have to propose, the following methodological elements will have to be taken into account:

a) Document review;

b) Presentation to the Steering Committee of a start-up report specifying in particular the methodological approach and a roadmap;

c) Interviews and surveys with the main institutions and structures concerned with issues relating to water resources management in West Africa;

d) Development of a draft version of the study report which will be submitted first to the Steering Committee before being presented at a regional validation workshop;

e) Production of a final report taking into account the observations of the workshop.

## V. AVAILABLE

The expected deliverables of the consultant's mission are:

- **A start-up report** presenting the Consultant's understanding of the terms of the assignment and a detailed methodology for conducting the study. This must be done within 10 calendar days after the contract is signed. This report will be discussed and validated by a Steering Committee of the study;

- **A provisional report of studies** for a regional workshop bringing together, inter alia, the departments and services of the ECOWAS Commission concerned with IWRM and institutional reform issues, institutional actors of the regional IWRM process in West Africa and technical and financial partners;
- **A final report** taking into account the observations of the regional workshop and which should be validated by the Steering Committee.

## VI. DURATION OF THE STUDY

The study will take place over a maximum period of thirty **(30) man-days** spread over eight (8) calendar months from the date of signature of the contract.

## VII. PROFILE AND QUALIFICATION OF THE CONSULTANT

The study will be carried out by a consulting firm with good references in institutional auditing and structural reform in West Africa.

The Consultant's team will be composed as follows:

- An expert in the field of integrated water resources management in West Africa, with proven experience in institutional issues, Team Leader;
- An expert in institutional auditing with a good knowledge of the legal and institutional environment of West African regional organizations.

## VIII. ADMINISTRATIVE PROVISIONS

### 8.1 Services and facilities provided by the ECOWAS-ERMC

The ECOWAS-ERMC will facilitate the Consultant's contacts with the country authorities and bodies concerned by the studies. The responsibilities of the ECOWAS-ERMC will also consist of (i) providing the Consultant with the administrative and logistical assistance necessary for the performance of his services (obtaining visas, reservations, etc.), (ii) coordinating with the Consultant the submission of reports, planning and organizing according to an appropriate schedule the consultations relating to the validation of the results of the studies, and (iii) providing the Consultant with all available documentation as well as the data and necessary information.

## 8.2 Budget, tenders and contracts

The Consultant (design office) will be recruited according to the selection method provided for in this area by the ECOWAS Commission Procurement Code in its version of 21 September 2021.

Travel expenses, travel to Abuja possibly to other places, per diems, fees, costs of preparation and reproduction of reports as well as those relating to participation in the regional validation workshop and working meetings with the Steering Committee are the responsibility of the Consultant.

The costs of data collection, telephone communications, computer equipment and reprography of documents are also the responsibility of the Consultant.

The organization of the various sharing and validation workshops will be financed directly by the ECOWAS-CGRE. It will therefore not be the subject of a budget proposal by the Consultant, with the exception of his own participation, or even his assistance in their preparation.