

ANNUAL REPORT 2024



OFFICE OF THE
PUBLIC INDEPENDENT CONCILIATOR,
NORTH WEST REGION

EXECUTIVE SUMMARY

2024 Annual Activity Report of the Public Independent Conciliator of the North-West Region

The Public Independent Conciliator is required to submit to the President of the Republic an Annual Report on its activities, the functioning of regional and local authorities and their relations with citizens.

According to Section 367(3) paragraph 6 of Law No. 2019/24 of 24 December 2019, “The Public Independent Conciliator in the North-West and South-West Regions shall be responsible for preparing a report on the functioning of regional and council services.”

As per Article 25(1) of Decree No. 2020/773 of 24 December 2020 to lay down conditions for the discharge of duties of Public Independent Conciliator in the North-West and South-West Regions, “The Public Independent Conciliator shall submit to the President of the Republic an annual report on the state of relations between citizens and regional and council services. The report shall present the balance sheet of his activities.”

Presentation of the Report

The report is presented under six parts. It highlights the activities of the Public Independent Conciliator of the North-West Region from January to December 2024. It narrates key activities carried out, examines the functioning of regional and local authorities and their relations with citizens, underscores major challenges faced, and captures perspectives and recommendations for better performance in 2025.

1. The Public Independent Conciliator continued to make his office known and sought to build trust and confidence in the people. In pursuit of its preventive approach to dispute-resolution following an avalanche of complaints, the Office organised mass media sensitisation campaigns, information, and education seminars for community-based organisations, journalists and community-based assistants. It also organised a joint workshop for municipal treasurers, secretaries-general, and mayors to address issues of council functioning. Another joint workshop grouped Civil Status Secretaries and Civil Status Registrars (Mayors) to iron out unethical issues surrounding the issuance of civil status documents.
2. The Public Independent Conciliator conducted visits to Nkambe (in Donga Mantung Division) and Kumbo (in Bui Division) to wrap up his visits to councils lodged in divisional headquarters of the North-West Region.
3. The Public Independent Conciliator received and treated 71 complaints in 2024.

4. The Public Independent Conciliator observed that the population of the North-West Region is not fully aware that the participation of citizens in the affairs of the region and councils is a matter of duty and of right. He launched a campaign to promote citizens' participation in regional and council affairs in a bid to boost citizens' engagement in issues concerning their development and welfare.
5. As concerns the functioning of regional and council services and their relations with their citizens, the Office of the Public Independent Conciliator undertook information gathering on the functioning as well as the perception of the population of these decentralised services. The analysis and interpretation led to the following key findings:
 - Though there was net improvement in the management of regional and local authorities, some respondents still held that most decentralised entities are managed as a one-man business;
 - The devolution of competences is slow and accompanied by inadequate resources (manpower, technical know-how and necessary expertise) to realise some missions assigned to regional and local authorities;
 - The delay in the disbursement of quarterly subventions from the Special Council Support Fund for Mutual Assistance (FEICOM) deferred the execution of some critical council activities which affected the realisation of council development plans;
 - Some services of the regional and local councils are still plagued with ethical issues including, but not limited to accountability and transparency in council management; and
 - The population is yet to be completely involved in council activities.

The findings also revealed that regional and council services encountered many challenges and difficulties in the exercise of their functioning including, but not limited to:

- i. The high risks and insecurity which regional and council staff are exposed to in their operations in the region, many of whom have been subjects of kidnappings, ransom taking, and exposure to physical harm. Some unfortunate incidents targeting municipal officials in 2024 included:
 - The kidnapping and gruesome murder of the Second Deputy Mayor of Bamenda II Council, Joko Frida by armed separatists on 27th October 2024;
 - Murder of the Second Deputy Mayor of Elak Council, Bongnjioh Quinta by separatists on 30th July 2024;

- Ambush and murder of Councillor Mathias Bang of Zhoa Council on 5th June 2024;
 - Murder of the Mayor of Belo, Dr. Ngong Innocent on 20th May 2024 by non-state armed groups; and
 - Abduction and murder of the Second Deputy Mayor of Babessi, Nkwatoh Solomon on 22nd March 2024.
- ii. The absence of the Special Status text as provided for in Section 3(4) of Law No. 2019/024 of 24 December 2019 to institute the General Code of Regional and Local Authorities is negatively affecting the effective functioning of the Regional Assembly.
 - iii. The attitude of some supervisory authorities who would only accompany mayors when they have an interest in an operation. Many mayors are reportedly caught between aligning with their ethical responsibilities and yielding to the demands of their supervisory authorities without which they cannot execute council resolutions. This attitude has been condemned by many council executives.
 - iv. The absence of a local public service code, as well as other instruments of decentralisation is an obstacle to the effective functioning of regional and local decentralised entities. This situation was further compounded, for the Regional Assembly, by the unavailability of a personnel statute and an organisational chart adapted to the Special Status nature of the Regional Assembly.
 - v. The inadequate information and education of the masses on the decentralisation concept and project is a serious drawback to their effective and productive participation and support of regional and council services.
 - vi. Councils in the region are not able to generate income from other sources because of the crisis situation. As such, they still face challenges in the payment of the National Social Insurance Fund (CNPS) dues of their personnel which have accrued, a situation that has brought huge penalties to many councils.

DIFFICULTIES AND CHALLENGES

Apart from regional and local authorities, the Office of the Public Independent Conciliator also encountered difficulties and challenges notably:

1. The high insecurity characteristic of the prevailing context of work also affected the functioning of the Office of the Public Independent Conciliator as has been the case with councils. However, the situation did not stop the Public Independent Conciliator from carrying on field visits to councils at their bases.

2. While being thankful for providing the Office of the Public Independent Conciliator with a salary scale, the absence of an approved organisational chart and a personnel statute for staff of the Office of the Public Independent Conciliator remains a major drawback in the functioning of the Office.
3. The late disbursement of the subvention of the Office of the Public Independent Conciliator slowed down the timely execution of planned activities. The budget was approved on 23rd February 2024 and only disbursed on 16th May 2024.

The difficulties and challenges enumerated above and many others are not without very serious consequences on the effective functioning of regional and local decentralized entities as well as the Office of the Public Independent Conciliator in the North-West Region. They also constitute obstacles to the effective materialization of the Special Status on the ground.

RECOMMENDATIONS

After examining the functioning of regional and local council services and their relations with citizens, and considering the persistent nature of the difficulties and challenges faced, we continue to recommend to various authorities of competence the following:

1. THE REGIONAL AND COUNCIL SERVICES

- i. Continuous emphasis on more consultation of citizens and Divisional Representatives in the decision-making processes of the Regional Assembly. The involvement of users and beneficiary populations in the activities and projects of the Regional Assembly should also be increased. An unbiased and constructive approach towards the population will prompt their cooperation and actions in their communities.
- ii. Regional and council authorities should fully comply with all regulations organising their functioning, particularly the General Code of Regional and Local Authorities to create harmony at work. This will also imply putting in place internal dispute-resolution mechanisms to address internal discontent and oversight.
- iii. Continue to raise awareness and sensitise the population on the missions, roles and functioning of regional and council authorities, notably on the General Code of Regional and Local Authorities.
- iv. With the lifting of MINDDEVEL's suspension on recruitments, the Regional Assembly should proceed to regularise the situation of volunteers.
- v. Continue to enforce spatial distribution of employment opportunities at all levels including the Regional Assembly and local decentralised entities to ensure equitable representation of all 34 council areas in the region.

Regional and decentralised entities should capture the specificities of the region in their staffing, organisation and functioning. They should ensure that all socio-political as well as tribal, gender, minority, religious and other components are equally represented at all levels inclusively.

- vi. Councils should prioritize the creation of income-generating opportunities to boost their financial resources and improve the welfare and living conditions of their citizens.
- vii. Create consultative platforms at all level of council functioning to engage the participation of all sectors of the community in council activities and decision-making processes inclusively. This will also require that councils should institute an effective information and communication system that reaches out promptly to all communities through which citizens should constantly be put abreast with the activities of councils.
- viii. Councils should mainstream the rights-based and gender-based approaches in their functioning. The effective integration of these concepts will also demand the creation of effective focal points to monitor and ensure the enforcement of the required standards.

2. THE PUBLIC INDEPENDENT CONCILIATOR:

- i. Continue to monitor regional and council functioning as per the law. This will require multiplying activities that will enable the tracking of the functioning of regional and council services and their relations with citizens.
- ii. Enforce the concept of good governance in councils for the good of the population. Traditional and village authorities should also be educated to monitor as well as get involved in the management of council projects.
- iii. Step up sensitisation of the masses on its missions and functioning as well as those of regional and council authorities. Intensify campaigns on the role and involvement of citizens and community structures to enhance their effective participation in regional and council affairs.

3. GOVERNMENT

- i. Ensure adequate and timely disbursement of State subventions for the effective functioning of regional and council services to enable the full implementation of programmed activities and projects.
- ii. Integrate the budget of the Public Independent Conciliator in a separate budgetary line in the State budget otherwise, ensure the timely disbursement of State subvention.

- iii. Ensure effective devolution of powers and resources to the region and councils by finalising the necessary administrative processes and procedures to enable the smooth functioning of the Regional Assembly.
- iv. Ensure timely approval of council deliberations by supervisory authorities.
 - v. Accord more autonomy to councils to ensure flexibility in their actions and response to situations.
- vi. Accelerate the elaboration of the Local Public Service Code for regional and council services.
- vii. Redefine the prerogatives of the Regional Assembly in alignment with the Special Status of the region. The Organisational Chart of the Regional Assembly should be remodelled taking into consideration the exigencies of the Special Status.
- viii. Accelerate finalization of Personnel Policy (Statute de Personnel) and Organisational Chart of the Office of the Public Independent Conciliator to enable effective and rational management of personnel.
- ix. Speed up the elaboration of a separate instrument guiding the recruitment, remuneration and career development procedures for employees of local authorities in alignment with Section 491 of Law No. 2019/024 of 24 December 2019 to institute the General Code of Regional and Local Authorities.
- x. Ensure an enabling security environment for all council operations to return to their council areas to serve the population better as per Section 144 of Law No. 2019/024 of 24 December 2019 to institute the General Code of Regional and Local Authorities.
- xi. Ensure that the National Social Insurance Fund (CNPS) writes off the penalties levied on councils of the North-West and South-West regions for delays in the payment of contributions until a period when their resources would be regular.
- xii. Clarify the roles and competences of regional and council services, as well as the city and sub-divisional councils, especially in the areas of waste management, and issuing of building permits. In the same light, integrate sub-divisional and local councils in the Land Consultative Boards.
- xiii. Ensure the timely production and distribution of civil status registration booklet to councils.

PERSPECTIVES

In 2025, the Office of the Public Independent Conciliator intends to:

- i. Begin construction of the Head Office Building of the Office of the Public Independent Conciliator for the North-West Region in Bamenda.
- ii. Run a campaign to promote good governance in councils.
- iii. Intensify the organisation of more mass media campaigns targeting remote and grassroots populations in hard-to-reach areas of the region.
- iv. Continue with the education and sensitization of council stakeholders on the missions and functioning of the Public Independent Conciliator and the search for common grounds for partnerships.
- v. Intensify the organisation of awareness-raising and outreach programmes in communities.
- vi. Continue to systematically monitor regional and local council functioning on the ground to ensure the active and effective participation of citizens.
- vii. Continue to nurture a collaborative rapport with council stakeholders, as well as accompany and strengthen them to be able to deliver on their missions.
- viii. Expand the presence of the Public Independent Conciliator on the ground by developing the capacities and equipping community-based assistants pending the possible creation of divisional representations and sub-divisional satellite offices of the institution.

The work of the Public Independent Conciliator has given us the unique opportunity of observing council workers, recognising and respecting their incredible work and the endless challenge of decentralisation as well as the influence that government entities have on citizens. The Public Independent Conciliator will continue to play its role in promoting local good governance, fairness, and accountability in the delivery of local development and services by decentralised entities of the Region to the population.

**TAMFU Simon FAI,
The Public Independent Conciliator,
North-West Region.**

RÉSUMÉ

Rapport d'activité annuel 2024 du Public Independent Conciliator auprès de la Région du Nord-Ouest

Le Public Independent Conciliator est tenu de présenter au Président de la République un rapport annuel sur ses activités, ainsi que sur le fonctionnement des collectivités territoriales et leurs relations avec les citoyens.

Conformément au paragraphe 6 de l'article 367, alinéa 3 de la loi no 2019/24 du 24 décembre 2019, « Le Public Independent Conciliator est chargé dans les régions du Nord-Ouest et du Sud-Ouest de dresser un rapport sur le fonctionnement des services régionaux et communaux ».

Conformément à l'article 25, alinéa 1 du Décret no 2020/773 du 24 décembre 2020 déterminant les modalités d'exercice des fonctions de Public Independent Conciliator auprès des régions du Nord-Ouest et du Sud-Ouest, « Le Public Independent Conciliator adresse au Président de la République un rapport annuel sur l'état des relations entre les citoyens et les services régionaux et communaux ». Il y fait mention du bilan de ses activités ».

Présentation du rapport

Le rapport est structuré en six parties. Il porte sur les activités du Public Independent Conciliator auprès de la Région du Nord-Ouest sur la période de janvier à décembre 2024. Il décrit les principales activités menées, passe en revue le fonctionnement des collectivités territoriales et leurs relations avec les citoyens, souligne les principaux défis rencontrés et présente des perspectives et des recommandations en vue d'une meilleure performance en 2025.

1. Le Public Independent Conciliator a poursuivi ses efforts de vulgarisation de son rôle et s'est attelé à établir une relation de confiance avec les citoyens de la Région. Dans le cadre de son approche préventive de la résolution des litiges en raison d'une avalanche de plaintes reçues, le Bureau du Public Independent Conciliator ont organisé des campagnes médiatiques et des séminaires d'information et de sensibilisation à l'intention des organisations communautaires, des journalistes et des assistants communautaires. Un atelier conjoint a également été organisé à l'intention des receveurs municipaux, des secrétaires généraux et des maires afin d'aborder les questions relatives au fonctionnement des communes. Un autre atelier conjoint réunissant les secrétaires d'état civil et les officiers d'état civil (maires) s'est penché sur les questions d'éthique liées à la délivrance des actes d'état civil.
2. Le Public Independent Conciliator a achevé sa tournée dans les chefs-lieux des départements de la région du Nord-Ouest par une visite à Nkambe (département du Donga Mantung) et Kumbo (département du Bui).

3. Le Public Independent Conciliator a reçu et traité au total 71 plaintes en 2024.
4. Le Public Independent Conciliator a observé que les populations de la Région du Nord-Ouest ne sont pas pleinement conscientes du fait que la participation citoyenne à la gestion des affaires de la région et des communes est à la fois un droit et un devoir. Il a par ailleurs lancé une campagne de sensibilisation visant à promouvoir la participation des citoyens aux affaires régionales et municipales en vue d'une plus grande implication de ces derniers dans les questions touchant à leur développement et à leur bien-être.
5. En ce qui concerne le fonctionnement de la région et des communes et leurs relations avec les citoyens, le Bureau du Public Independent Conciliator a entrepris une campagne de collecte d'informations sur le fonctionnement de ces services décentralisés ainsi que sur la perception qu'en a la population. L'analyse et l'interprétation de ces informations ont permis de dégager les conclusions suivantes:
 - En dépit d'une nette amélioration dans la gestion des collectivités territoriales, certaines personnes interrogées continuent de croire que la plupart des entités décentralisées continuent d'être gérées comme une affaire personnelle;
 - la dévolution des compétences est lente et ne s'accompagne pas de ressources adéquates (personnel, savoir-faire technique et expertise nécessaire) pour la réalisation de certaines missions assignées aux collectivités territoriales;
 - les retards de versement des subventions trimestrielles du Fonds Spécial d'Équipement et d'Intervention Intercommunale (FEICOM) entravent l'exécution de certaines activités essentielles des communes et, partant, la mise en œuvre des plans de développement de ces communes;
 - certains services des conseils régionaux et locaux sont toujours minés par des problèmes d'éthique, notamment en ce qui a trait à la reddition de comptes et à la transparence dans la gestion des communes;
 - les populations tardent encore à s'impliquer pleinement dans la gestion des affaires des communes.

Il ressort également des résultats de l'analyse que les services régionaux et municipaux sont confrontés à nombre de défis et de difficultés dans l'exercice de leurs fonctions, notamment:

- i. le niveau de risque élevé et l'insécurité auxquels sont exposés les employés régionaux et municipaux dans l'exercice de leurs fonctions dans la région. Plusieurs cas d'enlèvements, de demandes de rançons et d'agressions

physiques ont été enregistrés. Nous avons recensé quelques incidents malheureux qui ont ciblé des agents municipaux en 2024:

- l'enlèvement et le meurtre macabre du deuxième adjoint au maire de la commune de Bamenda II, Joko Frida, par des séparatistes armés le 27 octobre 2024;
 - le meurtre du deuxième adjoint au maire de la commune d'Elak, Bongnjioh Quinta, par des séparatistes le 30 juillet 2024;
 - le meurtre de Mathias Bang, conseiller municipal de la commune de Zhoa dans une embuscade le 5 juin 2024;
 - le meurtre du maire de Belo, le Dr Ngong Innocent le 20 mai 2024 par des groupes armés non étatiques;
 - l'enlèvement et le meurtre du deuxième adjoint au maire de Babessi, Nkwatoh Solomon le 22 mars 2024.
- ii. L'absence de texte d'application relatif au Statut spécial tel que prévu à l'article 3, alinéa 4 de la Loi no 2019/024 du 24 décembre 2019 portant code général des collectivités territoriales décentralisées, nuit au bon fonctionnement de l'Assemblée régionale.
- iii. L'attitude de certaines autorités de tutelle qui n'apportent leur appui aux maires que lorsqu'ils y ont un intérêt personnel a été fustigée. D'après certaines informations, des maires seraient pris en étau entre leurs responsabilités éthiques, d'une part, et d'autre part l'obligation d'accéder aux demandes de leurs autorités de tutelle, sans quoi ils ne peuvent exécuter les résolutions du conseil municipal. Cette attitude a été dénoncée par plusieurs exécutifs municipaux.
- iv. L'absence d'un code de la fonction publique locale, ainsi que d'autres instruments relatifs à la décentralisation, constitue un obstacle au fonctionnement efficace des entités régionales et locales décentralisées. Cette situation est d'autant plus marquée dans le cas de l'Assemblée régionale au regard de l'absence d'un statut du personnel et d'un organigramme de l'institution à la mesure du Statut spécial.
- v. Le manque d'information et défaut de sensibilisation des masses sur le concept et la visée de la décentralisation est un sérieux obstacle à leur contribution et à leur soutien efficaces et productifs aux services régionaux et municipaux.
- vi. Les communes de la région n'ont pas accès à d'autres sources de revenus en raison de la situation de crise qui y prévaut. Elles éprouvent encore des difficultés à s'acquitter des cotisations sociales de leur personnel à la Caisse Nationale de Prévoyance Sociale (CNPS), ce qui a entraîné un cumul d'arriérés et d'importants montants de pénalités pour beaucoup de communes.

Difficultés et défis

De même que les collectivités territoriales, le Bureau du Public Independent Conciliator a également été confronté à des difficultés et à des défis, notamment:

1. la grande insécurité qui prévaut dans la région a également affecté le fonctionnement du Bureau du Public Independent Conciliator, comme il en a été des communes. Cette situation n'a cependant pas empêché le Public Independent Conciliator d'effectuer des visites de terrain dans les communes.
2. Tout en saluant la mise en place d'une grille salariale pour le personnel du Bureau du Public Independent Conciliator, il est à noter que l'absence d'un organigramme approuvé et d'un statut du personnel reste un inconvénient majeur pour son fonctionnement.
3. La mise à disposition tardive de la subvention destinée au Bureau du Public Independent Conciliator a ralenti l'exécution des activités prévues. Le budget approuvé le 23 février 2024 n'a été mis à disposition que le 16 mai 2024.

Les difficultés et les défis répertoriés ci-dessus et bien d'autres ont eu une incidence significative sur le fonctionnement effectif des entités régionales et locales décentralisées et du Bureau du Public Independent Conciliator dans la Région du Nord-Ouest. Ils constituent également un frein à la concrétisation du Statut spécial sur le terrain.

RECOMMANDATIONS

Après avoir examiné le fonctionnement des services régionaux et communaux et leurs relations avec les citoyens, et compte tenu de la persistance des difficultés et des défis auxquels ils sont confrontés, nous réitérons aux différentes autorités compétentes les recommandations suivantes:

1. Les services régionaux et municipaux devraient:

- i. insister sur une plus grande consultation des citoyens et des représentants départementaux dans les processus de prise de décision de l'Assemblée régionale. L'implication des usagers et des populations bénéficiaires dans les activités et les projets de l'Assemblée régionale doit être renforcée. Une démarche impartiale et constructive envers les populations les incitera à coopérer et à agir dans leur communauté.
- ii. se conformer pleinement au cadre légal et réglementaire qui régit leur fonctionnement, en particulier le Code général des collectivités territoriales décentralisées, pour une plus grande harmonie. Cela passe également par la mise en place de mécanismes internes de résolution des différends pour régler les dissensions et les manquements internes.

- iii. poursuivre la sensibilisation des populations aux missions, aux rôles et au fonctionnement des collectivités territoriales, notamment en ce qui concerne les dispositions du Code général des collectivités territoriales décentralisées.
- iv. À la faveur de la levée de la suspension des recrutements par le MINDDEVEL, l'Assemblée régionale devrait procéder à la régularisation des bénévoles.
- v. continuer à respecter l'équilibre géographique dans la répartition des opportunités d'emploi à tous les niveaux, y compris à l'Assemblée régionale et dans les entités locales décentralisées, afin de garantir une représentation équitable des 34 communes que compte la région. Les entités régionales et décentralisées doivent tenir compte des spécificités régionales dans leurs processus de recrutement, dans leur organisation et dans leur fonctionnement. Elles doivent s'assurer que toutes les composantes socio-politiques, tribales, sexuelles, minoritaires, religieuses et autres sont représentées à tous les niveaux dans une approche inclusive.
- vi. Les communes doivent donner la priorité à la création d'opportunités génératrices de revenus afin d'accroître leurs ressources financières et d'améliorer le bien-être et les conditions de vie de leurs citoyens.
- vii. mettre en place des plateformes de consultation à tous les niveaux de fonctionnement des communes afin d'encourager la participation de tous les secteurs aux activités et aux processus décisionnels des communes. Les communes devront également mettre en place un système d'information et de communication efficace qui atteindra rapidement toutes les communautés, et les tiendra constamment au courant des activités des communes.
- viii. intégrer les approches axées sur les droits et l'égalité des genres dans leur fonctionnement. L'intégration effective de ces concepts exige également l'institution de points focaux efficaces pour contrôler et garantir l'application des normes afférentes.

2. Le Public Independent Conciliator devrait:

- i. continuer de surveiller le fonctionnement des régions et des communes conformément à la loi. Pour ce faire, il devra multiplier les activités permettant le suivi du fonctionnement des services régionaux et municipaux et leurs relations avec les citoyens.
- ii. promouvoir la bonne gouvernance auprès des communes pour le bien des populations. Les autorités traditionnelles et villageoises doivent également être sensibilisées au suivi des projets municipaux et encouragées à y prendre une part active.
- iii. intensifier la campagne de sensibilisation des masses à ses missions et à son fonctionnement, ainsi qu'à ceux des collectivités territoriales. intensifier les

campagnes de sensibilisation sur le rôle et la participation des citoyens et des structures communautaires afin d'encourager leur implication effective dans les affaires régionales et municipales.

3. L'État devrait:

- i. veiller à la mise à disposition adéquate et à temps des subventions de l'État pour le bon fonctionnement des services régionaux et municipaux afin de permettre la mise en œuvre complète des activités et des projets prévus.
- ii. inscrire le budget du Public Independent Conciliator sur une ligne budgétaire distincte du budget de l'État ou, à défaut, veiller à la régularité du versement de la subvention de l'État.
- iii. assurer un transfert effectif des compétences et des ressources à la région et aux communes en parachevant les processus et procédures administratifs nécessaires au bon fonctionnement de l'Assemblée régionale.
- iv. veiller à ce que les autorités de tutelle approuvent les délibérations des communes dans les meilleurs délais.
- v. renforcer l'autonomie des communes afin d'accroître leur marge de manœuvre et leur capacité d'intervention.
- vi. accélérer l'élaboration du code de la fonction publique locale applicable aux services régionaux et communaux.
- vii. redéfinir les prérogatives de l'Assemblée régionale à la lumière du Statut spécial octroyé à la région. L'organigramme de l'Assemblée régionale doit être revu en tenant compte des exigences du Statut spécial.
- viii. accélérer la finalisation de la politique relative au personnel (statut du personnel) et de l'organigramme du Bureau du Public Independent Conciliator pour permettre une gestion efficace et rationnelle du personnel.
- ix. accélérer l'adoption d'un instrument distinct pour guider les procédures de recrutement, de rémunération et de déroulement de carrière des employés des collectivités locales conformément à l'article 491 de la Loi no 2019/024 du 24 décembre 2019 portant Code général des collectivités territoriales décentralisées.
- x. assurer un cadre sécuritaire favorable au retour des membres des exécutifs municipaux dans leurs lieux de fonction conformément à l'article 144 de la Loi no 2019/024 du 24 décembre 2019 portant Code général des collectivités territoriales décentralisées, pour mieux servir les populations.
- xi. veiller à ce que la Caisse Nationale de Prévoyance Sociale (CNPS) annule les pénalités imposées aux communes des régions du Nord-Ouest et du Sud-

Ouest en raison de retards de versement des cotisations sociales, jusqu'à ce que leurs ressources leur permettent de s'acquitter convenablement de ces obligations.

- xii. définir clairement les rôles et les compétences des services régionaux et municipaux, ainsi que ceux des communes urbaines et des communes d'arrondissement, en particulier dans les domaines de la gestion des déchets et de la délivrance des permis de bâtir. Dans le même ordre d'idées, intégrer les communes locales et d'arrondissement dans les commissions consultatives chargées de la gestion du domaine nationale.
- xiii. veiller à la production des registres d'état civil et à leur distribution à temps aux communes.

Perspectives

En 2025, le Bureau du Public Independent Conciliator prévoit de:

- i. lancer la construction de l'immeuble siège du Bureau du Public Independent Conciliator auprès de la région du Nord-Ouest à Bamenda.
- ii. mener une campagne de promotion de la bonne gouvernance auprès des communes.
- iii. intensifier les campagnes médiatiques ciblant les populations des zones rurales éloignées et difficiles d'accès de la région.
- iv. poursuivre les efforts de sensibilisation des acteurs municipaux aux missions et au fonctionnement du Bureau du Public Independent Conciliator et la recherche d'un terrain d'entente en vue de l'établissement de partenariats.
- v. intensifier mise en place de programmes de sensibilisation et de vulgarisation auprès des communautés.
- vi. poursuivre la surveillance systématique sur le terrain du fonctionnement de la région et des communes locales afin de garantir la participation active et efficace des citoyens.
- vii. continuer d'entretenir des relations de collaboration avec les acteurs municipaux, et les accompagner et les soutenir dans l'exécution de leurs missions.
- viii. étendre la présence du Public Independent Conciliator sur le terrain en renforçant les capacités des assistants communautaires et en leur fournissant les outils nécessaires, en attendant la création éventuelle de représentations départementales et d'arrondissement de l'institution.

La fonction de Public Independent Conciliator nous aura offert une opportunité unique d'observer les agents municipaux, dont nous apprécions et respectons le travail incroyable, les interminables défis que pose la décentralisation et l'influence que les entités gouvernementales exercent sur les citoyens. Le Public Independent Conciliator continuera à jouer son rôle de promotion de la bonne gouvernance, de l'équité et de la reddition des comptes au niveau local en ce qui concerne les efforts de développement et de service aux populations menés par les entités décentralisées de la région.

**TAMFU Simon FAI,
Le Public Independent Conciliator,
Région du Nord-Ouest.**

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**PART ONE
ADMINISTRATION AND FUNCTIONING**

The administration and functioning of the Office of the Public Independent Conciliator in 2024 was marked by the following key activities:

- A. Publication of the 2023 Activity Report;
- B. High-level meetings of the Public Independent Conciliator;
- C. Participation of the Public Independent Conciliator in National events, meetings and workshops;
- D. Staff Recruitment and Development;
- E. Collaboration and Partnership Development;
- F. Participation in Capacity Building Workshops;
- G. Debriefing session with Mayors on the 2023 Survey on Council Functioning;
- H. Progress on the piece of land for the building of the head office of the Public Independent Conciliator, North-West Region;
 - I. Elaboration of Policy Document;
 - J. Visits of the Public Independent Conciliator to councils of the Divisional headquarters of Kumbo and Nkambe; and
 - K. Other Administrative-related activities of the Public Independent Conciliator.

A. PUBLICATION OF 2023 ACTIVITY REPORT

The Public Independent Conciliator made public its Annual Activity Report of 2023, on 5th March 2024, within thirty days after submitting the report to the President of the Republic on 8th February 2024. This was done pursuant to Article 25(1) of the Presidential Decree No.2020/773 of 24 December 2020 to lay down the conditions for the discharge of the duties of the Public Independent Conciliators for North-West and South-West regions. In respect of Article 2 of the Decree supra, copies were forwarded to the Representative of the State (Governor of North-West Region) and the President of the Regional Executive Council (REC) North-West Region within ten days from the date of submission to the President of the Republic.

B. HIGH LEVEL MEETINGS OF THE PUBLIC INDEPENDENT CONCILIATOR

1. Meeting to clarify issues surrounding the free establishment of civil status documentation in the North-West Region

The meeting was attended by the Regional Chief of BUNEC, Regional President of the United Cities and Councils of Cameroon (UCCC) North-West Chapter, the Attorney General of the North-West Court of Appeal and the President of the North-West Court of Appeal. The meeting was organized by the Public Independent Conciliator on Monday 22nd January 2024.

2. Meeting with the delegation of the European Union

The European Union (EU) Ambassador to Cameroon, Jean-Marc Chataigner visited the Office of the Public Independent Conciliator on Friday 26th April 2024. This was during a tour of the EU Ambassador to institutions dealing in matters of human rights in the North-West Region. The august guest took great interest in the activities

of the Public Independent Conciliator and sought areas of collaboration. He promised to link up Ombudsman Institutions in Europe with the Office of the Public Independent Conciliator.



Public Independent Conciliator and the EU Delegation

3. Visit of the British High Commission to Cameroon

The meeting was held in the Office of the Public Independent Conciliator on Wednesday 3rd July 2024. Discussions centred around the functioning of the Public Independent Conciliator in a conflict heated region where the visiting delegation aimed to know how the Public Independent Conciliator carries out its missions with the prevailing insecurity challenges. A series of questions were asked and responses provided.



Public Independent Conciliator with the UK Delegation at the Conference Room.

C. PARTICIPATION OF THE PUBLIC INDEPENDENT CONCILIATOR IN NATIONAL EVENTS AND OTHER MEETINGS

The Office of the Public Independent Conciliator participated in the following celebrations of national scope:

- The 58th National Youth Day on 11th February, on the theme: “Youth Digital Pathways for Sustainable Development”;
- The International Women’s Day on 8th March 2024, under the theme: “Investing in Women: Accelerate Progress”;
- The International Day of ‘la Francophonie’ organised at the Alliance Française Hall Bamenda, under the theme “Create, Innovate and Do Business in French” on the 20th April 2024;
- The labour fair exhibition organized on 26th April 2024 by the Regional Delegation of Labour and Social Security for the North West Region at the courtyard of the Senior Division Officer for Mezam. The team made a presentation on the missions of the Public Independent Conciliator and bagged the award for the most eloquent presenter during the labour fair;
- The International Labour Day on 1st May 2024;
- The launching of the activities to mark the 52nd edition of the National Day celebration carried out on 14th May 2024 at the Commercial Avenue Grand Stand;
- The National Day celebration on 20th May 2024;
- The medal of bravery award by the Head of State, Grand Master of National Order to the Governor of the North West Region on Saturday 27th July 2024 at Ayaba Hotel; and
- The sports walk to celebrate the 13th edition of the African day of decentralization and local development that took place on Saturday 10th August 2024.

Others:

- The installation ceremony of thirty-three newly appointed Regional Delegates for the North West Region at the courtyard of the Senior Divisional Officer for Mezam on the 19th April 2024 presided at by the Governor of the North West Region;
- As an observer, the Public Independent Conciliator attended the working session of the North West permanent delegation of the CPDM that held from 23rd to 25th April 2024 at the Yaoundé Conference Centre to clarify issues of good governance in councils;
- The Women Peace and Security open day forum funded by Global Affairs Canada (GAC) on 19th June 2024 at the National Museum in Yaoundé. The event was organized for 100 women leaders from peace building organizations selected from the 10 regions of Cameroon;

- Monthly consultation for the follow-up of Regional Public Investment Projects on 4th June and 1st July 2024;
- Training on Case Management, Safeguarding, Child Protection, Sexual and Gender-Based Violence (SGBV), Gender and Preventing Sexual Harassment, Exploitation and Abuse on 3rd October 2024;
- Workshop on Communiqués from the National Office of United Cities and Councils of Cameroon (UCCC), internal issues, communications from partners and recent cancelation of debts of councils by the Cameroon Government on 8th October 2024;
- The Bold Conversations Girls' Summit on 10th October 2024;
- Mid-term review meeting for the European Union Civil Protection and Humanitarian Operation (ECHO) funded project on 18th October 2024;
- Sector conference marking the beginning of the 2024/2025 Vocational Training Year on 31st October 2024;
- Stakeholder validation workshop on 26th November 2024;
- Conference on Promoting Women's Effective Participation in conflict resolution through mediation on 29th November 2024;
- Commemoration of the 2024 World AIDS Day that took place on 1st December 2024 at the Regional Hospital; and
- First International Alhaji Mallam Sokoto Da'Awa Somda Package on 7th December 2024 at Old Town, Bamenda.

D. STAFF RECRUITMENT AND DEVELOPMENT

1. Staff Recruitment

To enable the Office of the Public Independent Conciliator of the North-West Region realise its programme of activities for the years ahead, the Office strengthened its staffing in 2024 with the confirmation of three (3) staff recruited in October 2023 and the recruitment of a Front Desk Officer, increasing the staff strength from Seventeen (17) to eighteen (18).

The recruitment of a Front Desk Officer was done on 2nd May 2024 and she completed her probation and was confirmed on 1st August 2024.

It is important to note that the proposed organisational chart of the Office of the Public Independent Conciliator is still pending approval. However, staff are temporarily organised into five (5) units and two (2) services as proposed in the draft organisational chart.

2. Staff Development

Staff development on its part consisted solely about staff training. In this regard, a series of training workshops were organised as below:

a) Staff Training on Public Speaking

The workshop on public speaking was organized from the 27th to 29th November 2024 at the auditorium of the Office of the Public Independent Conciliator. The objective was to provide the staff of the Office with skills in public speaking which will enhance their capacity to communicate the institutions missions, activities and reporting the state of affairs in the relationship between the population and regional and local administrations. This training provided knowledge in the following:

- Understanding corporate communication focusing on internal and external communication, media relations and techniques of radio and television presentations;
- Business communication comprising email etiquette, crisis communication, public relations and public speaking.

b) Training on Videography and Photography in Bamenda and Douala.

Two staff of the Office of the Public Independent Conciliator received three months training on videography in a bid to enhance their capacity to operate the acquired equipment.

The purpose of these trainings was to equip the staff with knowledge and skills in videography, operating the video camera acquired, video editing, photography, photo editing and operating the acquired photo camera.

c) Capacity building workshop on Budget Management for the staff of the Public Independent Conciliators of the North-West and South-West regions

This workshop was organized by the Ministry of Finance in Limbe and ran from the 23rd to 29th June 2024. The main objective of the workshop was to build capacity of Public Independent Conciliator staff on the elaboration and the execution of the Main Outputs of the Planning, Programming Budgeting System (PPBS). To attain this objective, five presentations were made on the following topics:

- General framework for the public finance management;
- Preparation of the programme budget in public entities;
- General framework for the execution of budgetary operations;
- Reporting on financial operations in public institutions; and
- Maturation of public investment projects.



Public Independent Conciliator team in Limbe during the training on Budget Management organized by MINFI.

d) Training on Archiving and documentation at the Cameroon Human Rights Commission (CHRC)

The training on archiving which held at the Cameroon Human Rights Commission in Yaoundé from the 27th to 31st October 2024 had as objective to equip staff of the Office of the Public Independent Conciliator, North-West Region with skills on the management and preservation of public documents.

e) Benchmarking and knowledge sharing workshop on complaint management

The workshop was co-organized by the Public Independent Conciliators for the North-West and the South-West regions and was facilitated by an expert of the Office of the City Ombudsman of Cape Town South Africa from the 18th to 24th August 2024 in Douala. This workshop had as objective to build the capacity of staff of the two Offices on complaint management and benchmark the functioning of participating institutions.



Public Independent Conciliator North-West and South-West Benchmarking workshop on Complaint Management in Douala with Sergio Daniels, an expert from the City Ombudsman's Office, Cape Town South Africa.

3. Harmonization of complaint treatment procedures

Some Research Officers of the Offices of the Public Independent Conciliators for the North-West and South-West regions held a working session to harmonize the complaint management procedures of the two institutions. The workshop took place from the 23rd to 27th October 2024 in Bafoussam, West Region. The complaint treatment procedures of the two institutions were examined and a draft harmonized complaint treatment manual was elaborated for both institutions since they have similar missions and mandates.

4. Benchmarking visit to Elections Cameroon

Staff of the Office of the Public Independent Conciliator embarked on a benchmarking visit to Elections Cameroon in Yaoundé from the 29th to 30th October 2024 on budget execution. The objective of the benchmarking exercise was for staff to understand how structures similar to the Office of the Public Independent Conciliator manage and execute their yearly budgets.

5. The Public Independent Conciliator's benchmarking exercise on council functioning

The Office of the Public Independent Conciliator organised a benchmarking visit to some councils out of the North-West Region from April to June 2024. These visits had as objective to strengthen the understanding of staff of the Office of the Public Independent Conciliator on how council services practically operate on the ground to enable the staff to better realise its mission of reporting on council functioning.

Focus was on how councils were managed and operated, and how they related with, and engaged their citizens in the conduct of their activities.

The activity began with an in-house preparatory session on the 27th April 2024 to brief staff of the Public Independent Conciliator on council functioning and orientation on where to focus attention during the field visits. Five councils were selected on the basis of shared characteristics in 4 different regions, namely; two (2) sub divisional councils (Yaoundé VI and Douala IV); two (2) municipal councils (Tiko and Koutaba) and one (1) city council (Limbe).

To ensure a deep understanding of the functioning of councils, the information collection activities included visit of the council services, discussions with service heads and observation of council operations in the field. At the end of the visits, it was generally observed that:

- Council structures were non-inclusive with little or no provisions made to address the needs of person with disability;
- Councils still treated their staff with trial and error given the non-existence of a local civil service code;

- Council administrations were not structured in the same manner as each council had their own unique organisational chart;
- A tense competition over resources and conflicts of competencies existed between city councils and sub-divisional councils, particularly affecting waste management in the cities, issuance of building permits, management of public space amongst others; and
- The perception of an “all-powerful-mayor” who continues to centralise every aspect of council management is common in the councils visited.

In conclusion, with the benchmarking visits, it was observed that the difficulties and challenges faced by councils of the North-West Region are not specific to them since these difficulties and challenges are also realities in the councils visited during the benchmarking exercise.

E. COLLABORATION AND PARTNERSHIP DEVELOPMENT

During the period under review, the Public Independent Conciliator took a number of initiatives with strategic national and international institutions to exploit possibilities of developing collaboration and cooperation ties with the Office of the Public Independent Conciliator. The following collaboration agreements were initiated:

1. Conclusion of a partnership agreement (Memorandum of Understanding- MoU) with the Cameroon Baptist Convention Health Services / Services for Persons with Disabilities (CBCHS/SPD) on 17th June 2024;

The parties agreed to pool resources and undertake joint actions to improve inclusiveness and enjoyment of rights and freedoms of persons with disabilities and their relationship with the councils of the region.



Signed MoU between the Public Independent Conciliator and the Director of CBC Health Services.

2. Admission into the International Ombudsman Institute (IOI)

The International Ombudsman Institute is a global organization formed in 1978 aimed at promoting and supporting the work of ombudsman institutions worldwide. The Office of the Public Independent Conciliator for the North-West Region was

admitted as an institution into the IOI, and will be benefiting from support and capacity development of its staff.

3. International Communities Organisation (ICO)

The Office of the Public Independent Conciliator and the ICO entered a memorandum of understanding. The ICO will be accompanying the Office of the Public Independent Conciliator in the implementation of its 2024 to 2028 Strategic Plan with focus on strengthening staff capacities and through the Public Independent Conciliator, strengthen council stakeholders to effectively deliver their missions.

The ICO is an independent organisation with a special accredited status with the United Nations Economic and Social Council. It exists to work for peace and reconciliation through the facilitation of dialogue, support grassroots resilience and addresses inequalities that have their seats at the roots of conflicts.

4. The National Institute of Statistics (NIS)

The Public Independent Conciliator reached a working understanding with the National Institute of Statistics to collaborate with its North-West Regional Agency. The purpose was to establish a collaborative framework to support the Office of the Public Independent Conciliator in the organisation and analysis of its annual surveys on the functioning of regional and council authorities.

5. Adaptive Safety Net Project

The Public Independent Conciliator also initiated the process to develop a collaborative framework with the Adaptive Safety Net Project to strengthen its field presence, cooperate through joint action to boost the establishment of free civil status documents and to organise joint capacity building campaigns or seminars. Both parties are working towards formalising the agreement.

The Adaptive Safety Net Project is a Cameroon project under the Ministry of Economy, Planning and Regional Development (MINEPAT), sponsored by the World Bank, French Development Agency, UNICEF, etc. This project started in the North-West Region in 2012, with a pilot phase specifically in the Ndop Municipality (Ngoketunjia Division). Adaptive Safety Net Project has as its main objective to alleviate poverty amongst vulnerable households in the country specifically in the remote areas.

F. PARTICIPATION IN CAPACITY BUILDING WORKSHOPS AND SEMINARS

The Public Independent Conciliator equally participated in third party organised workshops and seminars, namely:

- i. Workshop for the assessment of the implementation of contracts award and execution plans, organised by MINEPAT to assess the level of implementation of awarded contracts and execution plans as of December 2023. Attended by all vote holders in the North-West Region, it was observed that the crisis has greatly affected the execution of projects in the region. It was resolved that the state administration and security forces should accompany vote holders in the execution of projects;
- ii. Participation in the *Public Dialogue on the implementation of the Decisions handed down to the State of Cameroon by the African Committee of Experts on the Rights and Welfare of the Child (ACERWC)*, which took place in Yaoundé on 15th May 2024, organized by the Institute for Human Rights and Development in Africa (IHRDA), an international organization based in Banjul, The Gambia. The principal outcome of the discussion was an urge to the state to take effective legislative measures and policy action to ensure protection of children beginning with the registration of births which is in the domain of councils;
- iii. Monthly consultation for the follow-up of Regional Public Investment Projects. The Public Independent Conciliator participated in follow-up meetings of the Regional Public Investment Projects on 4th April, 1st July, and 29th November 2024. These meetings had as objective to evaluate the physical and financial level of execution of the Regional Public Investment Projects in 2024.

The meetings chaired by the Governor of the North-West Region brought together technicians involved in the follow-up of projects in the region including MINMAP, MINDCAF, MINTP, MINEE and other regional delegations;

iv. Stakeholders briefing meeting on Women Mediation Project

The stakeholder briefing on Women Mediation Project was organized by the Mother of Hope Cameroon (MOHCAM) on 29th November 2024 as a close-out activity for the project titled “Promoting the effective participation of women in conflict resolution processes through mediation”.

This conference which involved key stakeholders and community women, took place at the Pastoral Centre Up Station Bamenda and was aimed at promoting women’s effective representation and meaningful participation in peacebuilding and conflict resolution in the localization of the National Action Plan of the UNSCR 1325 and the Women, Peace and Security (WPS) agenda in Cameroon;

- v. Seminar organized by ‘Dynamique Citoyenne’ (DC) on 3rd July 2024 at the Cameroon Human Rights Commission Hall, Veterinary Junction Bamenda, North-West Region

This seminar witnessed the presence of the Governor of the North West Region, the president of the Regional Assembly, the Public Independent Conciliator, the Regional Delegate for water and energy, the press and other top-ranking officials of the North-West Region.

The objectives of the seminar were to draw the attention of public authorities on the dangers of insufficiency of portable water in the community and to monitor the level of implementation of the Public Investment Budget in relation to the provision of portable water in the communities;

- vi. *Regional workshop for council executives and Civil Society Organisations (CSOs) on the orientation of decentralization in Cameroon*

The Public Independent Conciliator attended a one-day workshop organized by Interfaith Vision Foundation Cameroon (IVF-Cam) at the Bamenda City Council on 12th July 2024. It was aimed at strengthening local governance in Cameroon through increasing the effectiveness of civil society organizations to collaborate and communicate with the public and subnational governments for the advancement of accountability and CSO-Government partnership in some Municipal and City Councils of Cameroon;

- vii. *Stakeholders meeting for the implementation of Community Health Units Data Base System network (CHUDATS) in the North-West Region*

The Public Independent Conciliator participated in the stakeholders meeting of the Modern Advocacy Humanitarian Social and Rehabilitation Association (MAHSRA), that took place at the North-West Regional Assembly Hall on Thursday 1st August 2024. The objective of the meeting was to present to stakeholders in the North West Region a new mobile health application called Community Health Units Data Base System network (CHUDATS).

G. DEBRIEFING WORKSHOP WITH MAYORS ON THE 2023 ANNUAL REPORT.

After the Publication of the 2023 Annual Activity Report, the Public Independent Conciliator organised a pedagogic workshop on 3rd April 2024 for mayors of the 35 council areas of the North-West Region and the Regional Assembly. This workshop was aimed at providing feedback to councils on their performance following the 2023 survey on council functioning and to understand how their citizens perceive their functioning. Mayors therefore saw the need to improve on the management of their councils.



Debriefing workshop with Regional and Local Authorities of the North-West Region

H. PROGRESS ON THE PIECE OF LAND ACQUIRED FOR THE BUILDING OF THE HEAD OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR, NORTH-WEST REGION.

The Head Office Project Committee that was created on 20th April 2023 to acquire land for the construction of the Head Office Building took steps in 2024 to finalise the transfer of ownership of the 4,749 square metres piece of land that was identified and secured in 2023. After the completion and reception of maturation studies (TOPOGRAPHIC, GEOTECHNICAL, AND ARCHITECTURAL STUDIES), copies were forwarded to MINFI, MINEPAT and MINDDEVEL as part of the supporting documents for the 2025 Budget.

In the meantime, a request for building permit has been deposited at the Bamenda City Council and the process is ongoing.

It should be noted that the Public Independent Conciliator had deposited an application on 25th November 2021 through the Governor requesting for government land to construct the Head Office of the Public Independent Conciliator and there was no response until December 2024 that the Senior Divisional Officer for Mezam promised a 3,412 square metres of State Land situated at Up Station between the Regional Delegations of Basic Education and Trade.

I. ELABORATION OF POLICY DOCUMENTS

In the course of 2024, the Public Independent Conciliator continued with its organisational development with the elaboration of policies namely:

- The Strategic Plan 2024-2028;
- The 2024 Annual Activity Plan; and
- The Staff training and development policy.

The Strategic Plan provides strategic orientation to the Office of the Public Independent Conciliator during the period 2024 to 2028. The activity plan was an annual breakdown of activities for the year 2024, inspired and informed by the Strategic Plan document of the Office of the Public Independent Conciliator. The staff training and development policy provides the Public Independent

Conciliator with a guide in issues relating to staff training and capacity development.

J. VISITS OF THE PUBLIC INDEPENDENT CONCILIATOR TO COUNCILS OF THE TWO DIVISIONAL HEADQUARTERS OF KUMBO AND NKAMBE

In 2024, the Public Independent Conciliator completed the visit to Divisional Headquarters of the Region by visiting the Councils of Nkambe for Donga Mantung Division and Kumbo for Bui Division. The visits, ran from 18th to 20th April 2024 and had as objectives to sensitize the councils and the population about the missions of the Public Independent Conciliator. The visits were successful thanks to the collaboration of the security and defence authorities.



Public Independent Conciliator with the officials of the Nkambe Council and traditional leaders of the municipality

K. OTHER ADMINISTRATIVE-RELATED ACTIVITIES OF THE PUBLIC INDEPENDENT CONCILIATOR

During the period under review, the Public Independent Conciliator either organized or participated in the following key administrative-related activities:

1. Organisation of image-building events

- An administrative meeting with the Governor and key administrative, civil, religious and judicial authorities of the region on 11th January 2024, during which the Public Independent Conciliator presented the institution to the authorities present;
- Press briefing with media partners on 31st January 2024 at the auditorium of the Office of the Public Independent Conciliator to strengthen collaboration between the Office and media practitioners of the region, and the presentation of the Five-Year' strategic plan (2024-2028) of the Office.

The 332-page document was designed to accompany the Public Independent Conciliator in the execution of its missions in the next five years.

2. Special Media Outings of the Public Independent Conciliator

In 2024, the Public Independent Conciliator made several outings with the media and exchanged issues and activities of the institution. Worthy of note is the interview at CRTV on the program "Inside the Presidency", where the Public

Independent Conciliator defended the independence of the institution and presented the urge to stamp out corruption and achieve good governance in all councils in the North-West Region.

- i. The Public Independent Conciliator participated in the launching of the 2024 State Budget in the North-West Region on Tuesday 16th January 2024, which budget stood at about 81 billion FCFA witnessing an increase of 13.2 billion FCFA as compared to 2023. The launching ceremony took place at the Regional Delegation of MINEPAT, presided by the Governor of the North-West Region.
- ii. The launching and celebration of the 71st International Customs Day on 26th January 2024 worldwide, and the ceremony for the laying of the foundation stone of the head office building of the North-West Customs Sector by the Minister in charge of Finance.
- iii. The Public Independent Conciliator work retreat to Bandjoun from 3rd to 10th November 2024. The aim of this exercise was to analyse and interpret the data collected from the administration of the questionnaires for the 2024 survey on regional and council functioning. With the analyses and interpretation of the data completed, the staff proceeded to the organization, writing and editing of the 2024 annual report.

L. FINANCE

SUMMARY FINANCIAL REPORT OF THE OFFICE OF THE PUBLIC

INDEPENDENT CONCILIATOR NORTH WEST REGION FOR THE 2024

FINANCIAL YEAR

1. STATE SUBVENTION

STATE SUBVENTION			
S/N	ACTIVITY	AMOUNT (in FCFA)	DATE
1.	Budget Approved by MINFI	1,100,000,000	23 rd FEB 2024

2.	EDOT (Etat des operation a transferer) issued at Paierie General du Tresor, Yaounde	1,100,000,000	16 th MAY 2024
3.	Partially executed resources in 2023 to be executed in 2024	71,341,643	22 nd MAY 2024
4.	Total Revenue for the 2024 Financial year	1,171,341,643	

2 EXPENDITURES

i. Summary of Expenditures

S/N	ACTIVITY	AMOUNT BUDGETED (in FCFA)	AMOUNT COMMITTED (in FCFA)	AMOUNT AUTHORISED FOR PAYMENT (in FCFA)	BALANCE (in FCFA)	PERCENTAGE REALISED (%)
1.	INVESTMENT EXPENDITURES	198,221,500	131,389,116	131,389,116	66,832,384	66.28
2.	FUNCTIONING EXPENDITURES	973,120,143	913,353,935	913,353,935	59,766,208	93.86
	GRAND TOTAL	1,171,341,643	1,044,743,051	1,044,743,051	126,598,592	89.19%

3. REALISATIONS

The activities of the Public Independent Conciliator for the 2024 Financial Year triggered a corresponding expenditure of FCFA 1,044,743,051 of the annual budget of FCFA 1,171,341,643 for the year, representing a percentage execution of 89.19% of the budget detailed in the financial tables above.

4. REVIEW OF EXPENSES

The review of Expenses and remarks on some captivating accounts are as below:

- Development of the land acquired for the construction of the Head Office of the Public Independent Conciliator for the North-West was executed at 42.67%. This low execution was because the excavation works and building permit earmarked to be done were caught by time as there was an extension;
- Mission allowances and accommodation for international missions were executed at 51.16%. This was due to the fact that previewed official mission trips for staff abroad were not fully undertaken because of challenges in obtaining visas for the trips;

- Organisation of seminars, workshops and conferences, Public Independent Conciliator outreach/sensitization programmes and capacity building, campaigns, Public Independent Conciliator field relay partners' expenses, were executed at 78.65%. This was because some seminars, workshops and outreach programmes were postponed as a result of security challenges and with the assurance of security clearance from the forces of law and order, gives a chance for catch-up in 2025;
- Staff trainings and capacity building were executed at 69.47%, due to the security challenges;
- Participation in conferences and seminars were executed at 69.02%. This was because previewed mission trips abroad were not undertaken due to challenges in obtaining visas; and
- Insurance premium for automobiles was executed at 66.71%. This was because the new acquired bus was supplied after the closure of engagements.

5. RECOMMENDATIONS

In as much as the subvention of the Public Independent Conciliator of the North-West Region for 2024 was approved earlier compared to the 2023 financial year, some challenges were still encountered.

Thus, to ensure the proper functioning of the institution, the following recommendations are necessary:

1. Early approval, transfer of the EDOT, as well as the early disbursement of funds to the treasurer of the Office of the Public Independent Conciliator for the 2025 Financial Year. This will greatly enhance the functioning and running of the office and also to render its activities operational at the same time as the annual budget of other state entities.

It will also allow appropriate time for the execution of planned activities, especially as the construction of the Head Office will commence in the 2025 financial year;

2. Preferably, the inclusion of the budget of the Office of the Public Independent Conciliator in the National budget to materialize its independence and financial autonomy as accorded by Article 2 (2) of Decree No. 2020/773 of 24 December 2020 to lay down the conditions for the discharge of the duties of Public Independent conciliators for the North-West and South-West regions; and

3. Approval of personnel statute and organigram for the Office to permit the official organisation of already recruited staff.

PART TWO PROGRAM ACTIVITIES

INTRODUCTION

A. CONTEXT

Within the framework of its missions as established by Law No. 2019/024 of 24 December 2019 on the General Code of Regional and Local Authorities, the Public Independent Conciliator, as in the past, elaborated a program of activity to guide its functioning and the realization of its missions. The Program Activity captured all activities directed towards realizing its key missions including to:

- protect and promote rights and freedoms of citizens;
- prevent direct and indirect discrimination;
- enforce ethical standards;
- resolve disputes amicably between regional and local council authorities and the population and users of regional and council services;

- investigate and report on the functioning of councils; and
- propose legislative amendments or new legislation to enhance the effectiveness of councils.

B. PRINCIPAL ORIENTATIONS

Considering the significant impact of the activities of the Office of the Public Independent on council functioning and the increasing expectations of the public during its first three years of existence, it was resolved in 2024 to continue with similar activities as in the previous years.

Hence, the program of activities in 2024 focused principally on the following:

1. Enhance the performance and credibility of the Office of the Public Independent Conciliator in the delivery of its missions on the ground;
2. Increase information, education, and awareness among the general public to help them better understand the roles and functions of the Office of the Public Independent Conciliator;
3. Build better relationships and partnerships with key stakeholders in the field to gain a better understanding of each other's roles and challenges and to work together more effectively;
4. Use all available means to reach out to remote and marginal communities to provide information about the Public Independent Conciliator's, mission, and how it functions;
5. Provide training and support to regional and council stakeholders in areas of identified needs to enable them to meet their responsibilities as duty bearers.

This training included the development of soft skills and the mainstreaming of rights, freedoms, inclusiveness, and ethical standards in their programming and processes;

6. Strengthen the capacity of communities to fully engage with councils through participation in local development and governance. This helped the population to realize and enjoy their rights and prepare them to participate in upcoming local electoral processes and make informed choices about their leaders;
7. Ensure that the population is included and consulted in governance and decision-making processes concerning their welfare, especially marginalized communities;
8. Ensure that the population had access to better and more user-friendly services from the councils;

9. Encourage greater synergy between councils and citizens, especially through the amicable settlement of disputes; and
10. Develop the capacity of staff, especially newly recruited staff, to better play their roles.

C. OBJECTIVES

The key objectives pursued included to:

- Consolidate the efforts made by promotional activities of the outreach events to create a ripple effect in the communities;
- Communicate to engage and improve understanding of the population to gain its cooperation and support of its work, the region, and councils;
- Strengthen bonds with the media to ensure effective coverage of the entire region, particularly marginal and hard-to-reach communities;
- Empower and equip local decentralised entities to enhance their functioning and strengthen their relationships with citizens;
- Accelerate the complaint treatment process within the 60-day treatment deadline set by law;
- Reinforce ethical standards, transparency and accountability in regional and council management;
- Improve service delivery of regional and council services to the population;
- Encourage inclusiveness, particularly, the active participation of vulnerable persons and marginal communities in local development and governance;
- Continue to strengthen the ability of the population to claim and protect their rights and freedoms to enhance their contribution to decision making processes;
- Equip staff with the necessary skills and competencies required to effectively perform their duties; and
- Increase the confidence of the population and the council in the amicable dispute settlement mechanism.

D. ACTIVITIES

The following earmarked activities were accomplished:

1. Mass-media and communication outreach activities to inform and educate citizens, particularly those in marginal and remote communities;

2. Mass media sensitisation and community awareness-raising campaigns to inform and educate the masses and encourage their participation in council affairs and their engagement in local development and governance as a right and a duty;
3. Information seminars and community outreach programs in remote and marginal communities to inform and educate them on the missions and roles of the Public Independent Conciliator, regional and council services;
4. Capacity-building workshops for key stakeholders to provide them with the skills and tools necessary to deliver on rights and freedoms, inclusiveness and respect for ethical values as a duty towards the population;
5. Accompany regional and council administrations in mainstreaming rights and freedoms, preventing discrimination, and enforcing ethical standards in their programmes and activities;
6. Monitoring, investigating, and reporting on the functioning of regional and council authorities to ensure they respect rights and freedoms, prevent discrimination and ethical misconduct, and function effectively in compliance with the existing laws;
7. Staff capacity development to enhance their knowledge and skills for better performance;
8. Opportunities for partnerships and Memorandums of Understanding with potential partner institutions;
9. Complaints management to conciliate parties to reach an amicable settlement of disputes within the 60-day deadline, and follow up the implementation of conciliatory agreements and other remedial actions;
10. Regular visits and exchanges with councils and other stakeholders to build rapport, strengthen collaboration, nurture cooperation, and identify common grounds for joint actions; and
11. Stakeholder collaboration to enhance regional and council action on the ground.

I. PROMOTIONAL ACTIVITIES

1. MASS MEDIA SENSITISATION

The Office of the Public Independent Conciliator, North-West Region in line with communicating its missions and functions to the population of the North-West Region, organised sensitisation and education seminars.

The Office of the Public Independent Conciliator has been sensitizing the population about its role and functions regarding council Functioning in the North-

West Region. This effort continued as the Office kept on educating the population via various media outlets throughout the period under review.

The Office of the Public Independent Conciliator engaged in informing and educating the population by a number of activities including: covering and publishing activities of the Office of the Public Independent Conciliator on radios, newspapers, local and national television stations; holding live / special programs over popular radio stations including continuous broadcast and rebroadcast of the programs of the Office of the Public Independent Conciliator: “My Council, My Rights” over Abakwa FM Radio and the “Conciliator” over CRTV North-West; recording and broadcasting Public Independent Conciliator’s content on urban and local/community radios and other social media handles.

Relaying programs recorded for rebroadcast/relays over community radios of the region was a great tool in reaching the local masses in the suburbs.

In 2024, the Public Independent Conciliator also ran a mass media outreach from July to September on the Campaign to Promote the Right to Citizens’ Participation in Local Development. Activities carried out during the mass media campaign included the following:

- Regular broadcast of “Conciliator” on CRTV North-West Wednesday every fortnight at 6:15 PM and “My Council, My Right” on Thursday at 9:30 AM on Abakwa FM radio;
- Rebroadcast of recorded programs on twenty (20) local and community radios. Dream FM, Ndefcam radio, City FM, Afrique Nouvelle and Foundation Radio were the list of proximity radios added to the list of functioning proximity radio stations partnering with the Office for the year 2024; and
- Coverage and publication of related events by invited media organs.

The Office of the Public Independent Conciliator worked with twenty (20) radio stations, six (6) TV stations, ten (10) print media and was present on six (6) social media outlets in addition to the website (www.opic-cam.org). Meanwhile, the collaboration between the Public Independent Conciliator and the media has established the practice of voluntary reports by some organs.

2. CAMPAIGN TO PROMOTE CITIZENS’ PARTICIPATION IN LOCAL DEVELOPMENT

In its 2023 Annual Report, the Public Independent Conciliator observed that, the population of the North-West Region was not fully aware that their participation in the affairs of the Regional Assembly and councils is a matter of duty and of right. The Public Independent Conciliator therefore decided to launch a campaign to promote citizens’ participation in regional and council affairs in a bid to boost

citizens' engagement in issues concerning their development and welfare. The campaign was launched on 4th July 2024.

The principal purpose of the campaign was to inform and educate citizens on their rights and duty to participate and to raise their urge to engage in council activities as a matter of right and duty. To ensure a successful campaign and also that the messages reached the masses, capacity building workshops, outdoor sensitization exercises and radio programs were organised.

This activity aligned with the Public Independent Conciliator's mission of defending and protecting rights and freedoms of citizens in their relations with the Regional Assembly and councils of the region, as well as with the mission to design and implement measures to prevent and combat any direct or indirect discrimination against users of regional and council services.

The campaign on citizens' participation in local development was symbolically closed on 26th September 2024 but the sensitization continued.



Launch of the Campaign to Promote Citizens' Participation in Local Development.

3. REVIEW OF LEGISLATIONS GOVERNING COUNCILS

A Laws Review Committee was created to x-ray legislations governing council functioning. This was in accordance with the provisions of Article 4(2) of Decree No.2020/773 of 24 December 2020 to lay down the conditions for the discharge of the duties of the Public Independent Conciliators of the North-West and South-West regions which states that:

The Public Independent Conciliator may also propose statutory and regulatory amendments to the President of the Republic with a view to improving the quality of regional and council services.

A legal Consultant was also contracted for this purpose and the work is ongoing.

4. ORGANISATION OF PUBLIC /OUTDOOR SENSITISATION IN COUNCILS AND TOWN HALL SENSITISATION OUTREACH TO REMOTE /MARGINAL COMMUNITIES

The sensitization by outreach events offered an opportunity to educate the population about the mission of councils, the role of the Public Independent Conciliator in fostering local development and good governance, to raise awareness of the population on their rights and duties to participate in the development of their communities through council activities, to have direct communion with the public and the councils and to search for common grounds for collaboration and cooperation with all council stakeholders.

The events sought to reach out to various communities made up of Village Development and Cultural Associations, Persons Living with Disability groups, Women Groups, Cultural Minorities such as the Mbororo community. These events took place in some councils and minority groups/associations namely:

- Bamenda I Council;
- Bamenda II Council;
- Bamenda III Council;
- Santa Council;
- Christian Women Fellowship (CWF) at Presbyterian Church Bamenda, Up Station;
- Groups of Persons Living with Disabilities in Bamenda; and
- Mbororo Social and Cultural Development Association (MBOSCUDA).

Some Pictures of the outdoor/town hall sensitization events



Public Independent Conciliator outdoor sensitization at the Bamenda I Council



Public Independent Conciliator outdoor sensitisation at the Bamenda II Council



Public Independent Conciliator outdoor sensitization at the Santa Council



Public Independent Conciliator outdoor sensitization at Bamenda III Council



Public Independent Conciliator visit to the Christian Women Fellowship (CWF) at Presbyterian Church Bamenda Station.



Public Independent Conciliator staff hands gadgets to person with special needs



Public Independent Conciliator visit to Mbororo Social and Cultural Development Association (MBOSCUA)

5. ORGANIZATION OF INFORMATION AND EDUCATION SEMINARS

The Office of the Public Independent Conciliator of the North-West Region organized information and education seminars for various groups of persons in the course of the year. These seminars included:

a) Information Seminar for Journalists in the North-West Region

The Office of the Public Independent Conciliator organised an information and education seminar for Journalists in the North-West Region on 13th November 2024. The objective was to enhance the understanding of media practitioners of the North-West Region on the missions and mandate of the Public Independent Conciliator, and the role of the media in local development and good governance to boost their engagement in council affairs.



The Public Independent Conciliator and Press Men/Women

b) Information and Education Seminar for Community Actors.

On 14th November, the Office of the Public Independent Conciliator organised a one-day information and education seminar for Community Actors (Community-Based Organisations, Non-Governmental Organisations, Civil Society Organisations, Development and Professional Associations, and Faith-based Organisations). The purpose of this seminar was to inform and educate community-based and civil society actors to actively engage in the functioning of regional and

council services in the field, as well as liaise with the Office of the Public Independent Conciliator to boost its (PIC) field presence.



Seminar with community actors of the North West Region held on 14 November 2024.

c) Capacity building workshops for council authorities

The Public Independent Conciliator organised the following two capacity building workshops to:

- Strengthen collaboration among council executives (Mayors, Secretaries General and Municipal Treasurers) held on 5th December 2024. This was triggered by the accusation and counter accusation by these executives in previous separate workshops;
- Enhance civil status governance for Mayors and Civil Status Secretaries in the councils held on 6th December 2024. This was to stamp out extortion in the issuance of civil status documents.

II. PROTECTION ACTIVITIES

Protection activities of the Public Independent Conciliator consist of safeguarding and facilitating the enjoyment of rights and freedoms by citizens in regional and local councils. The protection activities involve the reception, handling and management of complaints and settlement of disputes, monitoring human rights violations and abuses, prevention of direct/ indirect discrimination, checking unethical conduct in the relations between the Regional Assembly and local council services and the population.

A. MONITORING OF COUNCIL MANAGEMENT AND FUNCTIONING

To ensure the effective functioning of regional and council services, the Public Independent Conciliator carried out a close monitoring of the activities of these entities through the monthly reporting of Community Based Assistants and quarterly reports from Mayors.

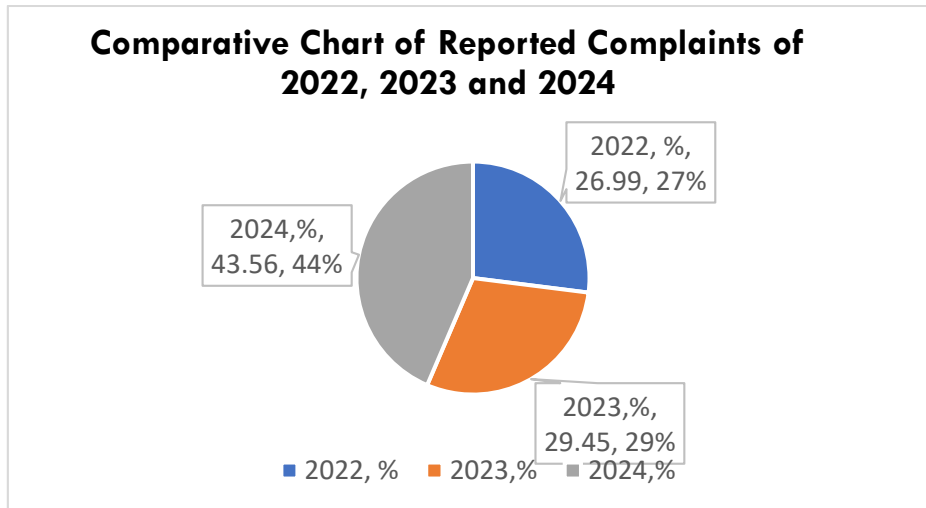
Monthly reports were compiled on the management of regional and council services, award and execution of council projects, and the issuance of civil status documents. A total of 12 reports on council functioning were compiled and analysed leading to the following observations:

- Many councils improved their management as opposed to their performances in the 2023 Annual Report. This was confirmed by the significant drop in the number of denunciations of unethical practices in councils, for example, extortion in the establishment of civil status registration documents. Most councils (28 out of 35) published communiques formally declaring that the establishment of birth and marriage certificates, and certificates of death were free in their municipalities;
- Councils are becoming more collaborative in management, moving away from being managed solely by Mayors. This can be seen from the number of staff meetings, executive briefings, public consultations and council sessions held in 2024 as opposed to 2023;
- Mayors are showing greater consciousness in the management of council development projects, including distribution and follow-up on execution. Thus, an improvement in the execution rate and realisation of projects despite the security challenges;
- There has been a remarkable improvement on how councils communicate their activities to the public. For example, councils like Ndu continued with the campaign on free establishment of civil status documents through programs such as “*my name challenge*” and the organisation of outdoor sensitization workshops; and
- Councils have become more proactive in preventing disputes, largely due to the Public Independent Conciliator's sensitization efforts on good governance. Some have created platforms and designated focal persons in their councils to listen to users and beneficiaries of their services.

B. COMPLAINT MANAGEMENT AND TREATMENT

During the year under review, the Office of the Public Independent Conciliator received and documented seventy-one (71) complaints against the actions or inactions of municipal authorities as against forty-eight (48) in 2023. The seventy-one (71) complaints, additional to the pending complaints of 2023, systematically received the attention of the Public Independent Conciliator. Their treatment was either a full examination on the merit, reorientation and/or advice to the complainant, or referral and follow-up with the competent authorities as the case might be, for complaints not falling within the ambit of the Public Independent Conciliator's missions.

It should be noted that because of the effective awareness of the population on their rights and duties in council affairs which is largely thanks to campaigns organised by the Office of the Public Independent Conciliator, the number of complaints received in 2024 saw an increase as compared to the previous years.

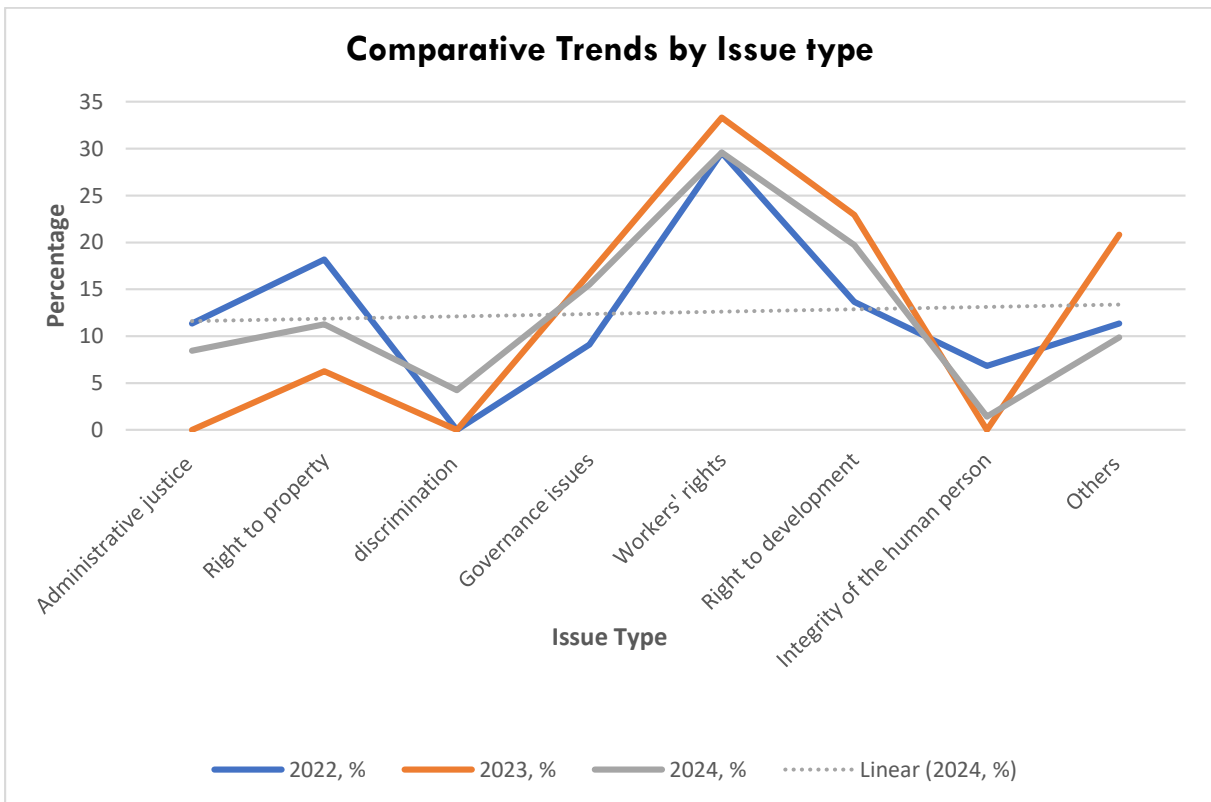
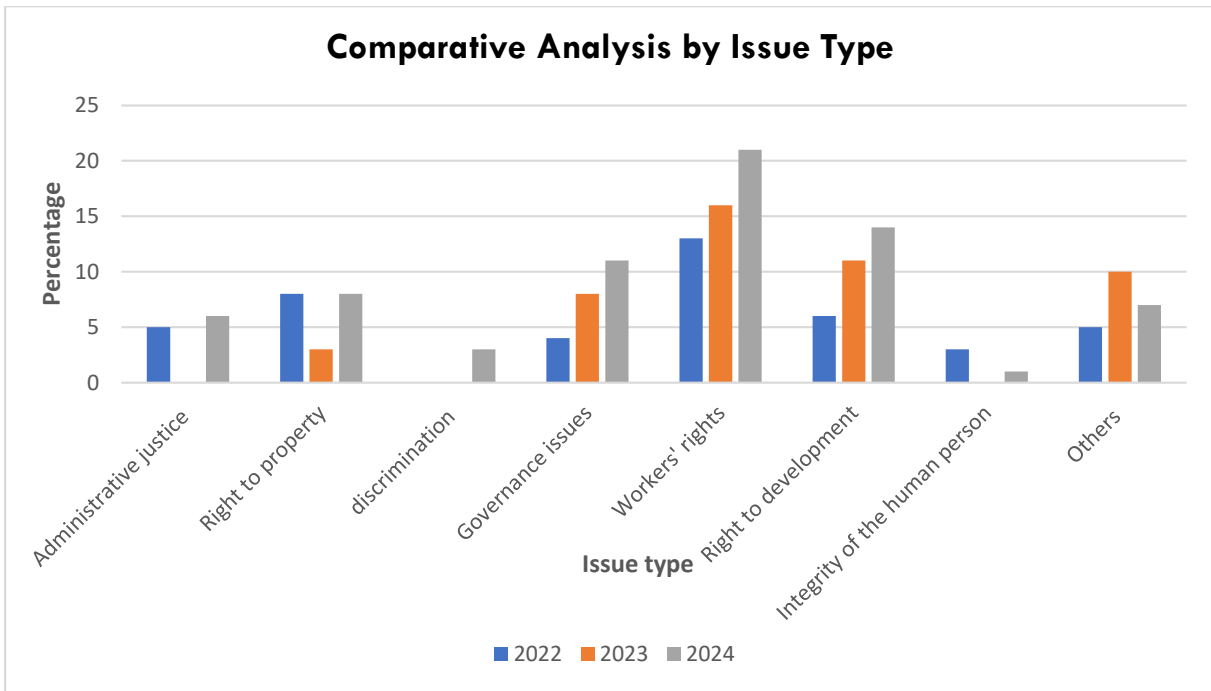


Statistical Presentation of Complaint Treatment

The examination and treatment of complaints led us to categorise according to subject matter, the origin of the complaint, month of reception and status of treatment as follows:

By Subject Matter:

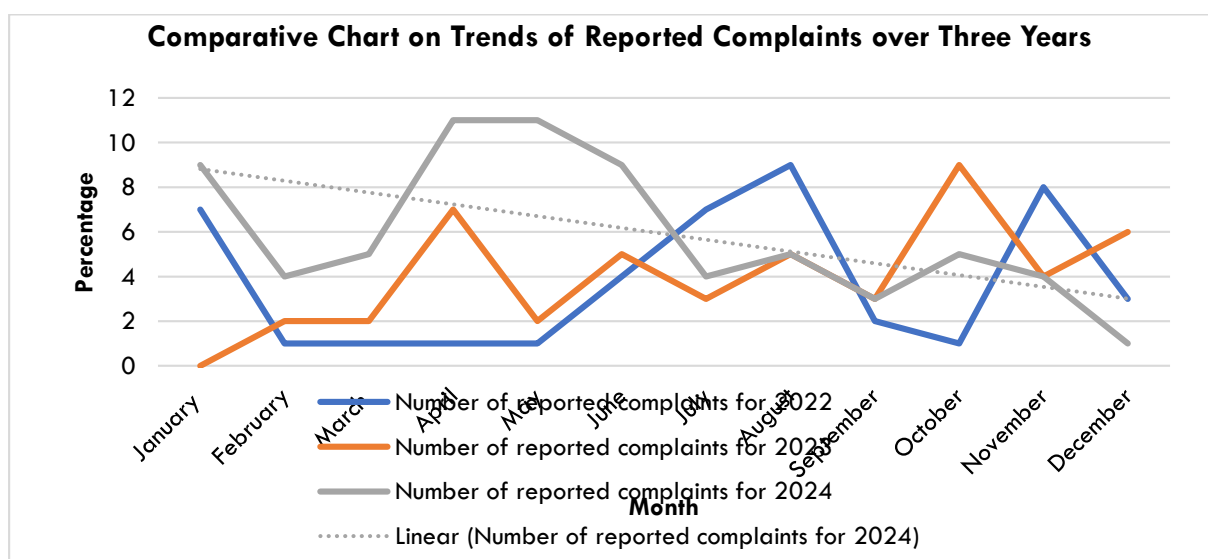
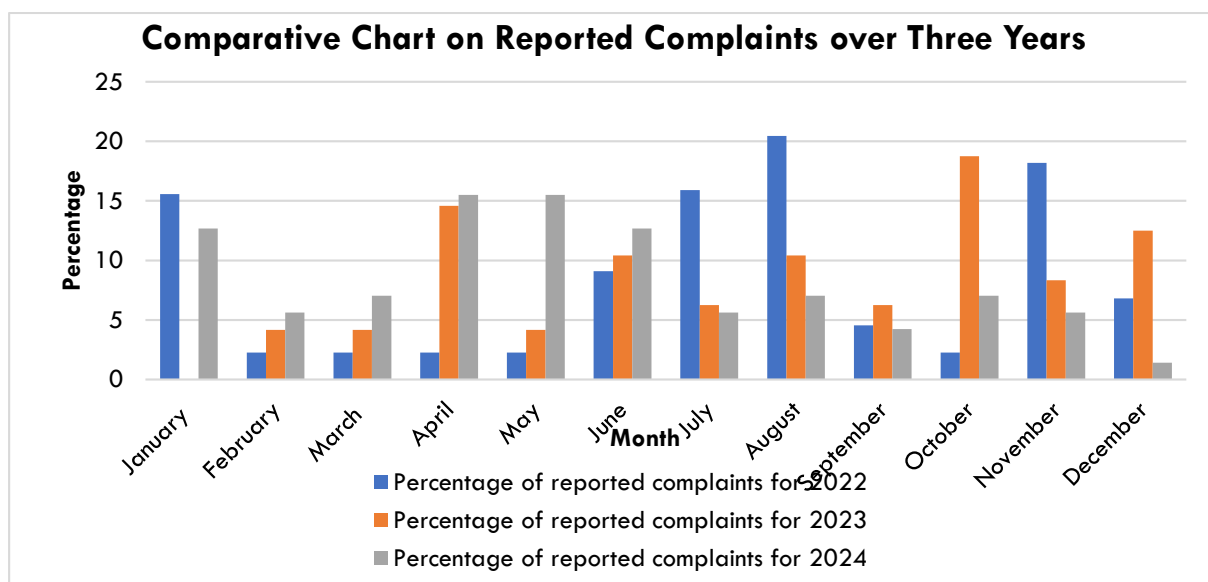
No.	Subject Matter	2022	%	2023	%	2024	%
1	Administrative justice	05	11.36	00	0.00	06	8.45
2	Right to property and ownership / Trespass	08	18.18	03	6.25	08	11.26
3	Direct or indirect discrimination	00	0.00	00	0.00	03	4.23
4	Governance/Ethical issues (allegations of corruption, embezzlement, mismanagement)	04	9.09	08	16.67	11	15.49
5	Workers' rights (right to work and equitable remuneration, wrongful termination, unjust retirement, non-payment of dues and allowances, right to social insurance/pension/ family allowance)	03	29.55	16	33.33	21	29.58
6	Right to economic development/Breach of Contracts	06	13.64	11	22.92	14	19.72
7	Integrity and security of the human person	03	6.82	00	0.00	01	1.41
8	Others	05	11.36	10	20.83	07	9.86
Total		44	100	48	100	71	100



Documented complaints in 2024 showed a much similar trend as in 2023 with worker’s rights-related issues (29.58%) toping the chart closely followed by the right to economic development (19.72%), governance/ethical issues (15.49%), right to property and ownership (11.26%), others (9.86%), administrative justice (8.45%), direct and indirect discrimination (4.23%) and integrity of the human person (1.41%).

Complaints by Month of Reporting

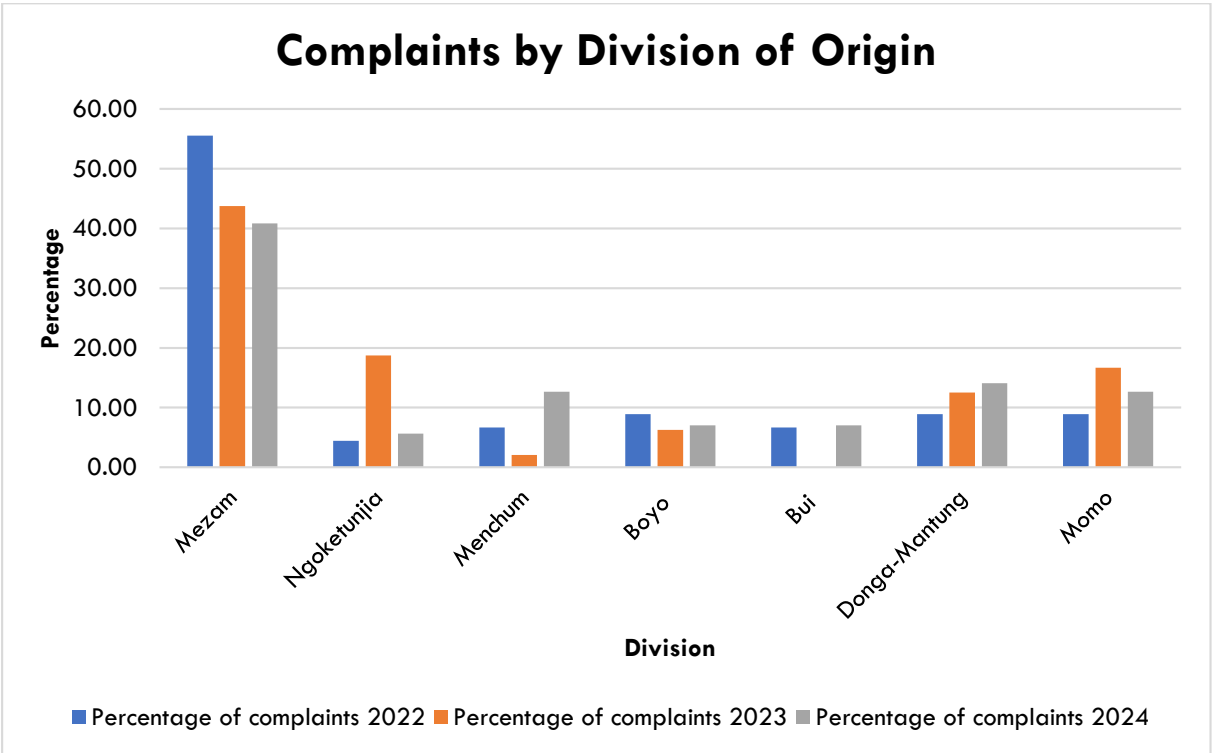
No.	Month	Number of reported complaints for 2022	Percentage of reported complaints for 2022	Number of reported complaints for 2023	Percentage of reported complaints for 2023	Number of reported complaints for 2024	Percentage of reported complaints
1.	January	7	15.91	0	0.00	09	12.68
2.	February	1	2.27	2	4.17	04	5.63
3.	March	1	2.27	2	4.17	05	7.04
4.	April	1	2.27	7	14.58	11	15.49
5.	May	1	2.27	2	4.17	11	15.49
6.	June	4	9.09	5	10.42	09	12.68
7.	July	7	15.91	3	6.25	04	5.63
8.	August	9	20.45	5	10.42	05	7.04
9.	September	2	4.55	3	6.25	03	4.23
10.	October	1	2.27	9	18.75	05	7.04
11.	November	8	18.18	4	8.33	04	5.63
12.	December	3	6.82	6	12.50	01	1.41
	Total	44		48		71	

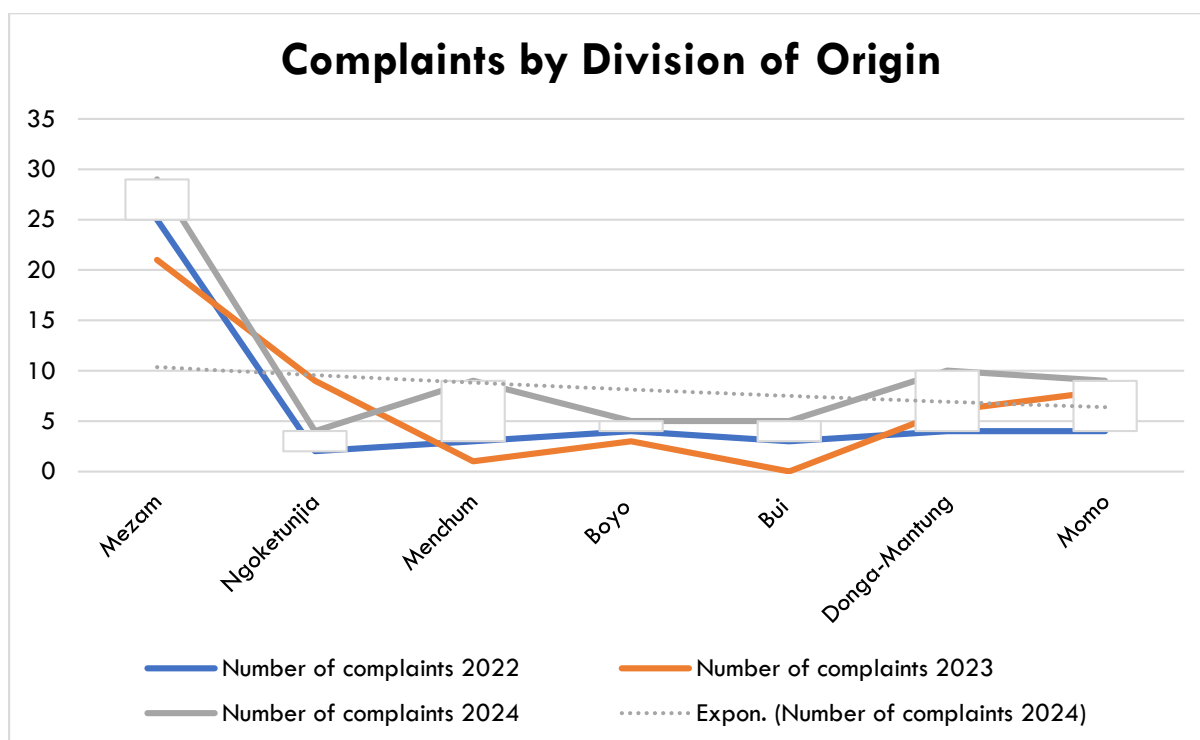


Statistics revealed that the highest number of complaints were registered in April and May of 2024 as compared to April and October in 2023, and August and November in 2022. However, we can say that in 2024, the Public Independent Conciliator received averagely six (6) complaints per month.

Complaints by Division of Origin:

No.	Division	Number of complaints	Percentage of complaints	Number of complaints	Percentage of complaints	Number of complaints	Percentage of complaints
SN		2022	2022	2023	2023	2024	2024
1	Mezam	25	56.82	21	43.75	29	40.84
2	Ngoketunjia	2	4.55	9	18.75	04	5.63
3	Menchum	3	6.82	1	2.08	09	12.68
4	Boyo	4	9.09	3	6.25	05	7.04
5	Bui	3	6.82	0	0.00	05	7.04
6	Donga-Mantung	4	9.09	6	12.50	10	14.08
7	Momo	4	9.09	8	16.67	09	12.68
	Total	44		48		71	

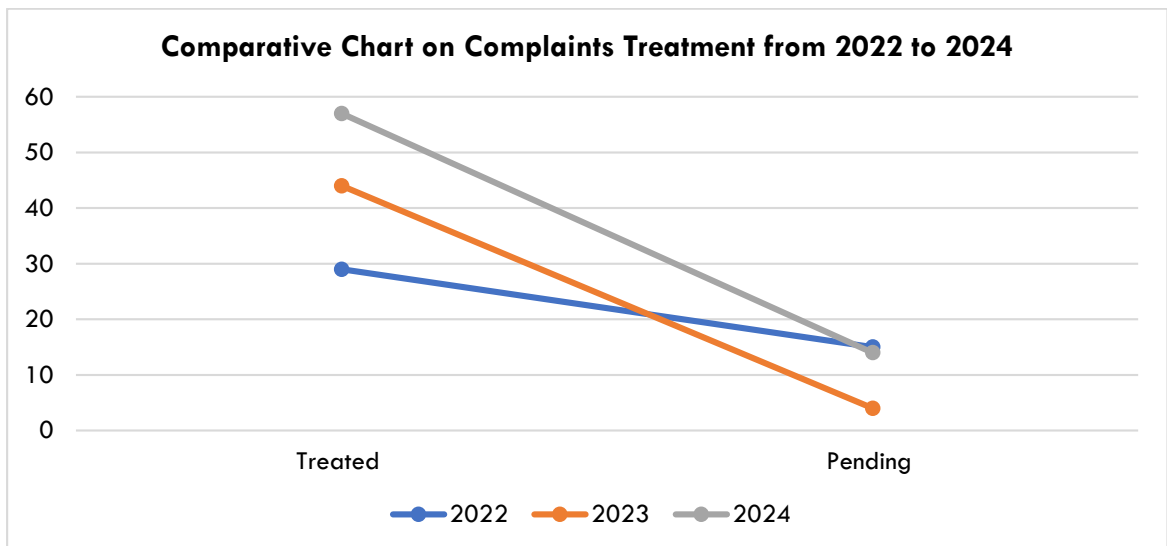
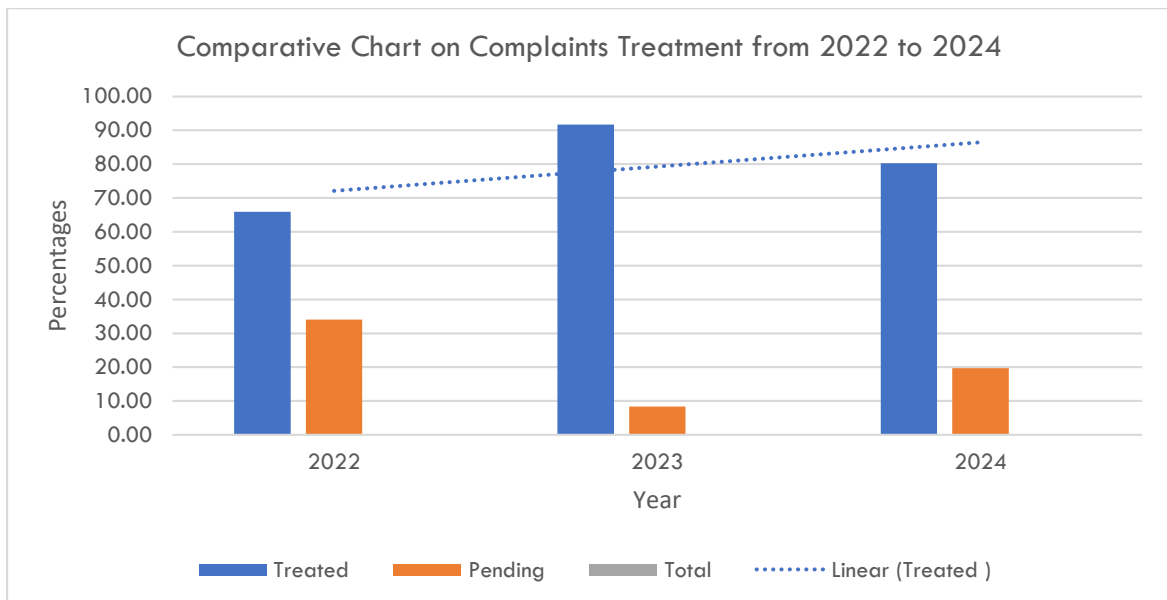




Considering complaints submitted at the Office of the Public Independent Conciliator by division of origin, Mezam Division remained at the top with 40.84 % of complaints received in 2024, witnessing a slight drop from 43.75% in 2023. This may largely be due to the proximity and accessibility to the Office of the Public Independent Conciliator. However, we can notice that with the ongoing sensitisation, more and more complaints were coming from the divisions of the region particularly from Donga-Mantung, Momo and Menchum that witnessed some net increases in 2024.

Status of treatment of Complaints

No.	Status	2022	%	2023	%	2024	%
1	Treated (Treatment was concluded either by the Public Independent Conciliator or the competent authority to whom the matter was referred – matter no longer needing the attention of the Public Independent Conciliator)	29	65.91	44	91.67	57	80.28%
2	Pending (treatment is ongoing – matter not yet concluded, still receiving the attention of the Public Independent Conciliator)	15	34.09	04	08.33	14	19.72%
	Total	44		48		71	



The status of treatment of complaints showed that 80.28% of documented complaints in 2024 were treated to completion against 91.67% in 2023 and 65.91% in 2022.

Commentaries / Observations

- a. Compared to 2023, there was a net increase in the number of complaints received from 48 to 71 representing a percentage increase of 47.92%.
- b. In the complaint treatment process, over a hundred auditioning sessions were held with complainants and respondents in line with the adversarial principle, and no fewer than 300 correspondences were dispatched to parties in dispute, acknowledging receipt of complaints and/or inviting parties to auditioning sessions.
- c. As was the case in the previous years, in 2024, actions on complaints were not limited to those falling within the competence of the Public Independent Conciliator.

All complaints were received and given due attention. While those falling within the ambit of the Public Independent Conciliator received its full attention, those outside its competence were either referred to the competent authorities or given other orientations for solutions.

- d. Complaint treatment continued to witness delays largely due to the uncooperative attitude of some Mayors who continued to drag their feet when responding to invitations from the Public Independent Conciliator. To recall, complaints are supposed to be treated within 60 days as per regulatory prescription.
- e. The number of informal and anonymous denunciations of council malpractices were also on the increase in 2024.

Case Studies

Some of the resolved complaints are presented here as case studies:

i. Complaint No.048/2023: The complainant Mr. XY against the Bamenda City Council

On 21st December 2023, Mr. XY (Complainant) lodged a complaint at the Office of the Public Independent Conciliator against the Bamenda City Council (Respondent) for the non-payment of his benefits and allowances while he served as Secretary General of the Bamenda City Council. The complainant solicited the Public Independent Conciliator to cause the Bamenda City Council to pay him the said benefits which amounted to Fifteen Million, Four Hundred Thousand (15,400,000) FCFA representing the following accrued allowances: Telephone, Water and Electricity, Duty, Responsibility and Vehicle allowances.

The complaint was treated progressively in different auditioning sessions and in respect of the adversarial principle. The Public Independent Conciliator facilitated the negotiations between the parties. The parties to the dispute found common grounds and an amount slightly below the requested sum was paid. The highlight of this complaint was the fact that, the complainant being in a position of power (that is former Secretary-General of the Bamenda City Council) could not still have his way in regards to the payment of allowances owed to him. The persistent refusal of the parties to arrive at a compromise made the mediation process very lengthy.

ii. Complaint No. 24A/2024: AB against the FONFUKA COUNCIL

This complaint was received at the Office of the Public Independent Conciliator on 05th September 2024. The complaint was about the non-payment of 13 months' salary (from September 2022 to January 2023 and from December 2023 to August 2024) by the Fonfuka Council.

The complaint was admissible before the Public Independent Conciliator. This complaint that was unresolved for over a year between the parties received immediate attention and following a series of auditioning sessions and due deliberations resulted to a conciliatory agreement, wherein it was agreed that the complainant should go to the Fonfuka Cooperative Credit Union Ltd and receive an advance payment of 8 months of which the remaining claims were to be paid in the year 2025.

iii. Complaint No. 052J2/2024: XY Enterprise LTD against the Bamenda I Council

On 17th July 2024, XY enterprise filed a written complaint to the Public Independent Conciliator against the Bamenda I council for non-payment of contract bills worth Four Million Nine Hundred Thousand FCFA. The complainant alleged that he executed a contract for the Bamenda I council sometime in 2020 and has not been paid.

After series of auditioning sessions with the parties, severally and jointly, with pieces of evidence presented by the complainant, the Mayor of Bamenda I Council engaged the council through a conciliatory agreement to pay to the complainant the contested sum, on or before the 31st December 2024. On 12th December 2024, the complainant confirmed that the money was paid.

iv. Complaint No.033MA/2024: XYZ Company against The Zhoa Council

On 21st May 2024, XYZ enterprise brought before the Public Independent Conciliator a petition against the Zhoa Council on the non-payment of contract bills worth Three Million Eight Hundred and Eighty-Nine Thousand Ten FCFA. The complainant alleged the execution of the contract with supporting documents wherein the Zhoa Council failed to pay.

After several auditioning sessions with both parties, Zhoa Council agreed to pay the contract bill after signing the conciliatory agreement. The council finally paid the complainant the entire amount.

III. APPRAISAL OF THE PROGRAMME ACTIVITIES OF THE PUBLIC

INDEPENDENT CONCILIATOR

Going by the evaluation of the execution of the Public Independent Conciliator's 2024 work plan, it can be concluded that the Office scored a realisation rate of one hundred percent. This realisation was thanks to the following:

- An improvement of the security situation;
- An improved accessibility to distant parts of the region.

The realisation of these activities resulted in the following outcomes:

- Improvement in cooperation and collaboration between the Public Independent Conciliator and all stakeholders;
- Improvement in the inclusive participation of citizens in council affairs;
- Regional and council services improved and users and beneficiary populations were generally more satisfied with council services;
- Growing awareness of the missions and role of the Public Independent Conciliator, as well as the functioning of regional and council services considerably increased, including citizens' awareness of where and how to seek redress for violations by regional and local authorities;
- The credibility of the Office of the Public Independent Conciliator was on a steady rise amongst the population.

However, the expected impact of some executed activities would only be measured in due course.

1. IMPACT

The population through radio programs communicated with experts of the Office of the Public Independent Conciliator on diverse topics and issues related to services provided to them by Regional and Local Councils.

Communicating activities of the Office of the Public Independent Conciliator gained grounds in both urban and rural areas of the North-West Region. In perspective, the Office is not relenting efforts because there are still people who do not have sufficient knowledge the Office. Indicators of the great impact in communicating activities of the Office can be seen in:

- The number of complaints received in 2024;
- Media engagement and follow up, through the production of special programs for both TV and Radio; and
- The high-profile audiences received at the Office, as guests become more curious on the activities of the Office of the Public Independent Conciliator and sorting to know where to assist or intervene.

2. CHALLENGES

The principal challenges witnessed were:

- The coincidence of some planned events with other unforeseen external events obliged the Office of the Public Independent Conciliator to reprogram some planned activities;
- The delay in the disbursement of the subvention which was only effective in July 2024 remained a preoccupation to be addressed as it slowed down the timely execution of planned activities;

- The prevailing security in our context also caused some of these activities to be postponed to a more convenient date; and
- The poor internet network also slowed down the timely publications of some activities.

PART THREE
FUNCTIONING OF REGIONAL AND LOCAL AUTHORITIES AND THEIR RELATIONS WITH
CITIZENS

A. BACKGROUND

The Public Independent Conciliator is mandated to report on the functioning of regional and local authorities and their relations with citizens. According to Article 25 (1) of Decree No. 2020/773 of 24 December 2020 to lay down conditions for the discharge of the duties of Public Independent Conciliator in the North-West and South-West regions,

The Public Independent Conciliator shall submit to the President of the Republic an annual report on the state of relations between citizens and regional and council services. The report shall present the balance sheet of his activities.

To enable the preparation of the report in accordance with the above provision, the Public Independent Conciliator of the North-West Region conducted a survey on the functioning of regional and council services of the region and their relations with citizens. The survey set out to collect information that would help the Public Independent Conciliator know how regional and local authorities functioned and how they related with citizens in the North-West Region in 2024. The survey set out to answer the following questions:

- i. What does the Public Independent Conciliator need to know about the functioning of regional and council services and their relations with citizens?
- ii. What has changed since the last report to the President of the Republic?
- iii. What should the Public Independent Conciliator tell the President of the Republic about the functioning of regional and council services and their relations with citizens in 2024?

With this in mind, the 2024 survey set out to collect data on how councils functioned and to compare the trends and patterns identified in the previous reports on regional and council authorities.

The report on the functioning of regional and council administrations is presented under the following rubrics:

- Background;
- Statement of the problem;
- Scope of the survey;
- Methodology;
- Findings of the survey;
- General appraisal;
- Difficulties and challenges;
- Lessons learnt and recommendations.

B. STATEMENT OF THE PROBLEM

According to Section 2(1) of the 1996 Constitution of Cameroon, Cameroon is a decentralised unitary state. Law No. 2019/024 of 24 December 2019 to institute the General Code of Regional and Local Authorities materialised the process of decentralisation by devolving powers and resources to regional and local authorities to enable them realise their missions of bringing development and good governance to the people. Accordingly, regional and council authorities are expected by law to use the powers and resources devolved to them to further the enjoyment of rights and freedoms without discrimination in compliance with their missions, but this has not always been the case.

To ensure that regional and council authorities fulfil their responsibilities, the law establishing the Public Independent Conciliator mandates him to report to the President of the Republic on the functioning of regional and council authorities and their relations with citizens. Considering therefore, that the best judge of quality and performance of regional and local authorities are the citizens they serve, the Public Independent Conciliator found it necessary to sample the opinion of the population on their perception of the functioning of their councils.

C. SCOPE OF THE PERCEPTION SURVEY

The survey covered the functioning of the Regional Assembly, the Bamenda City Council and the thirty-four local councils in the North-West Region in 2024. The report is an evaluation of their performances in various areas of their missions as laid down in Law No. 2019/024 of 24 December 2019 to Institute the General Code of Regional and Local Authorities.

Basically, it assesses the following aspects of the functioning of regional and council administrations:

- Administration and management;
- Protection of rights and freedoms of users and beneficiaries and particularly the right of citizens to participate in decision making processes;
- Practice of inclusiveness and non-discrimination in the treatment of all categories of service users and beneficiary population; and
- Fulfilment of their ethical obligations in their conduct and service delivery to their users and population.

D. METHODOLOGY

To elaborate the report on the functioning of regional and council services and the relations with citizens, the Public Independent Conciliator carried out surveys, administered questionnaires to stakeholders, conducted interviews and organised focus group discussions with various council stakeholders. Information gathered covered all areas regarding council functioning in accordance with their missions

as specified in the law to institute the General Code of Regional and Local Authorities.

Information constituting this report was gathered through the following activities:

- The administration of 5,043 questionnaires to users and beneficiary populations of all thirty-four local councils, and the Bamenda City Council;
- Administration of 50 questionnaires to members and workers of the Regional Executive Council (REC);
- Community Based Assistants (Volunteers) of the Office of the Public Independent Conciliator monthly monitoring of regional and council functioning;
- Quarterly reporting on council administration and management;
- Discussions and exchanges with council executives, councillors and council workers during visits to councils;
- Focus group discussions and town hall meetings with the population, council executives and staff of the various council areas in the region;
- Discussion sessions with mayors and other stakeholders during Public Independent Conciliator seminars and capacity building sessions;
- Exploitation of complaints reported to the Office of the Public Independent Conciliator petitioning the conduct of regional and local authorities; and
- Public Independent Conciliator investigations and findings on reported information from interested persons and users of council services.

E. ORGANISATION OF PERCEPTION SURVEY ON THE FUNCTIONING OF REGIONAL AND COUNCIL AUTHORITIES

The organisation of the 2024 survey on the functioning of regional, city, sub-divisional, and municipal councils, consisted of the following:

- Elaboration and production of questionnaires;
- Training of scrutineers including 70 Public Independent Conciliator's Community Based Assistants (volunteers) and 35 field agents of Safety Net and SEEPD partners;
- Administration of 59 questionnaires to the Regional Assembly (questionnaires for the Members of the Regional Executive Council, the House of Chiefs and staff of the General Secretariat);
- Deployment of 105 scrutineers to cover the 35 council areas at the ratio of 3 scrutineers per council;
- Administration of 5250 questionnaires at the ratio of 150 questionnaires per council area;

- Coding and analysis of 5083 questionnaires covering regional and council functioning.

Citizens were required to respond to general and specific questions on these areas of functioning relating to the performances of regional and council services and their relations with citizens with regards to:

1. Council administration and management;
2. Enforcement of ethical standards;
3. Prevention of direct and indirect discrimination and promotion of inclusiveness;
4. Respect of rights and freedoms;
5. Compliance with the law and regulations in the delivery of services to the population;
6. Provision of basic services (health, water, road infrastructure, education, housing, electricity and others);
7. Participation of the population in council affairs and decision-making processes;
8. Credibility, transparency, accountability, relevance of regional and council services; and
9. Accessibility and availability of council services.

The questionnaires administered at the Regional Assembly were in two formats, one on the administration and management of the Regional Assembly addressed to members of the Regional Executive Council and the other on the functioning of the Regional Assembly addressed to staff.

These aspects were addressed in the following questions:

1. *What was your total budget for the year 2024?*
2. *What was your total budget for the year 2023?*
 - i. *Internal Revenue generated by the Regional Assembly in 2023?*
 - ii. *Subvention from FEICOM in 2023?*
 - iii. *Other sources of revenue in 2023?*
3. *How many projects were voted in 2023? PIB? FEICOM? Others?*
4. *How many projects were executed (fully realized) in the 2023 financial year?*
5. *Projects carried over (planned/initiated/not completed) from 2023 to 2024 financial year?*
6. *Why were they carried over?*
7. *What are the total number of projects earmarked for execution in 2024 excluding projects carried over from 2023? I.) PIB ____ II.) FEICOM _____ III.) Others*

- i. What is the level of execution of the projects? (attach list of the project and status of execution).
 - ii. Are they any abandoned projects? Yes/No? If yes, list abandoned projects and give reasons in attachment.
8. What are the main challenges the Regional Assembly faces in the execution of projects?
9. Does the Regional Assembly involve the population in the elaboration, conception and management of projects? Yes/No? If yes, provide details of projects and involvement of the population?
10. What are your proposals to improve on the cited challenges?
11. How many sessions were held in 2024?
 - i. Ordinary sessions _____
 - ii. Extra Ordinary Sessions _____
12. Are there any resolutions of past sessions that have not been implemented? Yes/No? If yes, provide list and reasons for non-implementation.
13. Are there challenges in the devolution of powers and resources to the Regional Assembly? Yes/No? If yes, what are the specific challenges? Which ministries are concerned?
14. Total Number of Regional Assembly workers (permanent and temporal) Male /Female?
15. Number of personnel with recruitment decision or contract.
16. Number of personnel living with disability (if any)
17. What are the challenges the Regional Executive Council faces with its personnel?
18. What are your proposals to address the challenges listed above?
19. Has any case of violation or maladministration by your staff been brought to your attention? Yes/No? If yes, what are the main issues?
20. Do you have issues with the interpretation and implementation or application of legislations related to your work? Yes/No? If yes, what are the issues?
21. Rate on a scale of 1-3 (very poor); 4-5 (poor) 5 (average) 6-7 (good); 8-10 (very good) your confidence in the services provided by the Regional Assembly administration?

Members of the Regional Executive Council had to answer the following questions:

1. How is your service/unit/ department/Division organised and structured?
2. What are your missions?
3. How do you function in alignment with your mission?
4. How effective is the devolution of power with regard to the realisation of your missions?

5. *What are the challenges encountered in carrying out your duties? What are your proposals to improve on your functioning?*
6. *Comment on the working relationship between your unit and other units of the Regional Assembly.*
7. *Have you noticed any discriminatory practices in the Regional Assembly? Yes/No? If yes, what form of discrimination?*
8. *Does the population participate in the elaboration and execution of projects of the Regional Assembly? Yes/No? If yes, at what level?*
9. *How effective is the delegation of power from the President to Members of the Regional Executive Council?*
10. *Have you noticed any form of violation of rights or maladministration by the Regional Assembly? Yes/No? If yes, what form of violation?*
11. *Does the population participate in the activities of the Regional Assembly? Yes/No? If yes, how?*
12. *What are your proposals to improve on the participation of the population in Regional Assembly activities?*
13. *Rate on a scale of 1-3 (very poor); 4-5 (poor) 5 (average) 6-7 (good); 8-10 (very good) your assessment of Regional Assembly management of projects/contracts?*
14. *What aspects of legislation negatively affects your functioning?*
15. *Rate on a scale of 1-3 (very poor); 4-5 (poor) 5 (average) 6-7 (good); 8-10 (very good) your confidence in the services provided by the Regional Assembly administration?*
16. *How can the Regional Assembly function better?*

Workers of the Regional Assembly were posed the following questions:

1. *What is your sex? Male/Female? Age, Service, Educational qualification and Division of origin.*
2. *For how long have you been working with the Regional Assembly?*
3. *Do you have a signed recruitment contract/Decision of employment from the Regional Assembly? Yes/No? If no, why?*
4. *Do you have a regular salary from the Regional Assembly? Yes/No? If no, how many months does the Regional Assembly owe you?*
5. *Are you satisfied with your working conditions? Yes/No? If no, why?*
6. *What are the main challenges you face at work?*
7. *What do you propose to improve on your conditions of work?*
8. *Do you have an internal mechanism for dispute settlement? Yes/No? If yes, which? If no, how does the Regional Assembly handle staff problems?*
9. *Have you noticed any form of human rights violation at the Regional Assembly? Yes/No/I don't know? If yes, which rights are not respected?*

10. Have you noticed any discriminatory practices at the Regional Assembly? Yes/No? If yes, what form of discrimination?
11. Rate on a scale of 1-3 (very poor); 4-5 (poor) 5 (average) 6-7 (good); 8-10 (very good) your satisfaction in the services provided by the Regional Assembly.
12. What actions could you propose to make the Regional Assembly function better?

The population were asked the following questions to gauge their perception of the functioning of their councils:

1. How accessible is your mayor to the population?
2. Are you or the population consulted by the council before taking decisions?
3. Do the following categories of persons participate in council activities?
 - i. Women
 - ii. Persons with disabilities
 - iii. Youths
 - iv. Marginal/remote rural communities
4. Do you know your councillor?
5. Do you support council activities? If no, give the reason? If Yes, then how?
6. Has the council created a village/neighbourhood committee in your area? If yes does it participate in council activities?
7. Does your council involve you or your community in the identification of council projects in your area? If Yes, then how? If no, then why?
8. Does your council involve you or your community in the implementation of council projects in your area? If Yes, then how?
9. Does the council provide you with information and education about council activities and projects? If Yes, then how?
10. Do you go to the council for services? If yes, how are you treated by the mayor or council staff? If no, then why?
11. Have you noticed any of the following practices in your council? Tribalism, Marginalisation, Favouritism and/or Exclusion. If yes, to any of the above practices, describe the form of discrimination.
12. Have you or do you know someone who has been a victim of abuse or violation of their rights or freedom by a regional or council authority or service? If Yes, what form of abuse?
13. Have you or someone you know been a victim of unethical conduct by a regional/City or council worker? If yes, what form of abuse?
14. How do you assess your council's management of resources in terms of the following: Finance, human/material resources and infrastructure?
15. Score your confidence /satisfaction with the functioning of your council on a scale of 1 to 10.

16. Score your satisfaction with the performances of your councillor on a scale of 1 to 10.

17. Do people pay for the establishment of any of these documents in your council area: Birth Certificates, Marriage Certificates and/or Death Certificates?

18. How could your council become more useful to you?

The responses to these questions provided elements that aided the Public Independent Conciliator to better understand the performances of regional and local authorities in 2024. They also enabled the Public Independent Conciliator to evaluate the performances of regional and local authorities and the realisation of their missions which consist in delivering development and local governance to their citizens. Citizens' responses equally enabled the Public Independent Conciliator to understand challenges and difficulties councils face in the realisation of these missions.

PART FOUR
FINDINGS OF THE PERCEPTION SURVEY RELATIVE TO THE NORTH-WEST REGIONAL ASSEMBLY

The Regional Assembly (The Regional Executive Council/House of Divisional Representatives/House of Chiefs)

The report on the functioning of the Regional Assembly in 2024, as was the case in 2023, focused on its administration, management of resources and state of relations between workers and citizens. To report on the functioning of the North-West Regional Assembly, the Office of the Public Independent Conciliator set out on information gathering and exploited the following sources:

- Monitoring reports on the functioning of the Regional Assembly;
- Exploiting complaints that related to the relationship between the Regional Assembly administration and workers;
- Consulting session deliberations and reports; and
- Administering and analysing questionnaires on the functioning of the Regional Assembly.

The Office of the Public Independent Conciliator formulated and administered a total of fifty-nine (59) questionnaires to the Regional Assembly thus: nine (09) questionnaires for all Regional Executive Council (REC) members including the President and the Secretary General, and fifty (50) questionnaires for workers of the Regional Assembly.

Based on information collected, a look at the functioning of the Regional Assembly's administration, management of its resources and the state of its relations with workers and citizens could be presented thus:

I. ADMINISTRATION

Concerning the administration and functioning of the Regional Assembly, the Public Independent Conciliator made findings regarding:

1. RELATIONS AMONGST THE ORGANS OF THE REGIONAL ASSEMBLY

The working relationship amongst services of the North-West Regional Assembly is generally collaborative and could be improved in certain areas. While there is effective coordination during deliberations and project planning, challenges persisted due to limited communication and the lack of a clear organisational chart tailored to suit the Special Status. To foster better collaboration, the Assembly must ensure that responsibilities are clearly defined, and all services are actively involved in decision-making and project implementation.

2. COLLABORATION AMONGST THE REGIONAL EXECUTIVE COUNCIL, HOUSE OF DIVISIONAL REPRESENTATIVES, AND THE HOUSE OF CHIEFS

While the Assembly strives to promote equality and inclusiveness, some members have expressed concerns over disparities in resource allocation, operational autonomy and concentration of the attributes of authority in the hands of the President at the detriment of other members of the Regional Executive Council.

For instance, members of the House of Chiefs perceived their unique role as custodians of traditions and customs of the land as not adequately recognized. They claimed that their attributes including royal protocol were not respected.

In addition, they perceived an imbalance in the involvement of members in decision-making and project execution, which should be addressed to maintain equity and harmony.

The House of Chiefs functions as an instance of the Regional Assembly and not as an institution. This means on its own, the House of Chiefs had no missions except those entrusted to it by the House of Divisional Representative.

Members of the House of Chiefs maintained that reducing their role to giving opinions on deliberations of the House of Divisional Representatives is not only limiting them, but also makes their contributions of no substance. Contrary opinions or views could be overruled by a simple majority of the House of Divisional Representatives.

Apparently, the House of Chiefs cannot directly handle its prerogatives such as the management and conservation of historical sites, monuments and vestiges, the organization of cultural and traditional events, the collection and translation of elements of oral tradition, or directly handle issues relating to traditions and customs of the North-West Region except for an opinion on the request of the House of Divisional Representatives.

3. COLLABORATION AMONGST MEMBERS OF THE REGIONAL EXECUTIVE COUNCIL (REC)

Some members of the Regional Executive Council perceived the House of Chiefs as powerless. This is because they do not have a dedicated budget to manage their affairs given that the prerogative of vote holder resides with the President of the Assembly alone.

Though some members of the REC declared that relations amongst them were harmonious in 2024, their functioning exposed visible discrepancies which are largely attributed to the interpretation of the legal framework regulating the institution. Some of them held the following perceptions that:

- In handling his prerogative to delegate powers discretionally, the President leaves his principal collaborators (REC members) with no attribute of power except such as have been delegated. This made power delegation at the Regional Assembly ineffective;
- The Vice President may only enjoy delegated powers which are revocable at the discretion of the President. This does not augur well given his status as a traditional authority and custodian of tradition and culture of the people. This is also contrary to the spirit of the Special Status that emphasizes the protection of socio-cultural specificities of the region amongst others.
- The inability of the Vice President and President of the House of Chiefs to exercise any prerogative of power is compounded by the lack of a dedicated functional budget allocated to cater for the House of Chiefs.
- These amongst others created a tense atmosphere between the two houses that negatively impacted the functioning of the institution.

4. ORGANISATION OF STATUTORY SESSIONS

The North-West Regional Assembly held three (3) Ordinary sessions in 2024, unlike in 2023 when it held four (4) ordinary Sessions and one extra ordinary session.

a) Relations between the Regional Executive Council and Workers

As for the relations between the Regional Executive Council and workers of the Regional Assembly regarding the respect of rights and freedoms of workers, practice of direct or indirect discrimination and respect of ethical conduct, the President held that there were no cases of discrimination, violation of rights or maladministration in the Regional Assembly. However, the survey revealed the following:

- That some workers have been victims of discriminatory practices including acts of discriminatory treatment of workers, hate speech, favouritism and other aspects of unfair treatment;
- Non-respect of workers' rights as some stated that they have been victims of late-night closing without payment of overtime, no payment of salaries, discrimination in trainings and lack of information;
- Poor working conditions including non-existence of job descriptions and working tools; and
- Some workers recruited especially those on secondments do not understand the functioning of decentralised entities.

b) Relations between the Regional Assembly and Citizens

The Regional Assembly in 2024 continued to reinforce bonds with citizens of the region by forging a close synergy with the population and involving them in all

field activities of the institution. The population was engaged not only through their Divisional Representatives but also directly in project conception, execution and monitoring and constituted the backbone of the Peace and Development Initiative (PDI).

The population actively participated in Regional Assembly activities through the following means:

- Regional Assembly social media platforms such as the website, Facebook, TikTok, YouTube, Instagram, and Twitter, which provided updates and enabled interactions;
- Community consultations and outreach programs, where stakeholders can voice their opinions and propose solutions; and
- Public involvement in project monitoring to ensure transparency and accountability.

While these avenues existed, there was potential to increase engagement and awareness among the population.

Concerning development projects, in particular, citizens participated through:

- Community engagement forums: These were held to gather input on development priorities and ensure alignment with local needs;
- Consultative meetings: Traditional leaders and community representatives provided insights into cultural and developmental priorities;
- Monitoring and feedback mechanisms: Community members were often involved in monitoring the implementation of projects and providing feedback for improvement; and
- Social control of all projects through the PDI in line with contract specifications.

However, participation could be further enhanced by increasing awareness of the Assembly's functions and creating platforms for more direct citizen involvement.

The Regional Assembly was exemplary in promoting participatory project governance by involving the communities in all aspects of the project life cycle from conception through implementation to monitoring.

5. MANAGEMENT OF RESOURCES

a) Human Resources

The Regional Assembly has a staff strength of fifty-one (51) workers including 38 males and 13 females. Out of this number, thirty-two (32) have recruitment contracts and the rest are yet to be contracted.

The Regional Assembly reported serious problems with its personnel due to the absence of a local public service code. Regarding respect for inclusiveness in the

staffing of the Regional Assembly, no person with special need is reportedly in its current staff force.

Staff of the Regional Assembly continue to complain of the following difficulties:

- Apart from the permanent staff with decisions and contracts of employment who receive their monthly salaries, some staff on secondment are yet to start receiving their monthly salaries. Other categories of workers like volunteers reportedly receive irregular remuneration.

b) Execution of Projects

According to the President, the North-West Regional Assembly in 2024 executed all 61 projects scoring an execution rate of 100%. However, verifications by the Public Independent Conciliator from the communities allude that some of these projects were either partially or poorly executed.

i. Financial resources

The 2024 Annual Budget of the Regional Assembly stood at 5,634,929,846 FCFA marking a 21.81% drop from the budget of 2023 that stood at 7,207,015,289 FCFA.

ii. Devolution of Competencies and Resources

The devolution of competencies and resources to the Regional Assembly, in accordance with Sections 267 to 273 of Law No. 2019/024 of 24 December 2019 on the General Code of Regional and Local Authorities was partially effective. As of 31st December 2024, only six ministries had fully transferred competencies to the Regional Assembly as was the case in 2023, namely: MINSANTE (Ministry of Public Health); MINTRANSPORT (Ministry of Transport); MINESEC (Ministry of Secondary Education); MINTOURL (Ministry of Tourism and Leisure); MINH DU (Ministry of Housing and Urban Development); and MINEPDED (Ministry of the Environment, Protection of Nature and Sustainable Development). However, the Regional Assembly continued to await the transfer of resources to accompany devolved competencies.

As mentioned in 2023, the Regional Assembly was yet to be seen exercising these competencies on the ground given that the devolution of power is de jure following the signing of the decrees devolving powers to the regional and local decentralised entities.

The effective implementation of those powers on the ground were pending the following:

- Presidential Decree setting out the terms and conditions for the devolution of powers; and

- Prime Ministerial Decree to lay down the conditions for the implementation of powers devolved.

iii. The Peace and Development Initiative (PDI)

The Regional Assembly materialised participatory governance of projects in PDI, created following the Ministerial Order No. JA/MINDDEVEL of July 19, 2023 on the establishment of village and neighbourhood committees.

It is a platform where citizens participate in designing, executing and monitoring local development projects. This initiative puts citizens at the centre of their own development by encouraging and facilitating their involvement in the initiation and management of projects funded by the Regional Assembly in their community. Citizens actions were seen through village and quarter committees. These committees ensured that local governance reflected grassroots needs and aspirations. The PDI was operational in all divisions of the region. The success of the PDI also lies in the synergy it created not only between the Regional Assembly and communities, but also between the Regional Assembly and councils which played a central role in the establishment of the village and neighbourhood committees.

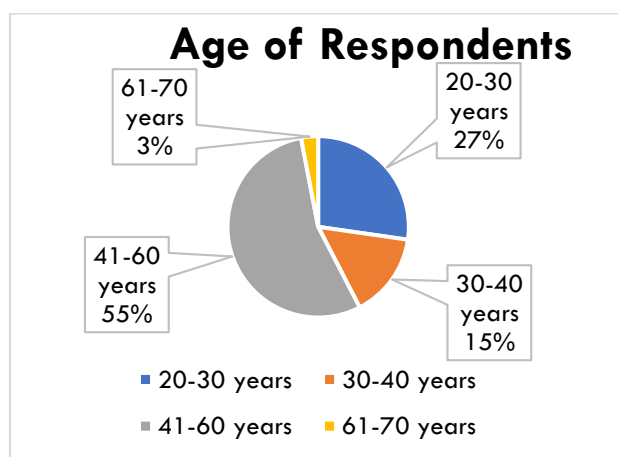
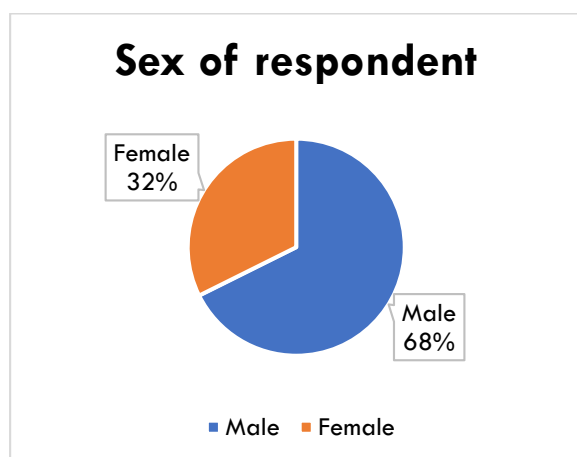
II. PERCEPTION SURVEY ON THE FUNCTIONING OF THE REGIONAL ASSEMBLY

The information gathered from these sources were analysed and interpreted thus:

DEMOGRAPHICS OF THE SURVEY (WORKERS OF THE REGIONAL ASSEMBLY)

Question: What is your sex and age?

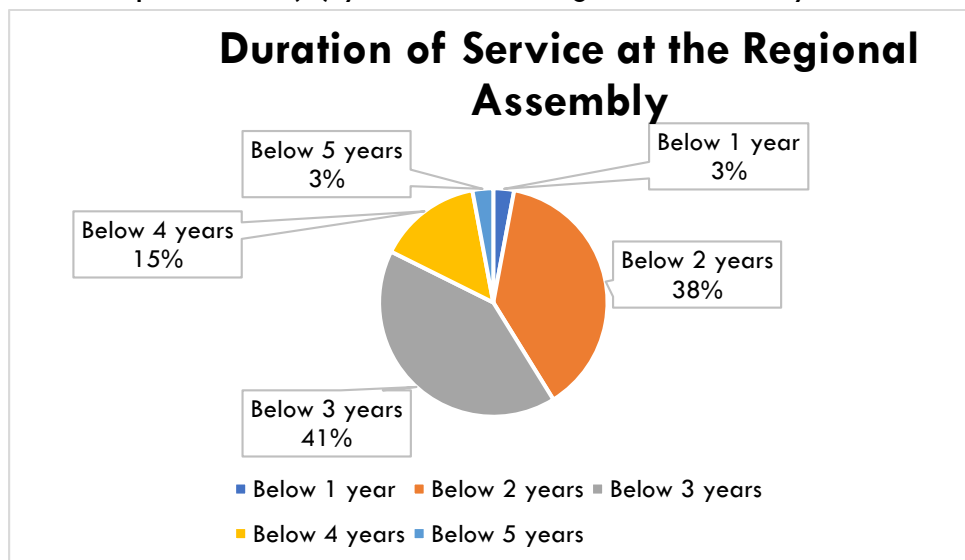
Male	Female	Age (in years)			
		20-30	31-40	41-60	61-70
23	11	9	5	18	1



Question: For how long have you been working with the Regional Assembly?

Below 1 year	Below 2 years	Below 3 years	Below 4 years	Below 5 years
01	13	14	05	01

Of the 68% who answered the questionnaires, 70% were workers who had served for not up to three (3) years at the Regional Assembly.

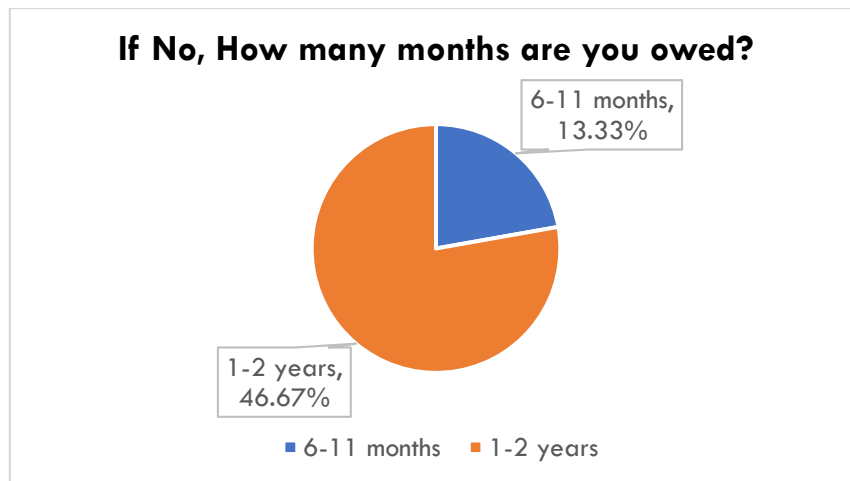
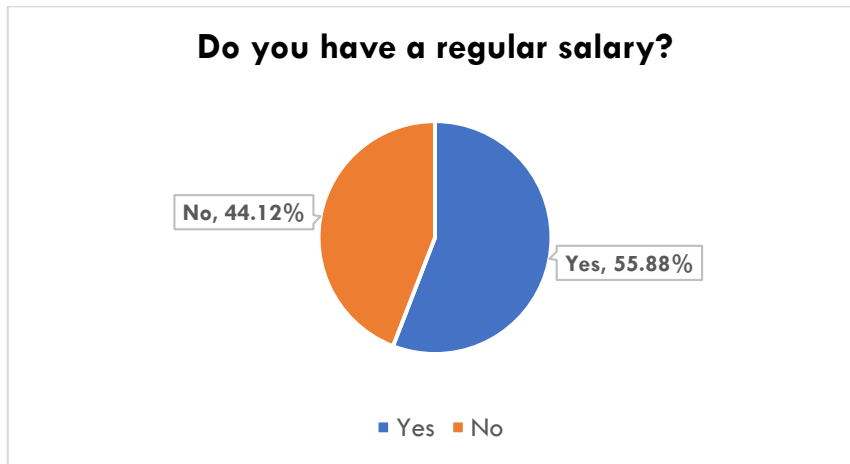


FINDINGS

Question: Do you have a signed contract with the Regional Assembly?

Yes	No	No idea	If No, explain.			
			On appointment	Waiting for recruitment decision	Volunteer	On secondment
15	18	1	7	3	5	4
44.12	52.94	2.94	36.84	15.79	26.32	21.05

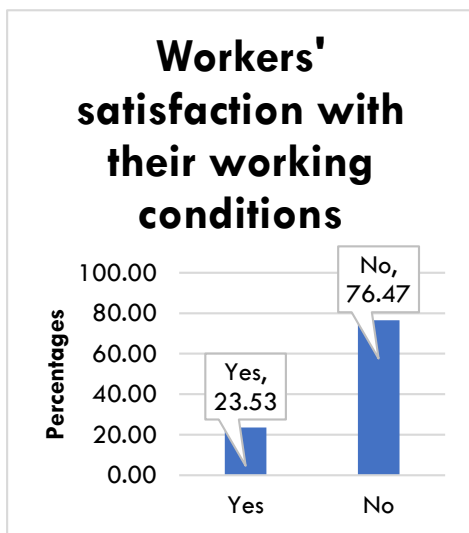
Concerning the status of employment of the workers who answered the questionnaires, 52.94% affirmed they have a contract of employment, 44.12% had no employment contracts yet and 2.94% did not know their status.



Question: Are you satisfied with your working conditions?

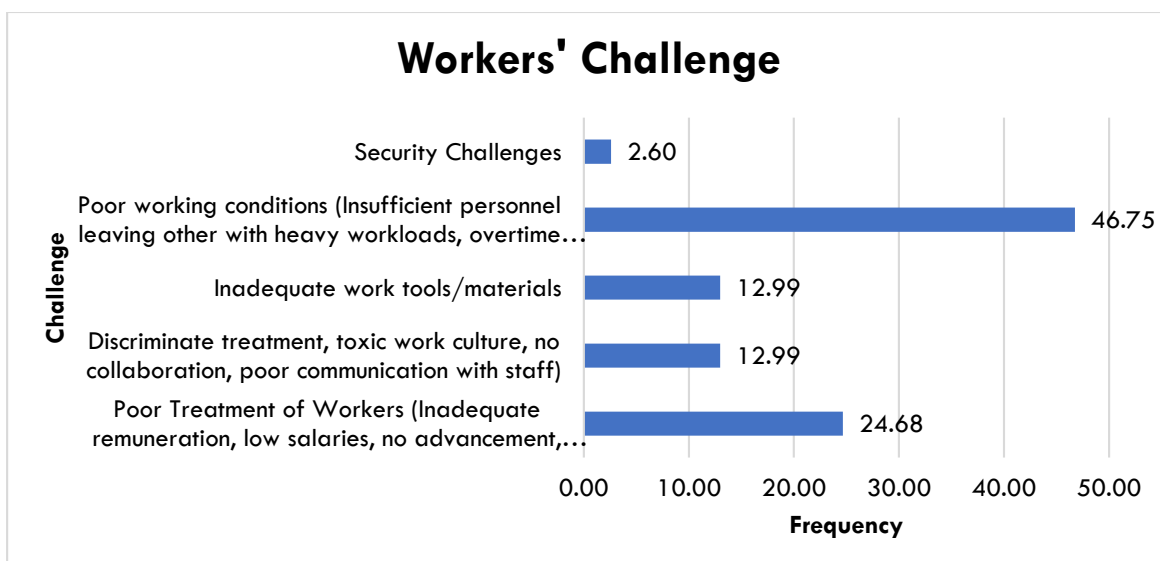
		If NO, why?			
Yes	No	Staff remuneration (no allowances, no advancement, salary scale, unpaid mission allowances)	Non-respect of organisational chart	Insufficient working tools	Inadequate staffing which leads to overtime
8	26	21	3	4	3
23.53	76.47	67.74	9.68	12.90	9.68

Answering the question about their satisfaction with their working conditions, 23.53% of respondents said they were satisfied, while 76.47% said they were not satisfied. Finding out further why they were not satisfied, 67.74% advanced reasons relating to staff remuneration including low salaries due to the salary scale in application, no allowances, no advancement and unpaid mission allowances. Other reasons included lack of appropriate work tools, non-respect of the organisational chart and inadequate staffing forcing the few staff to work overtime without pay.

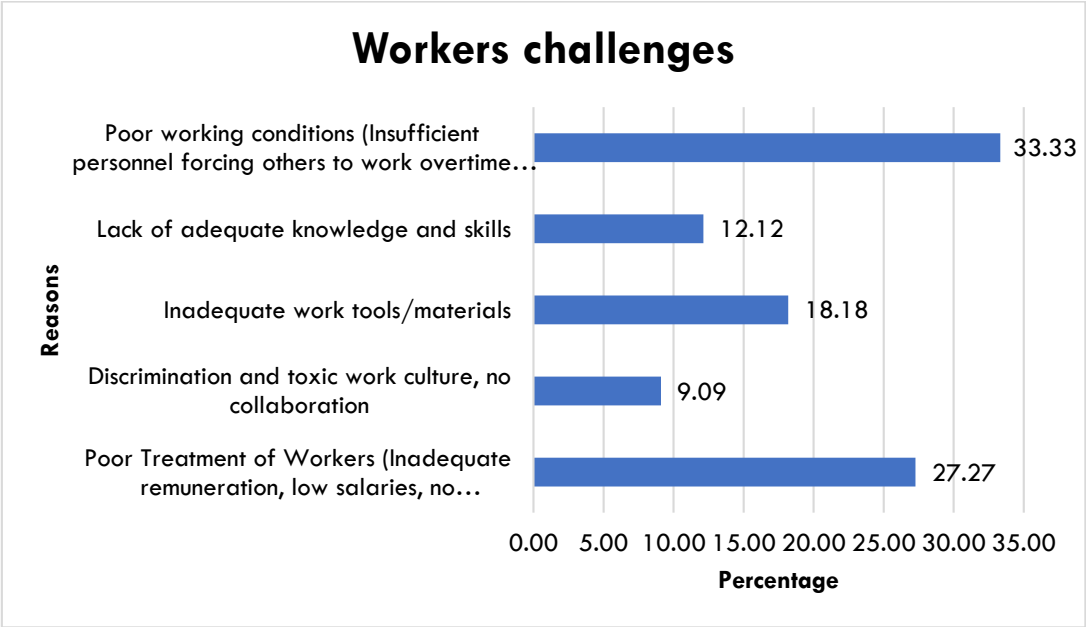


Question: What are the main challenges you face at work?

Challenge	Frequency	Percentage
Poor Treatment of Workers (Inadequate remuneration, low salaries, no advancement, no allowances, non-payment of mission allowances, no work contracts)	19	24.68
Discriminate treatment (toxic work culture, no collaboration, poor communication with staff)	10	12.99
Inadequate work tools/materials	10	12.99
Poor working conditions (Insufficient personnel leaving others with heavy workload, overtime without pay / long working hours, low aptitude for work, no job description, lack of office space, no clear work hours)	36	46.75
Security Challenges	2	2.60
Total	77	100%



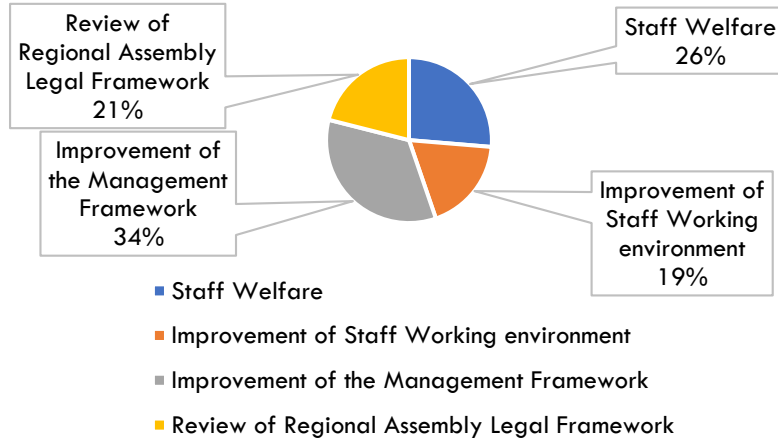
Top amongst the challenges workers of the Regional Assembly faced were poor working conditions including long hours of work without overtime pay (46.75%) and poor treatment of workers (24.68%) that included inadequate remuneration, low salaries, no advancement and no work contracts. Others were inadequate work tools and materials and discriminate treatment of workers.



Question: What do you propose to improve on your conditions of work?

Ways to improve workers' condition	Frequency from Respondents	Percentage (%)
Staff Welfare	10	26
Improvement of Staff Working environment	07	19
Improvement of the Management Framework	13	34
Review of Regional Assembly Legal Framework	08	21
Total	38	100

Categorisation of Proposals to improve Workers' condition of Work



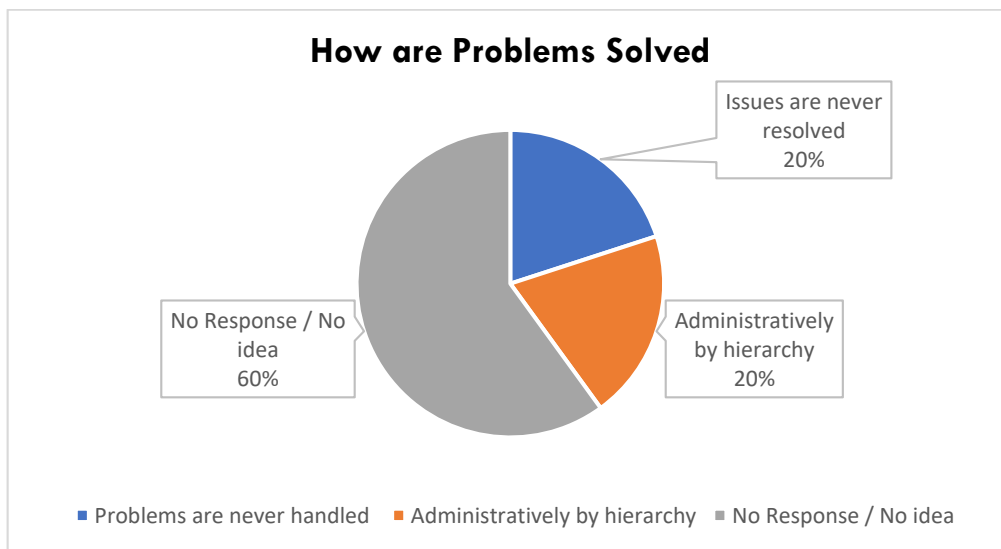
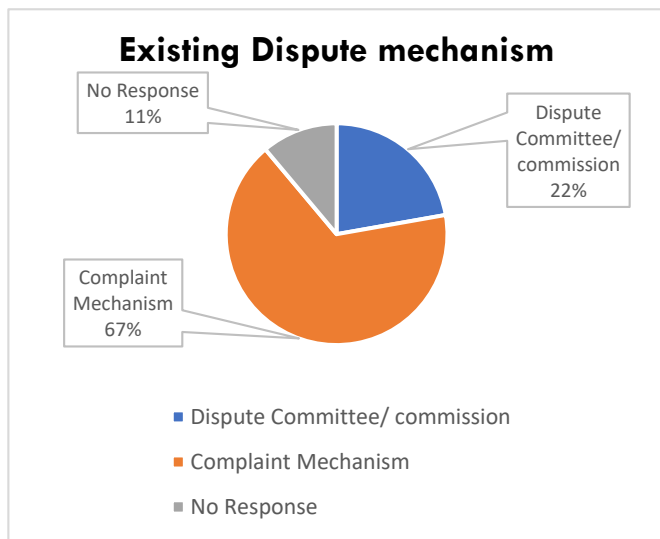
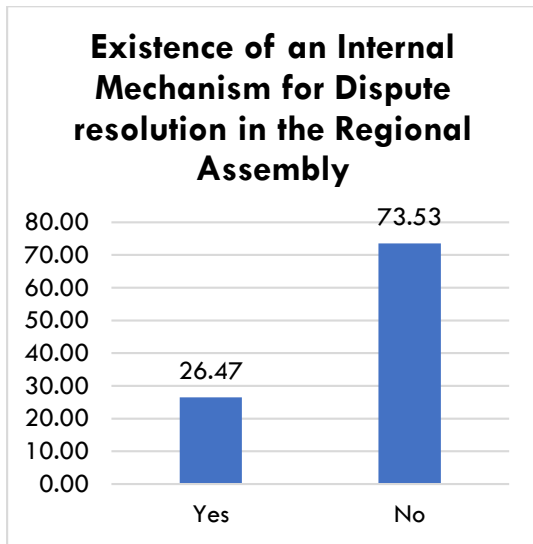
Top on workers' proposals to improve their working conditions was the improvement of the management framework (34%) followed by the amelioration of staff welfare (26%). Other proposals included review of the legal framework governing the functioning of the Regional Assembly (21%) and the improvement of the working conditions of workers (19%), equipping them with the proper knowledge and skills for their work.

Question: Do you have an internal mechanism for dispute settlement? If yes, which?

The survey sought to know if there were oversight mechanisms for addressing issues in the Regional Assembly and respondents answered thus:

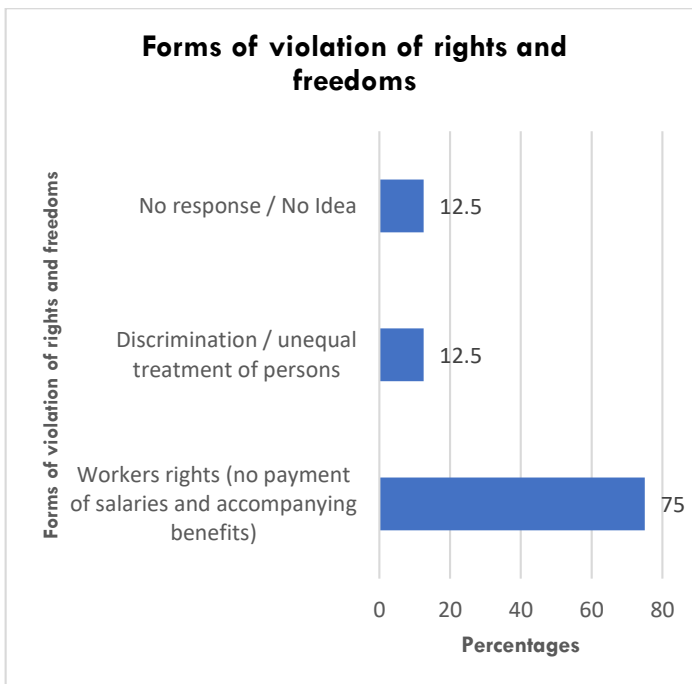
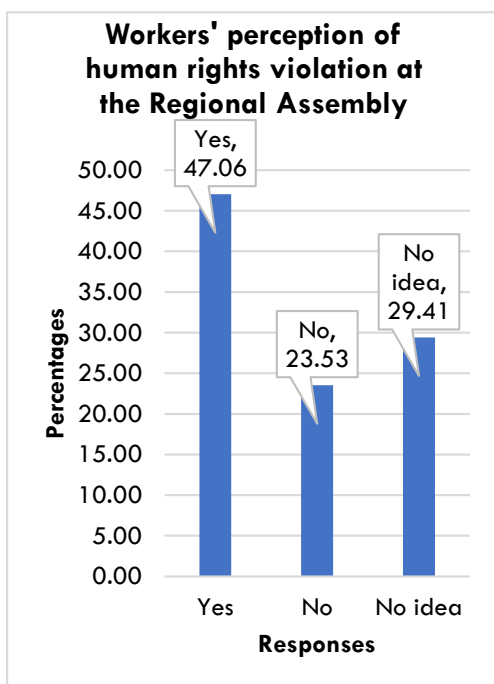
		If yes, which?			If no, how do they handle staff problems?		
Yes	No	Dispute Committee/ commission	Complaint Mechanism	No Response	Problems are never handled	Administratively by hierarchy	No Response / No idea
9	25	2	6	1	5	5	15
26.47	73.53	22.22	66.67	11.11	20.00	20.00	60.00

Of the 34 workers who completed the questionnaire, 26.47% said there were dispute resolution mechanisms while 73.53% said there was none. Answering the question which were the mechanisms, those who answered "Yes" named dispute committee and a complaint mechanism (22.22%). Meanwhile, the 73.53% who said "NO" to the existence of a dispute resolution mechanism stated that the Regional Assembly addressed dispute administratively while others said they do not resolve disputes and 60% said they did not know.



Question: Have you noticed any form of human rights violation and freedoms of workers at the Regional Assembly?

Yes	No	No idea	If yes, which rights are not respected?		
			Workers' rights (no payment of salaries and accompanying benefits)	Discrimination / unequal treatment of persons	No response / No Idea
16	08	10	12	02	02
47.06%	23.53%	29.41%	75.00%	12.50%	12.50%



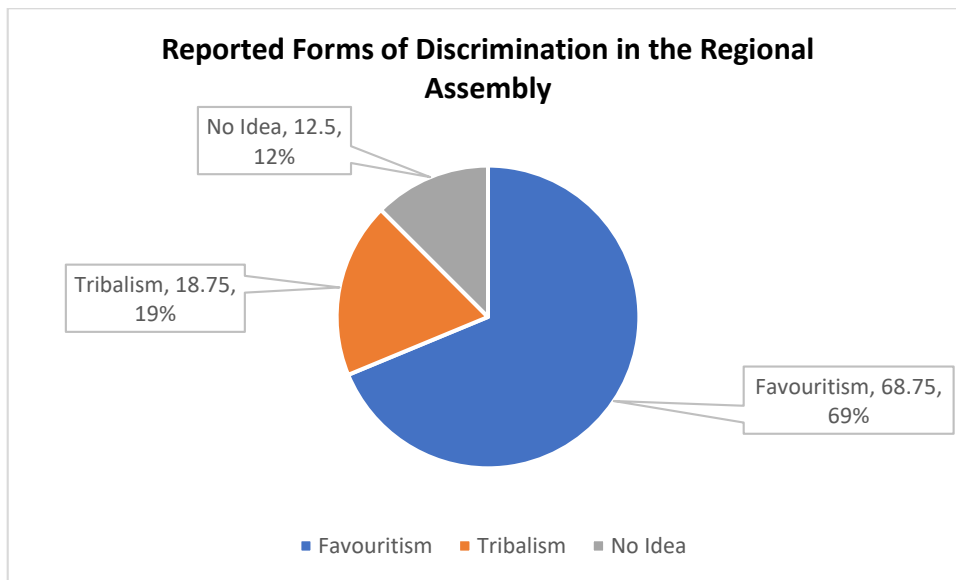
Concerning the violation of rights and freedoms at the Regional Assembly, 47.06% of respondents answered “Yes”, 23.53% said “No” and 29.41% had no idea. According to respondents who answered in the affirmative as to the existence of violations, the main issues of concern were violation of workers’ rights (75%) including the rights to adequate salary and social benefits. The next issue of importance was discrimination and unequal treatment of persons (12.50%). An additional 12.50% of respondents who affirmed the existence of violations of rights and freedoms were unable to qualify the violations.

Question: Have you noticed any discriminatory practices at the Regional Assembly? If yes, what form of discrimination?

Responding to the question on the existence of discriminatory practices in the regional Assembly, workers responded thus:

			If yes, what form of discrimination?		
Yes	No	No idea	Favouritism	Tribalism	No Idea
16	16	2	11	3	2
47.06	47.06	5.88	68.75	18.75	12.50

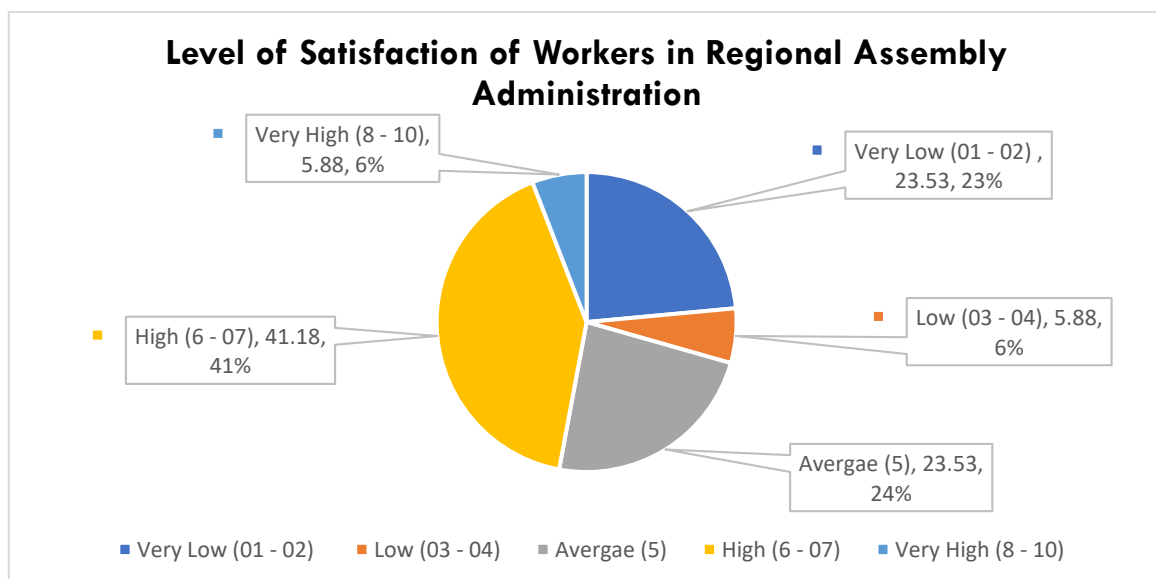
Regarding the existence of discriminatory practices in the Regional Assembly, respondents maintained that principal forms of discriminatory practices in the Regional Assembly included favouritism (68.75%) where regional authorities reportedly made favours to friends, business allies and political supporters. Tribalism was perceived at 18.75% while 12.50% said they had no idea.



Question: How confident/satisfied are you with the services provided by the Regional Assembly? Score on a scale of 1-10.

1-3 (Very Low)	4-5 (Low)	5 (Average)	6-7 (High)	8-10 (Very high)
8	2	8	14	2
23.53	5.88	23.53	41.18	5.88

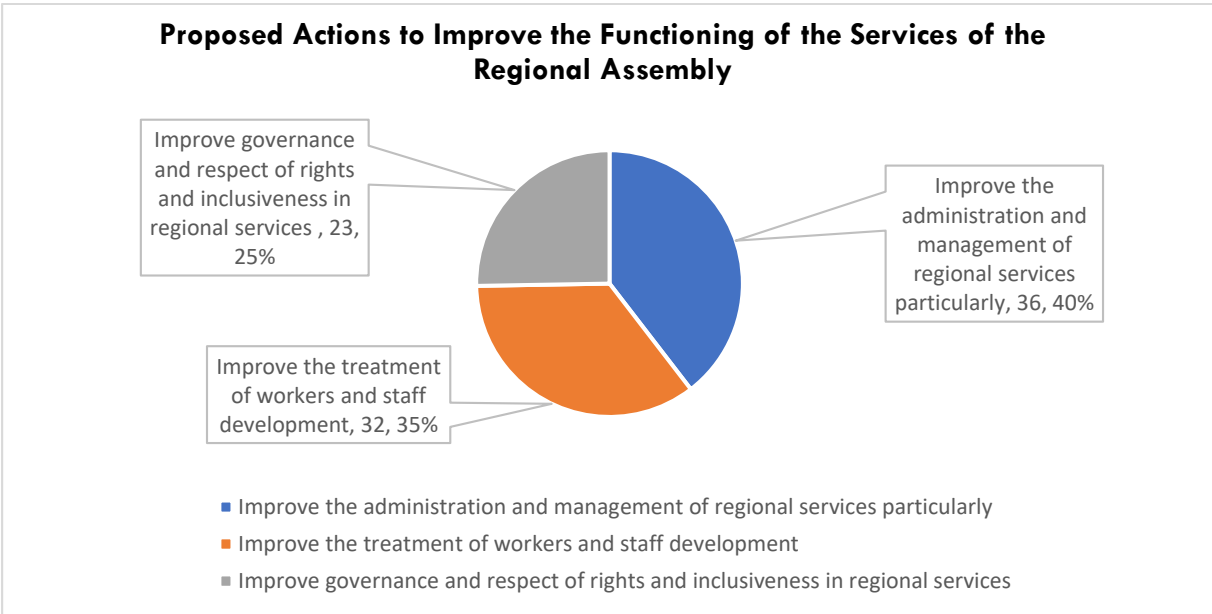
Considering workers' satisfaction with their services, respondents had to score their confidence and satisfaction in the administration of the Regional Assembly, 29.41% featured on the low side, 23.53% said they were averagely satisfied and 47.06% expressed their satisfaction on the high side.



Question: What actions could you propose to make the Regional Assembly function better?

Workers were also asked to propose actions the Regional Assembly could take to enhance its functioning and they stated as follows:

S/N	Proposed Actions	Frequency	Percentages
1.	Improve the administration and management of services	36	40%
2	Improve the treatment of workers and staff development	32	35%
3	Improve governance and respect of rights and inclusiveness in service delivery	23	25%



Workers made the following proposals to improve the functioning of the Regional Assembly:

- Improve the administration and management of services (40.00%): Top on this priority was recruitment of trained staff and the absorption of volunteer workers serving in various services of the Regional Assembly, some from inception; structuring services and appointing staff to various positions, as well as allowing staff to enjoy their rights and freedom to form staff syndicates and to participate in the decision-making processes;
- Improve the treatment of workers and staff development (35.00%): Top on this priority was capacity building of both the administration and staff of the Regional Assembly; better pay for workers including workers’

allowances, motivations, and providing workers with adequate tools and a conducive working conditions; and

- Improvement on governance (25.00%): this included enforcing inclusiveness and equal treatment for all without discrimination or any form of exclusion of workers, practice of transparency and accountability in Regional Assembly administration; recruitment and appointments to be based on merit.

III. APPRAISAL

Assessing the functioning of the Regional Assembly through information gathered from members of the Regional Executive Council and workers of the Regional Assembly, it could be concluded that the administration of the Regional Assembly made efforts towards fulfilling its missions in 2024. Notwithstanding, the following shortcomings characteristic of a young institution were observed:

- a) the absence of official documents specifying competences transferred to the regions especially as some texts of application sharing resources between Sub-Divisional Councils, the City Councils and the Region are still awaited.
- b) the dissatisfaction and frustration of members of the REC, compounded by the rejection of their demands for a number of entitlements including:
 - the wearing of the insignias, sashes, micro-projects grants, monthly remunerations and car allowances.
 - expectations of members of the Regional Assembly to be able to make regional legislations and not just limited to deliberations like in the case of Regional Councils.
 - a dedicated annexed budget for the internal administration of the House of Chiefs.
- c) Complaints that deliberations adopted in the House of Divisional Representatives were not formerly forwarded to the House of Chiefs as stipulated in section 345 of the General Code of Regional and Local Authorities;
- d) Misunderstanding of the attributes of the House of Divisional Representatives and the House of Chiefs resulting from the differences in the interpretation of sections 334 and 337 of the General Code of Regional and Local Authorities.
- e) The non-delegation of signature in disregard of sections 360 (2) and 302 (2), which state that the Vice-President and the Secretary General of the Regional Assembly shall respectively have delegation of signature for the discharge of their duties of assisting the President.

While the Assembly strives to uphold democratic principles and the rule of law, some members of the Regional Executive Council have raised concerns about:

- Limited involvement in decision-making and the concentration of authority in certain offices, which hinders collaborative governance;
- Non-respect of certain provisions in the General Code of Regional and Local Authorities, particularly regarding the Special Status competences; and
- Inequitable allocation of resources and lack of financial transparency in some areas.

Addressing these issues requires reinforcing accountability mechanisms and ensuring that all members are empowered to contribute meaningfully.

f) The Regional Assembly was still in the process of materialising the Special Status as stated in Sections 328 of the General Code of Regional and Local Authorities:

- Participating in the formulation of national public policies relating to the Anglophone education sub-system,
- Participating in defining the status of traditional chiefdoms,
- Formulating the justice public policies in the Common Law sub-system,
- Setting up and managing Regional Development Authorities, and
- Being involved in the management of public services established in the Region.

The Regional Assembly will have to wait for long to realise the above stated missions if they cannot muster additional financial resources in the current situation where they (regions of the Special Status) continue to be allocated the same budget as those not hit by the protracted socio-political crises.

Some respondents think there is room for improvement if the following are addressed:

- Timely disbursement of funds to ensure smooth implementation of projects,
- Enhanced communication and coordination amongst the leadership and between the organs and the houses of the Regional Assembly, and
- Greater transparency, fairness and inclusiveness in decision-making processes.

By addressing these areas, confidence in the Regional Assembly would be significantly improved.

Staff challenges hampering the smooth functioning in 2024 remained much as was in 2023 namely:

- Persistent high level of insecurity;
- Absence of internal working procedures;
- Inadequate flow of information between management and staff of the Regional Assembly;

- Reported practices of discrimination;
- Delays in the implementation of resolutions emanating from session deliberations;
- The non-availability of some working texts;
- Working with volunteers;
- Lack of skilled personnel in specific areas; and
- The lack of an internal mechanism for dispute resolution.

CHALLENGES AND DIFFICULTIES

- Absence of standard working procedures, non-contractualisation of workers as some workers continued to serve on voluntary basis since the creation of the institution.
- Although there was some improvement in the disbursement of resources by some ministries namely MINESEC, MINSANTE and MINTRANSPORT, there is still a mismatch in the devolution of competencies and the resources accompanying the competencies.
- Insecurity and difficult accessibility to project sites remain a big challenge.
- Ambiguity was also reported in the competencies transferred leading to overlaps and inefficiencies in their implementation.
- Lack of operational autonomy for members of the Regional Executive Council and sufficient allowances and resources.
- Inadequate coordination and communication amongst the Regional Assembly leadership which is affecting decision-making and implementation.
- Several legislative aspects hinder the functioning of the Assembly, including:
 - The pending enabling texts that leave the scope of devolved competences unclear, resulting in overlaps with local councils and delays in project execution,
 - The absence of clear financial guidelines for the allocation and management of funds under the Special Status.

RECOMMENDATIONS

Asked what needed to be done for the Regional Assembly to function effectively, the members of the Regional Executive Council and workers recommended the following:

- The President should adopt a decentralized decision-making model, ensuring participatory governance, while empowering members of the Regional Executive Council to act within their respective domains;
- Promote greater collaboration with the traditional authorities in general and members of the House of Chiefs in particular;

- Liaise with local councils to avoid overlaps in the operations and enhance service delivery;
- Develop a monitoring and evaluation framework to track the impact of Regional Assembly projects in communities;
- Advocate for legislative amendments to address gaps in resource allocation, immunity, and operational autonomy;
- Regularise the employment of long serving voluntary and temporary workers, and render the workforce of the Regional Assembly more inclusive by prioritising the recruitment of women and persons with disabilities and render the workforce representative of the region;
- REC members should be empowered through effective delegation of powers to participate in the exercise of executive functions and share in the prerogatives of the President in accordance with the law. The inclusive and participatory decision-making model as well as teamwork should be highly encouraged;
- Improved coordination and communication between the leadership and members of the Assembly should be prioritized, ensuring inclusiveness in decision-making;
- The need for an enabling text and an organisational chart that reflects the Special Status, clearly defining the status of each member of the Regional Executive Council;
- Intensify staff training and capacity development of the personnel of the Regional Assembly in areas of identified needs; and
- More inclusion of Divisional Representatives, local councils and local communities in execution and follow-up of projects by the Regional Assembly in their areas.

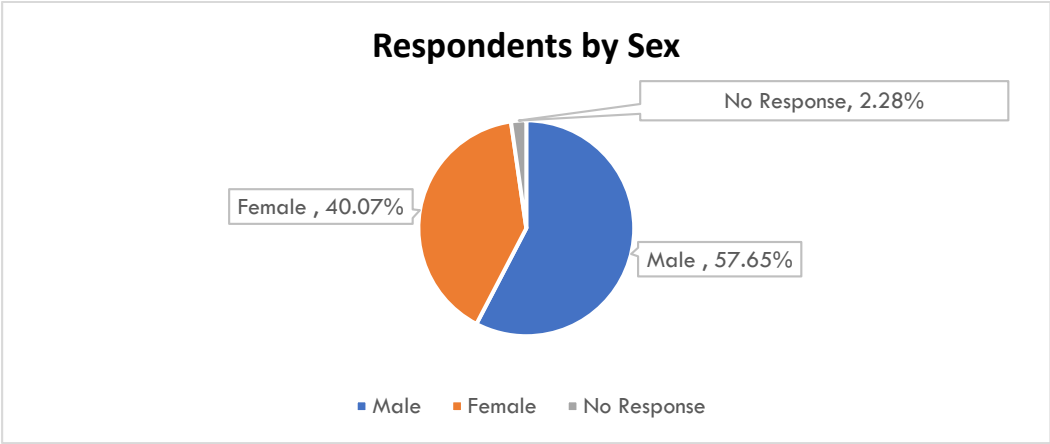
Considering the above-mentioned shortcomings, it can be concluded that in four years of existence, the Regional Assembly is yet to make its full mark on the ground. Conscious of these, the Regional Assembly needs to take the above recommendations seriously.

PART FIVE
LOCAL DECENTRALISED AUTHORITIES
(SUB-DIVISIONAL AND LOCAL COUNCILS AND THE BAMENDA CITY COUNCIL)
I DEMOGRAPHICS OF THE SURVEY

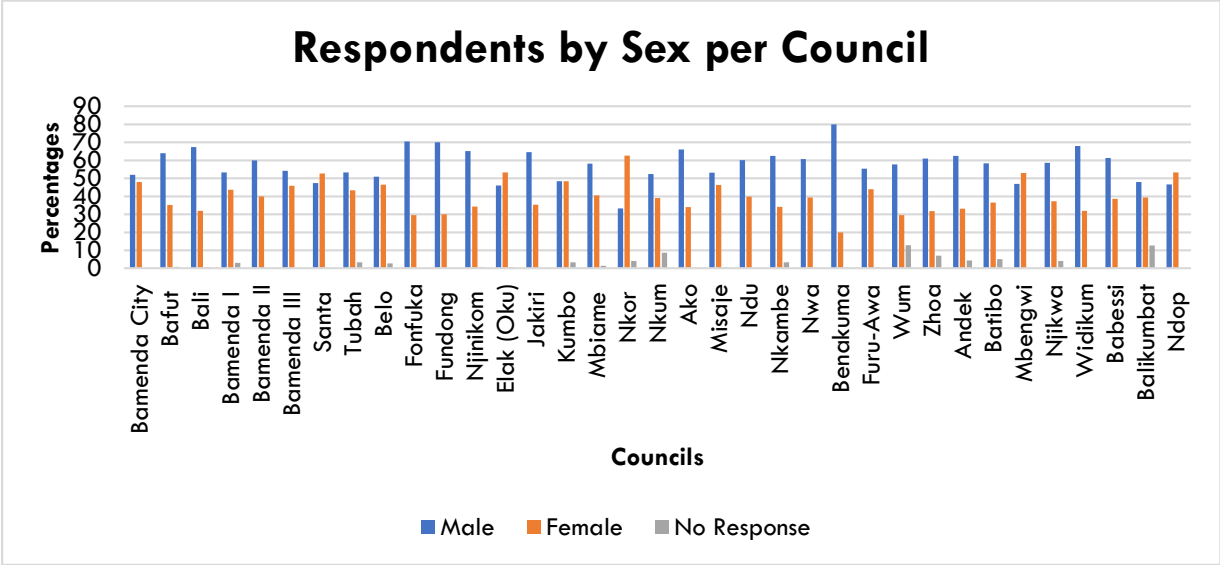
The Office of the Public Independent Conciliator of the North-West Region sent out 5,250 questionnaires for information gathering targeting thirty-five (35) council areas: three (3) sub-divisional councils; thirty-one (31) local councils and the Bamenda City Council, at the count of 150 questionnaires per council area. Of this number, 5,043 questionnaires were completed, giving a response rate of 96.06%, about 144 questionnaires per council area.

Respondents'			Sex			Age (years)					Education (Level of schooling)							
S/N	Council	Pop	Male	Female	No Response	<30	<40	<50	<60	60+	No Response	Primary	Sec/1st Cycle	Sec/2nd Cycle	Unil/ Bch	Unil/Ms	No. Sch	No Response
1	Bamenda City	150	52.00	48.00	0.00	56.00	24.67	14.00	4.00	0.00	0.00	6.67	15.33	22.67	34.67	14.67	2.67	0.00
2	Bafut	125	64.00	35.20	0.80	11.20	21.60	24.80	18.40	24.00	0.00	12.00	15.20	36.00	26.40	7.20	0.00	3.20
3	Bali	138	67.39	31.88	0.72	9.42	15.22	24.64	19.57	30.43	0.72	22.46	21.74	14.49	7.97	3.62	0.00	29.71
4	Bamenda I	135	53.33	43.70	2.96	30.37	21.48	16.30	10.37	18.52	2.96	14.81	17.04	26.67	20.74	16.30	0.00	4.44
5	Bamenda II	150	60.00	40.00	0.00	14.67	25.33	22.00	18.67	19.33	0.00	15.33	12.67	22.00	22.00	28.67	0.67	0.00
6	Bamenda III	144	54.17	45.83	0.00	27.78	23.61	22.92	9.72	15.97	0.00	23.61	15.28	20.83	29.17	11.11	0.00	0.00
7	Santa	150	47.33	52.67	0.00	37.33	29.33	16.67	10.00	6.67	0.00	18.67	30.00	24.67	16.67	8.00	2.00	0.00
8	Tubah	150	53.33	43.33	3.33	15.33	31.33	30.00	14.00	7.33	2.00	5.33	12.67	18.00	42.67	17.33	0.00	4.00
9	Belo	112	50.89	46.43	2.68	23.21	33.93	16.96	8.04	14.29	3.57	22.32	20.54	16.96	16.96	10.71	9.82	2.68
10	Fonfuka	149	70.47	29.53	0.00	15.44	24.83	28.19	19.46	12.08	0.00	48.32	13.42	17.45	3.36	0.67	16.11	0.67
11	Fundong	150	70.00	30.00	0.00	5.33	14.00	21.33	30.67	23.33	5.33	38.00	20.67	21.33	6.00	2.67	8.67	2.67
12	Njinikom	146	65.07	34.25	0.68	8.22	17.12	27.40	18.49	28.77	0.00	24.66	31.51	26.71	10.27	1.37	4.79	0.68
13	Elak (Oku)	150	46.00	53.33	0.67	22.67	28.00	27.33	13.33	8.00	0.67	25.33	27.33	27.33	12.67	0.67	6.00	0.67
14	Jakiri	144	64.58	35.42	0.00	5.56	13.19	27.08	13.89	40.28	0.00	30.56	15.97	18.06	13.89	1.39	20.14	0.00
15	Kumbo	149	48.32	48.32	3.36	12.08	22.15	22.15	21.48	19.46	2.68	18.79	22.15	36.24	13.42	4.03	2.01	3.36
16	Mbiame	148	58.11	40.54	1.35	16.89	21.62	24.32	22.97	14.19	0.00	48.65	29.05	15.54	0.68	0.68	5.41	0.00
17	Nkor	150	33.33	62.67	4.00	6.67	23.33	28.00	22.00	18.00	2.00	15.33	45.33	24.67	6.00	3.33	1.33	4.00
18	Nkum	128	52.34	39.06	8.59	14.84	32.03	26.56	17.97	0.00	8.59	20.31	22.66	14.84	18.75	9.38	14.06	0.00
19	Ako	150	66.00	34.00	0.00	20.67	33.33	26.67	13.33	4.00	2.00	24.67	33.33	24.00	7.33	4.00	3.33	3.33
20	Misaje	147	53.06	46.26	0.68	24.49	36.05	21.09	10.20	8.16	0.00	30.61	27.89	26.53	11.56	0.68	2.72	0.00
21	Ndu	148	60.14	39.86	0.00	15.54	22.30	23.65	16.22	21.62	0.68	34.46	20.95	17.57	7.43	3.38	8.78	7.43
22	Nkambe	149	62.42	34.23	3.36	24.16	23.49	17.45	11.41	23.49	0.00	24.16	24.83	22.15	9.40	8.72	4.03	6.71
23	Nwa	150	60.67	39.33	0.00	22.00	27.33	26.67	16.00	8.00	0.00	21.33	34.67	14.67	25.33	2.67	1.33	0.00
24	Benakuma	150	80.00	20.00	0.00	15.33	27.33	28.67	20.00	8.67	0.00	43.33	27.33	12.00	6.00	2.67	8.67	0.00
25	Furu-Awa	150	55.33	44.00	0.67	18.67	28.67	27.33	11.33	13.33	0.67	28.67	32.00	14.67	3.33	0.00	18.00	3.33
26	Wum	149	57.72	29.53	12.75	15.44	16.78	28.19	16.78	21.48	1.34	25.50	12.08	14.09	16.11	2.01	1.34	28.86
27	Zhoa	113	61.06	31.86	7.08	8.85	28.32	36.28	7.96	6.19	3.54	10.62	32.74	33.63	9.73	7.08	1.77	4.42
28	Andek	136	62.50	33.09	4.41	11.76	30.88	30.88	16.18	8.82	1.47	14.71	30.88	30.15	14.71	7.35	2.21	0.00
29	Batibo	137	58.39	36.50	5.11	16.06	26.28	32.85	14.60	7.30	2.92	16.06	36.50	27.74	10.22	2.92	0.73	5.84
30	Mbengwi	149	46.98	53.02	0.00	13.42	22.82	27.52	18.12	18.12	0.00	20.81	18.12	25.50	19.46	8.72	5.37	2.01
31	Njikwa	150	58.67	37.33	4.00	12.00	22.00	40.00	17.33	7.33	1.33	20.00	34.00	16.67	8.00	8.00	6.67	6.67
32	Widikum	147	68.03	31.97	0.00	49.66	14.97	16.33	8.84	9.52	0.68	10.88	19.73	25.17	29.93	14.29	0.00	2.04
33	Babessi	150	61.33	38.67	0.00	16.00	28.00	24.67	18.00	13.33	0.00	20.00	21.33	34.67	11.33	3.33	9.33	0.00
34	Balikumbat	150	48.00	39.33	12.67	24.00	14.00	20.67	14.00	16.00	11.33	22.00	12.67	8.00	8.00	6.00	24.00	19.33
35	Ndop	150	46.67	53.33	0.00	22.67	29.33	30.67	11.33	6.00	0.00	32.00	24.67	16.67	13.33	6.00	7.33	0.00
	TOTAL	5043	57.62	40.15	2.22	19.08	24.33	25.12	15.37	14.36	1.51	23.38	23.78	21.83	14.61	6.50	5.73	4.16
	Average	144.09	57.65	40.07	2.28	18.96	24.42	25.15	15.28	14.34	1.56	23.17	23.78	21.95	14.67	6.56	5.69	4.17
	Max	150.00	80.00	62.67	12.75	56.00	36.05	40.00	30.67	40.28	11.33	48.65	45.33	36.24	42.67	28.67	24.00	29.71
	Min	112.00	33.33	20.00	0.00	5.33	13.19	14.00	4.00	0.00	0.00	5.33	12.08	8.00	0.68	0.00	0.00	0.00

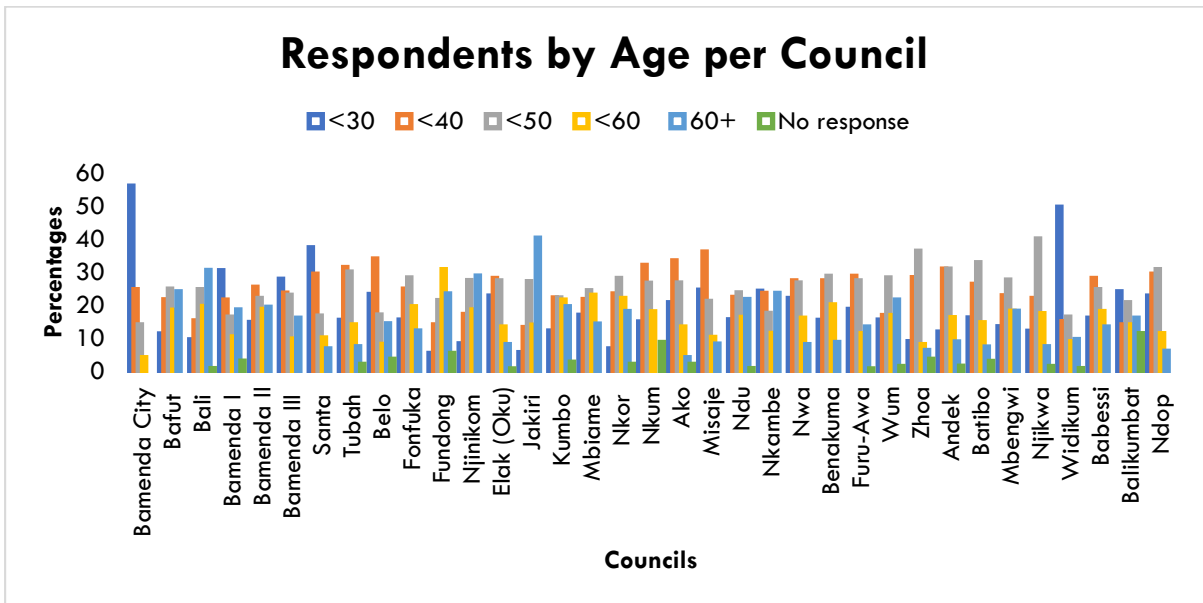
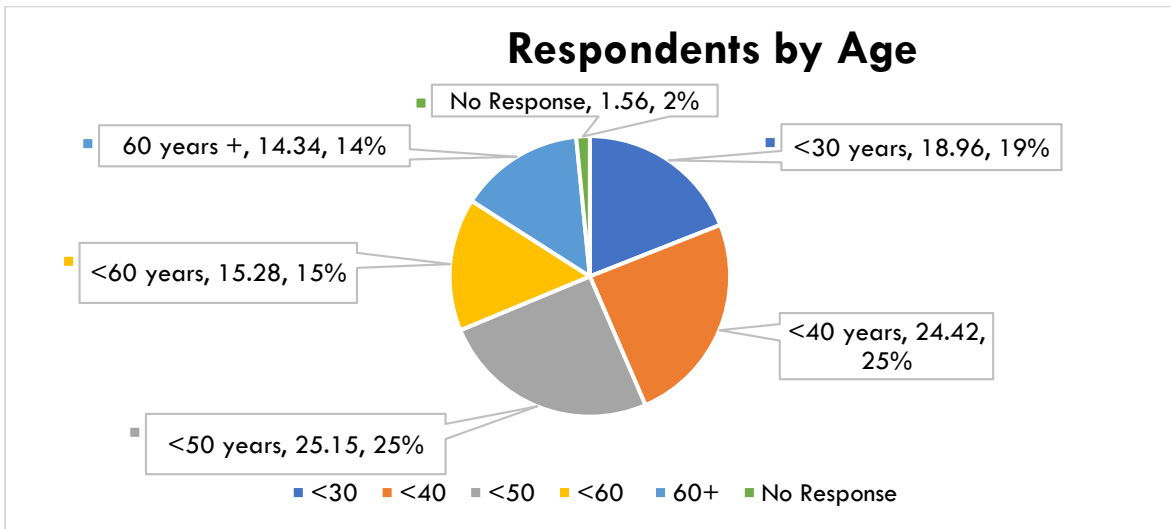
Of the 5,043 respondents, 57.65% were male while 40.07% were female. However, 2.28% did not declare their sex.



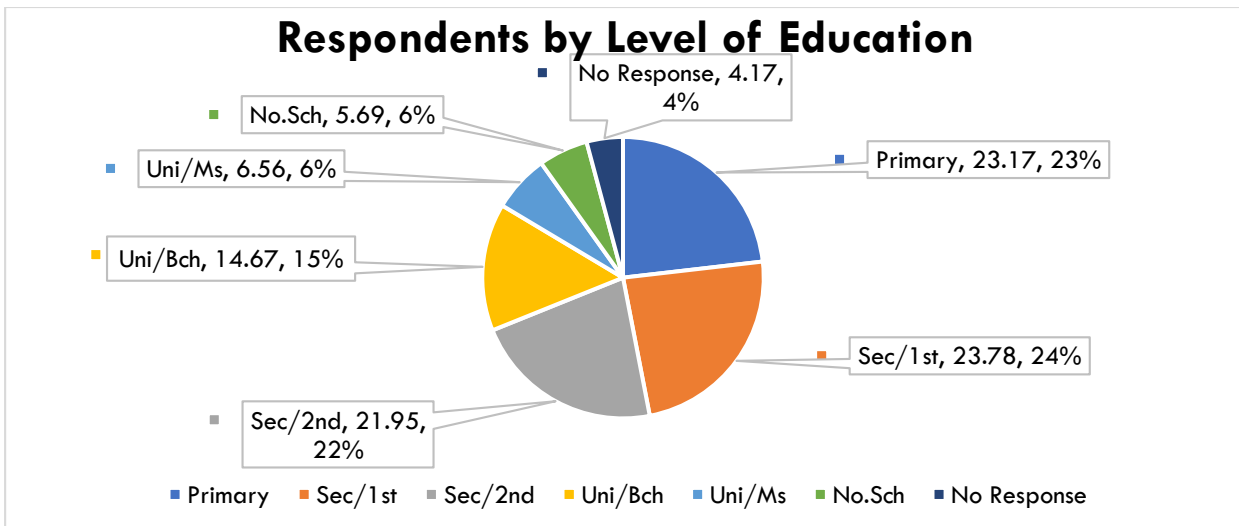
Considering the distribution of respondents by sex, of the 40.07% female respondents, high participation rates were registered in Nkor (62.62%), Elak (53.33%), Ndop (53.33%), Mbengwi (53.02%) and Santa (52.67%). A high male participation was registered in the municipalities of Benakuma (80.00%), Fonfuka (70.47%) and Fundong (70.00%), while a majority had an average participation of males and females.

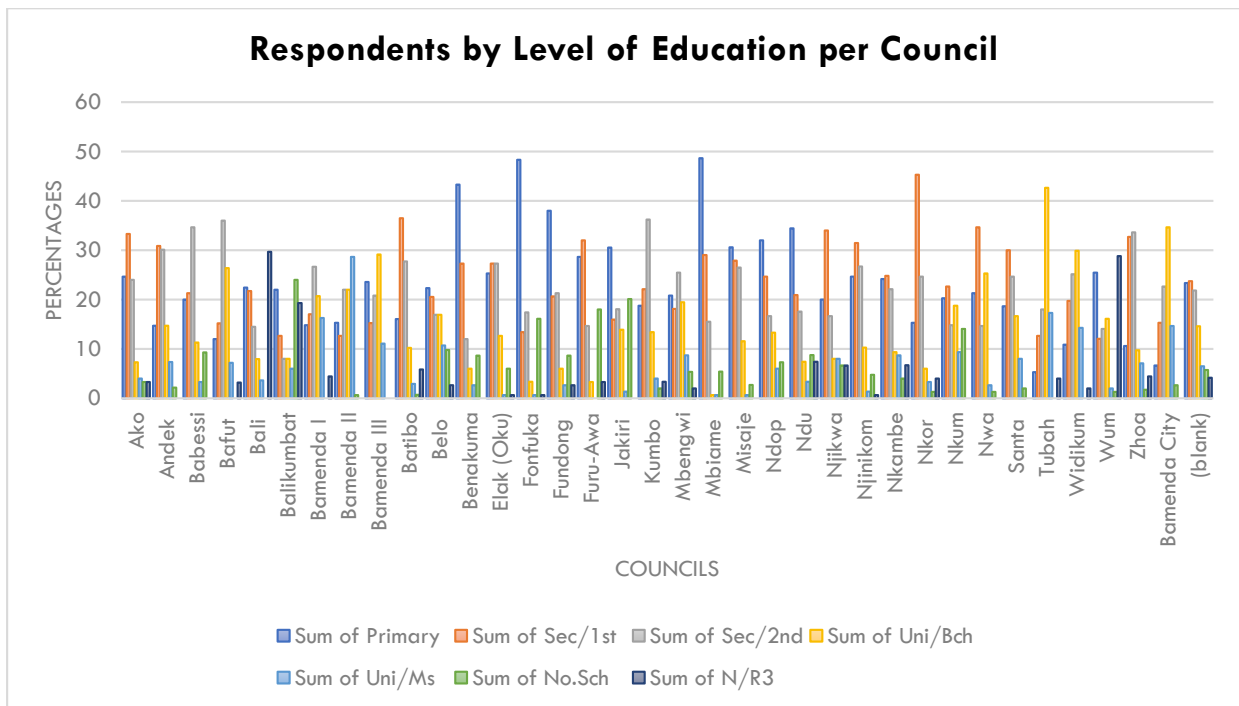


With regards to the ages of the respondents, it was observed that about half fell within the middle age group of 40 to 50-year gap, constituting a percentage of 49.45%. Only in the Bamenda City Council (56.00%) and Widikum (49.66) councils did we register very high percentages of youthful respondents. Whereas Jakiri, Bali and Njinikom registered high participation of respondents from 60 years and older.



Regarding the level of formal education of the respondents, it was observed that 68.98% of the respondents have either a First School Leaving Certificate (FSLC) or a secondary school certificate, meaning respondents had basic understanding of the language of the survey (English).





In the mapping of the 2024 survey, the Office of the Public Independent Conciliator of the North-West Region ensured a more uniform and representative coverage of all the municipalities of the region. This was achieved by covering all council areas and ensuring that all the questionnaires were effectively administered.

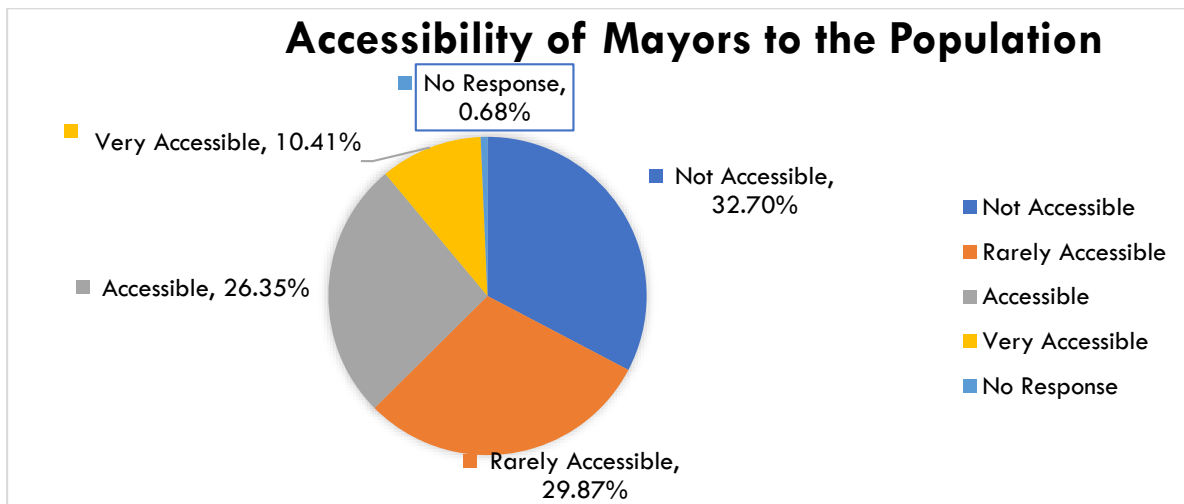
II ANALYSIS

i. ACCESSIBILITY, AVAILABILITY AND REACHABILITY OF MAYORS TO THE POPULATION

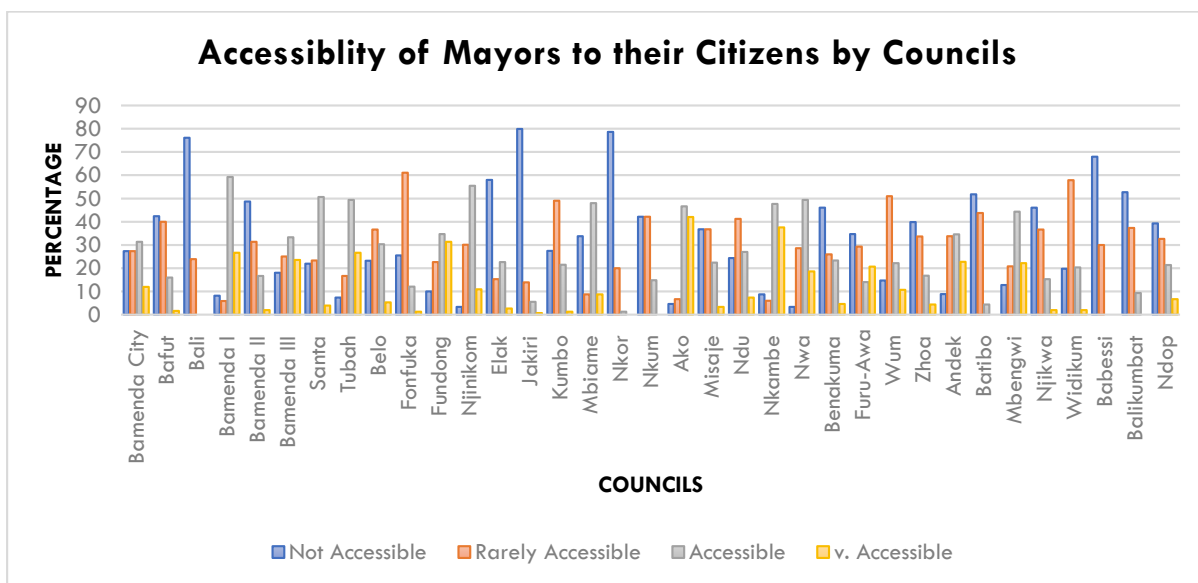
Question: How accessible is your mayor to the population?

Bearing in mind that citizens continue to complain on the inaccessibility of their mayors in 2024, the survey sought to know if Mayors were present in their municipalities, accessible and available to service users and the population. This question sought to know whether council premises were opened and the mayors were present attending to citizens’ needs and respondents answered as follows:

Council	Pop	Not Accessible	Rarely Accessible	Accessible	Very Accessible	No Response	Not Accessible	Rarely Accessible	Accessible	Very Accessible	No Response
Bamenda City	150	41	41	47	18	3	27.33	27.33	31.33	12.00	2.00
Bafut	125	53	50	20	2	0	42.40	40.00	16.00	1.60	0.00
Bali	138	105	33	0	0	0	76.09	23.91	0.00	0.00	0.00
Bamenda I	135	11	8	80	36	0	8.15	5.93	59.26	26.67	0.00
Bamenda II	150	73	47	25	3	2	48.67	31.33	16.67	2.00	1.33
Bamenda III	144	26	36	48	34	0	18.06	25.00	33.33	23.61	0.00
Santa	150	33	35	76	6	0	22.00	23.33	50.67	4.00	0.00
Tubah	150	11	25	74	40	0	7.33	16.67	49.33	26.67	0.00
Belo	112	26	41	34	6	5	23.21	36.61	30.36	5.36	4.46
Fonfuka	149	38	91	18	2	0	25.50	61.07	12.08	1.34	0.00
Fundong	150	15	34	52	47	1	10.00	22.67	34.67	31.33	0.67
Njinikom	146	5	44	81	16	0	3.42	30.14	55.48	10.96	0.00
Elak	150	87	23	34	4	2	58.00	15.33	22.67	2.67	1.33
Jakiri	144	115	20	8	1	0	79.86	13.89	5.56	0.69	0.00
Kumbo	149	41	73	32	2	2	27.52	48.99	21.48	1.34	1.34
Mbiame	148	50	13	71	13	1	33.78	8.78	47.97	8.78	0.68
Nkor	150	118	30	2	0	0	78.67	20.00	1.33	0.00	0.00
Nkum	128	54	54	19	0	1	42.19	42.19	14.84	0.00	0.78
Ako	150	7	10	70	63	0	4.67	6.67	46.67	42.00	0.00
Misaje	147	54	54	33	5	1	36.73	36.73	22.45	3.40	0.68
Ndu	148	36	61	40	11	0	24.32	41.22	27.03	7.43	0.00
Nkambe	149	13	9	71	56	0	8.72	6.04	47.65	37.58	0.00
Nwa	150	5	43	74	28	0	3.33	28.67	49.33	18.67	0.00
Benakuma	150	69	39	35	7	0	46.00	26.00	23.33	4.67	0.00
Furu-Awa	150	52	44	21	31	2	34.67	29.33	14.00	20.67	1.33
Wum	149	22	76	33	16	2	14.77	51.01	22.15	10.74	1.34
Zhoa	113	45	38	19	5	6	39.82	33.63	16.81	4.42	5.31
Andek	136	12	46	47	31	0	8.82	33.82	34.56	22.79	0.00
Batibo	137	71	60	6	0	0	51.82	43.80	4.38	0.00	0.00
Mbengwi	149	19	31	66	33	0	12.75	20.81	44.30	22.15	0.00
Njikwa	150	69	55	23	3	0	46.00	36.67	15.33	2.00	0.00
Widikum	147	29	85	30	3	0	19.73	57.82	20.41	2.04	0.00
Babessi	150	102	45	0	0	3	68.00	30.00	0.00	0.00	2.00
Balikumbat	150	79	56	14	0	1	52.67	37.33	9.33	0.00	0.67
Ndop	150	59	49	32	10	0	39.33	32.67	21.33	6.67	0.00
TOTAL	5043	1645	1499	1335	532	32	32.70	29.87	26.35	10.41	0.68
Average	144.09	47.00	42.83	38.14	15.20	0.91	32.70	29.87	26.35	10.41	0.68
Max	150.00	118.00	91.00	81.00	63.00	6.00	79.86	61.07	59.26	42.00	5.31
Min	112.00	5.00	8.00	0.00	0.00	0.00	3.33	5.93	0.00	0.00	0.00



In 2024, citizens continued to perceive mayors and councils to be less accessible (not accessible + rarely accessible = 62.57%). Less than half of the respondents (36.76%) stated that their mayors and councils were accessible compared to 46.48% in 2023.



This drop in the perception of the accessibility of mayors and council services was largely attributed to the heightened insecurity orchestrated by the ongoing socio-political unrest in the region which registered some unfortunate incidents particularly targeting municipal officials in 2024, namely:

- i. Kidnapping of the Secretary General of Ako Council on 31st October 2024 on his way to attend a workshop in Bamenda organised by the Office of the Public Independent Conciliator of the North-West Region;
- ii. Kidnapping and the gruesome murder of the Second Deputy Mayor of Bamenda II Council, Joko Frida by armed separatists on 27th October 2024;

- iii. Murder of the Second Deputy Mayor of Elak Council, Bongnjioh Quinta by separatists on 30th July 2024;
- iv. Ambush and murder of Councillor Mathias Bang of Zhoa Council on the 5th of June 2024;
- v. Murder of the Mayor of Belo, Dr. Ngong Innocent on 20th May 2024 by non-state armed groups;
- vi. Abduction and murder of the Second Deputy Mayor of Babessi, Nkwatoh Solomon on 22nd March 2024; and
- vii. The attack of the Mayor of Zhoa, Ndongkeh Njah Titus by non-state armed groups on 12th February 2024 in Fungom Subdivision.

Of the 62.57% of respondents who said their mayors were inaccessible, half said their mayors were rarely accessible. Among the councils whose mayors were perceived as inaccessible were Jakiri (78.86%), Nkor (78.67%) and Bali (76.09%) as was the case in 2023. It should be noted that the mayors perceived to be inaccessible are largely those not residing in their council areas, or their council offices were not operating in their municipalities.

Amongst councils who said their mayors were accessible in 2024 were Bamenda I (59.26%), Njinikom (55.48%) and Santa (50.67%). Meanwhile, Furu-Awa witnessed a significant drop from its 2023 ranking among councils whose mayors were perceived to be very accessible into the group of councils who were considered not accessible in 2024.

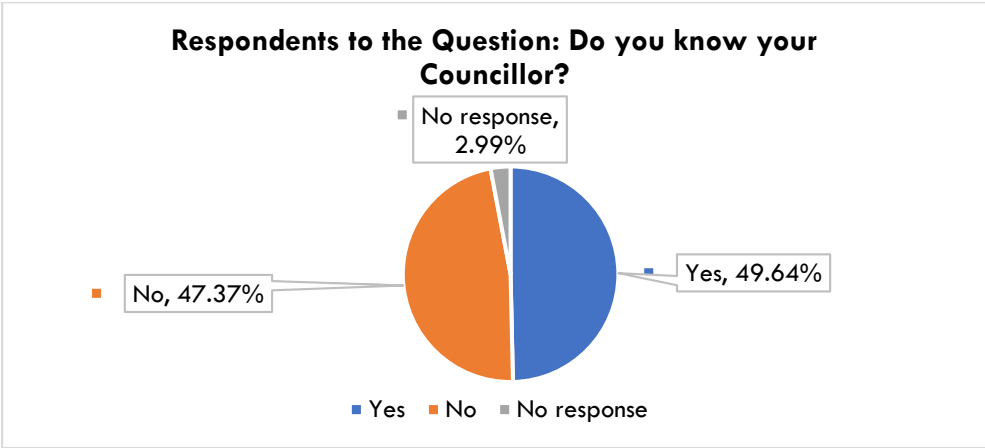
ii. CONSULTATION AND PARTICIPATION OF THE POPULATION IN DECISION-MAKING

Question: Do you know your councillor?

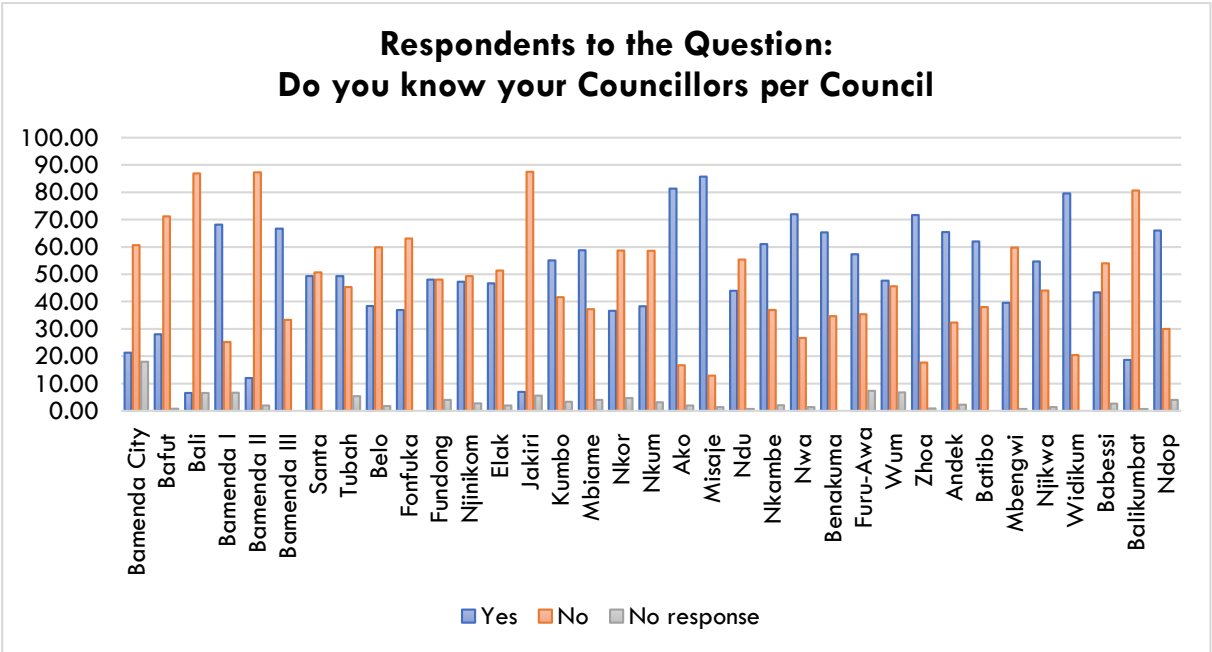
Given the low response to this question in 2023, citizens were required to share their perspective again in 2024 regarding their knowledge of their councillors and their responses were as follows:

Council	Yes	No	No response	Total No. of Respondents	Yes	No	No response
Bamenda City	32	91	27	150	21.33	60.67	18.00
Bafut	35	89	1	125	28.00	71.20	0.80
Bali	9	120	9	138	6.52	86.96	6.52
Bamenda I	92	34	9	135	68.15	25.19	6.67
Bamenda II	18	129	3	150	12.00	86.00	2.00
Bamenda III	96	48	0	144	66.67	33.33	0.00
Santa	74	76	0	150	49.33	50.67	0.00
Tubah	74	68	8	150	49.33	45.33	5.33
Belo	43	67	2	112	38.39	59.82	1.79
Fonfuka	55	94	0	149	36.91	63.09	0.00
Fundong	72	72	6	150	48.00	48.00	4.00
Njinikom	69	72	5	146	47.26	49.32	3.42
Elak	70	77	3	150	46.67	51.33	2.00
Jakiri	10	126	8	144	6.94	87.50	5.56
Kumbo	82	62	5	149	55.03	41.61	3.36
Mbiame	87	55	6	148	58.78	37.16	4.05
Nkor	55	88	7	150	36.67	58.67	4.67
Nkum	49	75	4	128	38.28	58.59	3.13
Ako	122	25	3	150	81.33	16.67	2.00
Misaje	126	19	2	147	85.71	12.93	1.36
Ndu	65	82	1	148	43.92	55.41	0.68
Nkambe	91	55	3	149	61.07	36.91	2.01
Nwa	108	40	2	150	72.00	26.67	1.33
Benakuma	98	52	0	150	65.33	34.67	0.00
Furu-Awa	86	53	11	150	57.33	35.33	7.33
Wum	71	68	10	149	47.65	45.64	6.71
Zhoa	81	20	12	113	71.68	17.70	10.62
Andek	89	44	3	136	65.44	32.35	2.21
Batibo	85	52	0	137	62.04	37.96	0.00
Mbengwi	59	89	1	149	39.60	59.73	0.67
Njikwa	82	66	2	150	54.67	44.00	1.33
Widikum	117	30	0	147	79.59	20.41	0.00
Babessi	65	81	4	150	43.33	54.00	2.67
Balikumbat	28	121	1	150	18.67	80.67	0.67
Ndop	99	45	6	150	66.00	30.00	4.00
TOTAL	2494	2385	164	5043	49.45	47.29	3.25
Average	71.26	68.14	4.69		49.42	47.30	3.28
Max	126.00	129.00	27.00		85.71	87.50	18.00
Min	9.00	19.00	0.00		6.52	12.93	0.00

Responding to the question “Do you know your councillor?”, 49.64% of the respondents confirmed they knew their councillors and 47.37% of the respondents answered they did not know their councillors. There was relatively no change as compared to 50% of respondents who affirmed they knew their councillors in 2023. Meanwhile, there was a slight drop in the number of respondents who did not know their councillors from 49% in 2023 to 47% in 2024.



Looking at individual councils, the situation was thus:



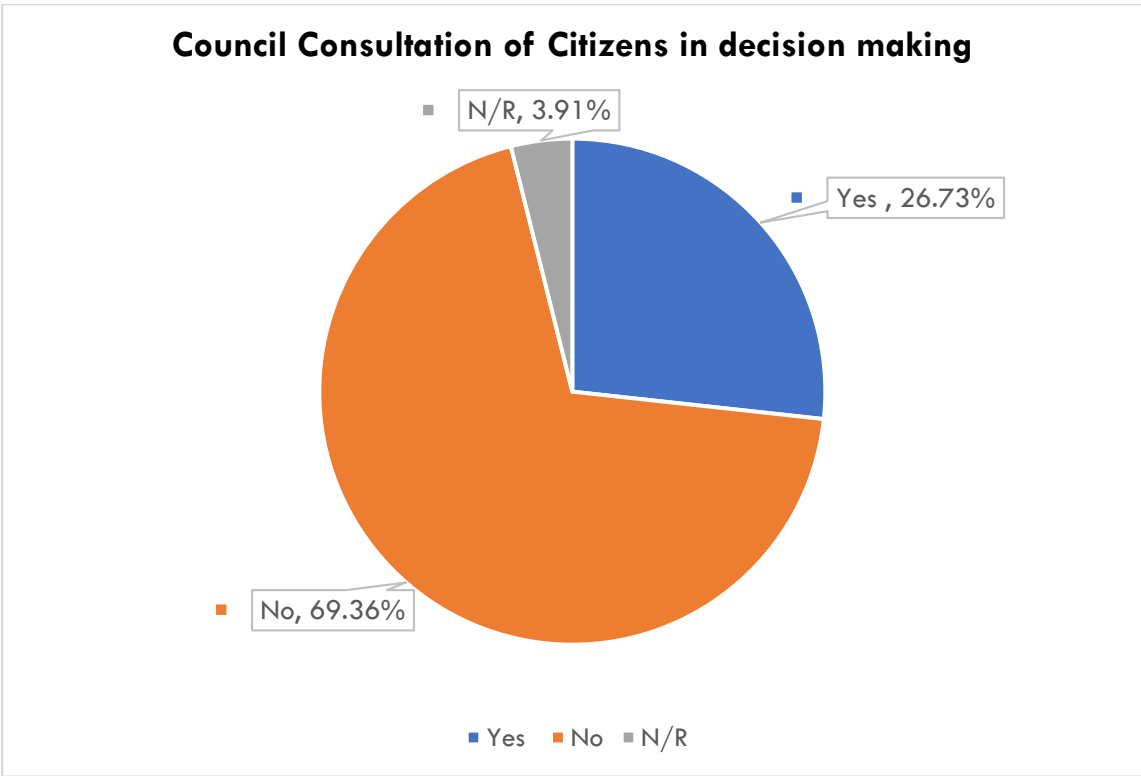
Amongst councils where respondents affirmed they knew their councillors were: Misaje (85.71%); Ako (81.33%); and Widikum (79.59%). Contrarily, the majority of respondents in Jakiri (87.50%), Bamenda II (87.33%), Bali (86.96%), and Balikumbat (80.67%) topped the chart of those who declared they did not know their councillors in 2024. It was observed that there has been an improvement in Misaje and Bamenda III in their ratings in the 2024 survey, while Widikum, Nkambe and Benakuma witnessed a drop in their ranking in this aspect as against the 2023 report.

It can be concluded that the rate of interaction between councillors and the population is low, limiting the populations' knowledge of council functioning and their participation in council affairs.

Question: Are you or the population consulted by the council before taking decisions?

As in 2023, citizens were, in the year under review, asked whether the population participated in council decision making processes that affected their welfare. They provided the following answers:

2024								
Council	Pop	Yes	No	N/R		Yes	No	N/R
Bamenda City	150	37	99	14		24.67	66.00	9.33
Bafut	125	30	94	1		24.00	75.20	0.80
Bali	138	0	134	4		0.00	97.10	2.90
Bamenda I	135	104	26	5		77.04	19.26	3.70
Bamenda II	150	30	120	0		20.00	80.00	0.00
Bamenda III	144	54	90	0		37.50	62.50	0.00
Santa	150	67	75	8		44.67	50.00	5.33
Tubah	150	56	88	6		37.33	58.67	4.00
Belo	112	50	58	4		44.64	51.79	3.57
Fonfuka	149	12	133	4		8.05	89.26	2.68
Fundong	150	57	88	5		38.00	58.67	3.33
Njinikom	146	16	129	1		10.96	88.36	0.68
Elak (Oku)	150	17	130	3		11.33	86.67	2.00
Jakiri	144	1	139	4		0.69	96.53	2.78
Kumbo	149	8	134	7		5.37	89.93	4.70
Mbiame	148	66	72	10		44.59	48.65	6.76
Nkor	150	7	130	13		4.67	86.67	8.67
Nkum	128	30	80	18		23.44	62.50	14.06
Ako	150	91	54	5		60.67	36.00	3.33
Misaje	147	41	98	8		27.89	66.67	5.44
Ndu	148	30	107	11		20.27	72.30	7.43
Nkambe	149	84	58	7		56.38	38.93	4.70
Nwa	150	43	107	0		28.67	71.33	0.00
Benakuma	150	15	134	1		10.00	89.33	0.67
Furu-Awa	150	46	100	4		30.67	66.67	2.67
Wum	149	60	87	2		40.27	58.39	1.34
Zhoa	113	29	69	15		25.66	61.06	13.27
Andek	136	43	90	3		31.62	66.18	2.21
Batibo	137	51	81	5		37.23	59.12	3.65
Mbengwi	149	45	99	5		30.20	66.44	3.36
Njikwa	150	29	117	4		19.33	78.00	2.67
Widikum	147	33	112	2		22.45	76.19	1.36
Babessi	150	5	135	10		3.33	90.00	6.67
Balikumbat	150	13	136	1		8.67	90.67	0.67
Ndop	150	38	109	3		25.33	72.67	2.00
Total	5043	1338	3512	193		26.53	69.64	3.83
Average	144.09	38.23	100.34	5.51		26.73	69.36	3.91
Max	150	104.00	139.00	18.00		77.04	97.10	14.06
Min	112	0	26	0		0	19.26	0

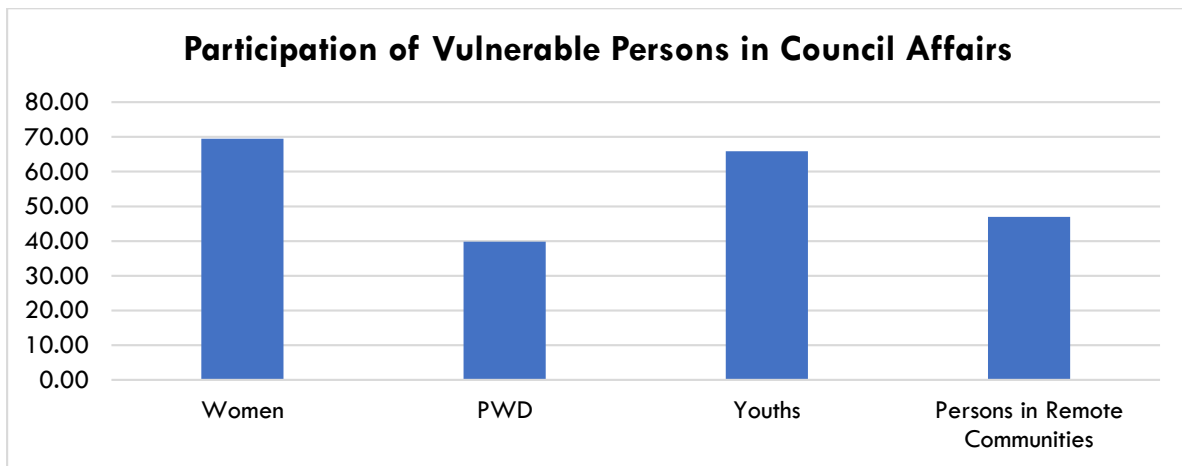


Answering the question whether the population was consulted by councils before taking decisions in 2024, 26.73% of the respondents said “YES” while 69.36% said “NO”. The situation in 2024 remained quite similar to 2023 though with a slight drop in its prevalence. Just as in 2023, Bamenda I (77.04%), Ako (60.67%) and Nkambe (56.38%) topped the list of councils perceived to consult their population in decision-making processes, while Bali (97.10%), Jakiri (96.53%) and Balikumbat (90.67%) topped the list of councils not including their population enough in decision-making processes.

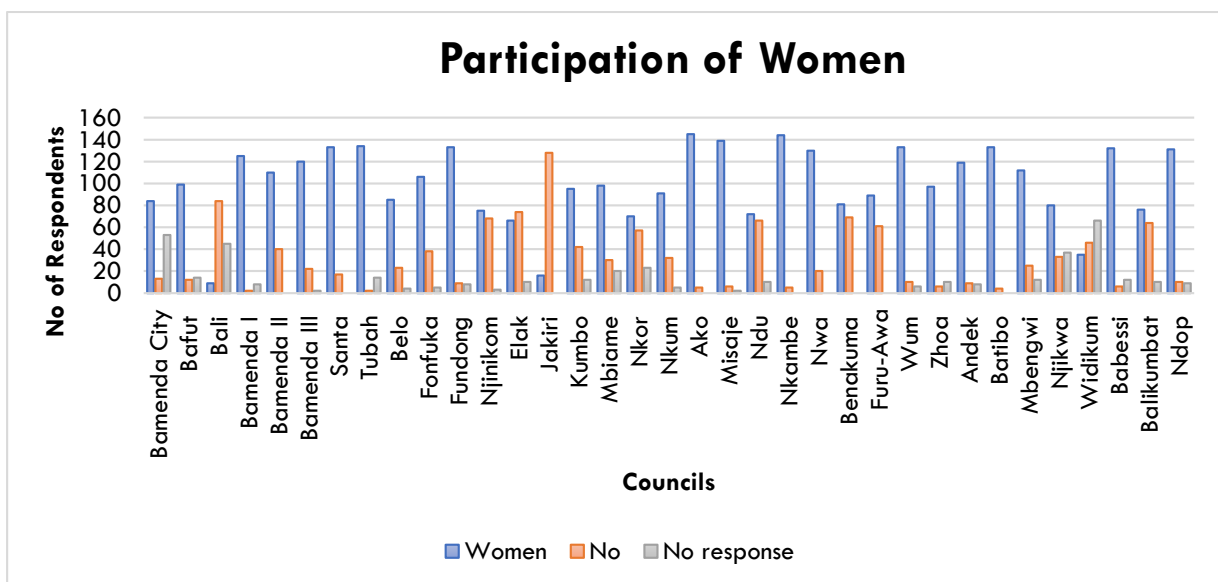
Question: Does the following category of persons participate in council activities?

Answering the question, respondents assessed the level of participation of vulnerable groups, particularly, women, persons with disabilities, youths, and marginal or remote rural communities in council activities.

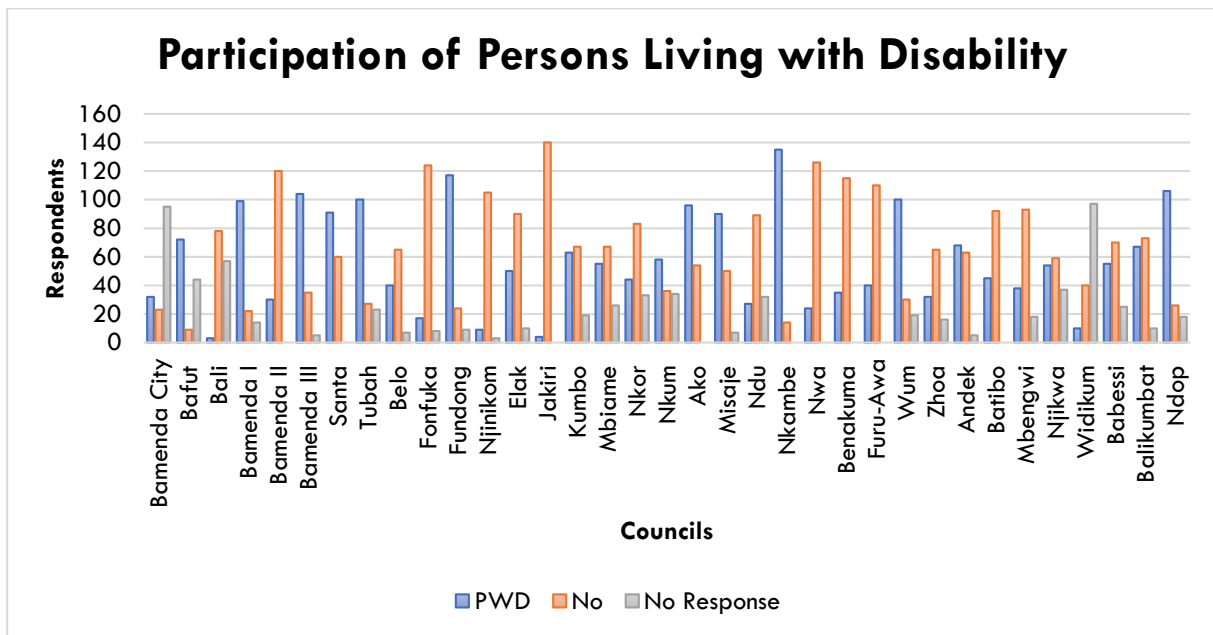
Council	Pop	Women			PWD			Youths			Persons in Remote Communities		
		Yes	No	No Response	Yes	No	No Response	Yes	No	No Response	Yes	No	No Response
Bamenda City	150	56.00	8.67	35.33	21.33	15.33	63.33	38.00	0.09	53.33	15.33	0.00	71.33
Bafut	125	79.20	9.60	11.20	57.60	7.20	35.20	77.60	0.06	16.00	52.80	0.00	42.40
Bali	138	6.52	60.87	32.61	2.17	56.52	41.30	5.07	0.51	44.20	2.90	0.01	45.65
Bamenda I	135	92.59	1.48	5.93	73.33	16.30	10.37	90.37	0.02	7.41	69.63	0.00	16.30
Bamenda II	150	73.33	26.67	0.00	20.00	80.00	0.00	73.33	0.27	0.00	20.00	0.01	0.00
Bamenda III	144	83.33	15.28	1.39	72.22	24.31	3.47	82.64	0.17	0.69	68.06	0.00	10.42
Santa	150	88.67	11.33	0.00	60.67	40.00	0.00	86.67	0.13	0.00	82.00	0.00	0.00
Tubah	150	89.33	1.33	9.33	66.67	18.00	15.33	88.67	0.03	8.67	72.00	0.00	17.33
Belo	112	75.89	20.54	3.57	35.71	58.04	6.25	87.50	0.09	3.57	55.36	0.00	5.36
Fonfuka	149	71.14	25.50	3.36	11.41	83.22	5.37	36.24	0.58	6.04	22.15	0.01	12.75
Fundong	150	88.67	6.00	5.33	78.00	16.00	6.00	86.67	0.07	6.00	78.00	0.00	8.00
Njinikom	146	51.37	46.58	2.05	6.16	71.92	2.05	46.58	0.51	2.05	42.47	0.01	2.05
Elak	150	44.00	49.33	6.67	33.33	60.00	6.67	43.33	0.50	6.67	50.67	0.00	6.67
Jakiri	144	11.11	88.89	0.00	2.78	97.22	0.00	8.33	0.92	0.00	9.03	0.01	0.00
Kumbo	149	63.76	28.19	8.05	42.28	44.97	12.75	53.69	0.38	8.05	31.54	0.01	13.42
Mbiame	148	66.22	20.27	13.51	37.16	45.27	17.57	57.43	0.28	14.86	46.62	0.00	6.08
Nkor	150	46.67	38.00	15.33	29.33	55.33	22.00	46.67	0.38	15.33	32.67	0.01	15.33
Nkum	128	71.09	25.00	3.91	45.31	28.13	26.56	68.75	0.29	2.34	57.81	0.00	18.75
Ako	150	96.67	3.33	0.00	64.00	36.00	0.00	92.00	0.08	0.00	82.67	0.00	0.00
Misaje	147	94.56	4.08	1.36	61.22	34.01	4.76	84.35	0.14	1.36	62.59	0.00	6.12
Ndu	148	48.65	44.59	6.76	18.24	60.14	21.62	63.51	0.34	2.03	22.30	0.00	28.38
Nkambe	149	96.64	3.36	0.00	90.60	9.40	0.00	94.63	0.03	2.01	85.91	0.00	0.00
Nwa	150	86.67	13.33	0.00	16.00	84.00	0.00	84.00	0.16	0.00	46.67	0.01	3.33
Benakuma	150	54.00	46.00	0.00	23.33	76.67	0.00	46.67	0.53	0.00	28.00	0.01	0.00
Furu-Awa	150	59.33	40.67	0.00	26.67	73.33	0.00	73.33	0.27	0.00	44.67	0.01	0.67
Wum	149	89.26	6.71	4.03	67.11	20.13	12.75	87.25	0.03	10.07	69.13	0.00	18.12
Zhoa	113	85.84	5.31	8.85	28.32	57.52	14.16	30.09	0.12	58.41	47.79	0.00	12.39
Andek	136	87.50	6.62	5.88	50.00	46.32	3.68	89.71	0.06	4.41	42.65	0.01	4.41
Batibo	137	97.08	2.92	0.00	32.85	67.15	0.00	94.89	0.05	0.00	59.85	0.00	8.76
Mbengwi	149	75.17	16.78	8.05	25.50	62.42	12.08	69.80	0.18	12.08	48.32	0.00	12.75
Njikwa	150	53.33	22.00	24.67	36.00	39.33	24.67	63.33	0.11	25.33	52.67	0.00	24.67
Widikum	147	23.81	31.29	44.90	6.80	27.21	65.99	40.82	0.30	29.25	7.48	0.00	74.15
Babessi	150	88.00	4.00	8.00	36.67	46.67	16.67	73.33	0.18	8.67	52.00	0.00	11.33
Balikumbat	150	50.67	42.67	6.67	44.67	48.67	6.67	52.67	0.41	6.67	42.00	0.01	6.67
Ndop	150	87.33	6.67	6.00	70.67	17.33	12.00	87.33	0.07	6.00	40.00	0.00	44.00
Total	5043	2433	783.9	282.7	1394	1624	469.3	2305	8.33	361.5	1643.7	0.13	548
Average	144.09	69.53	22.40	8.08	39.83	46.40	13.41	65.86	0.24	10.33	46.96	0.00	15.65
Max	150	97.08	88.89	44.90	90.60	97.22	65.99	94.89	0.92	58.41	85.91	0.01	74.15
Min	112	6.52	1.33	0.00	2.17	7.20	0.00	5.07	0.02	0.00	2.90	0.00	0.00



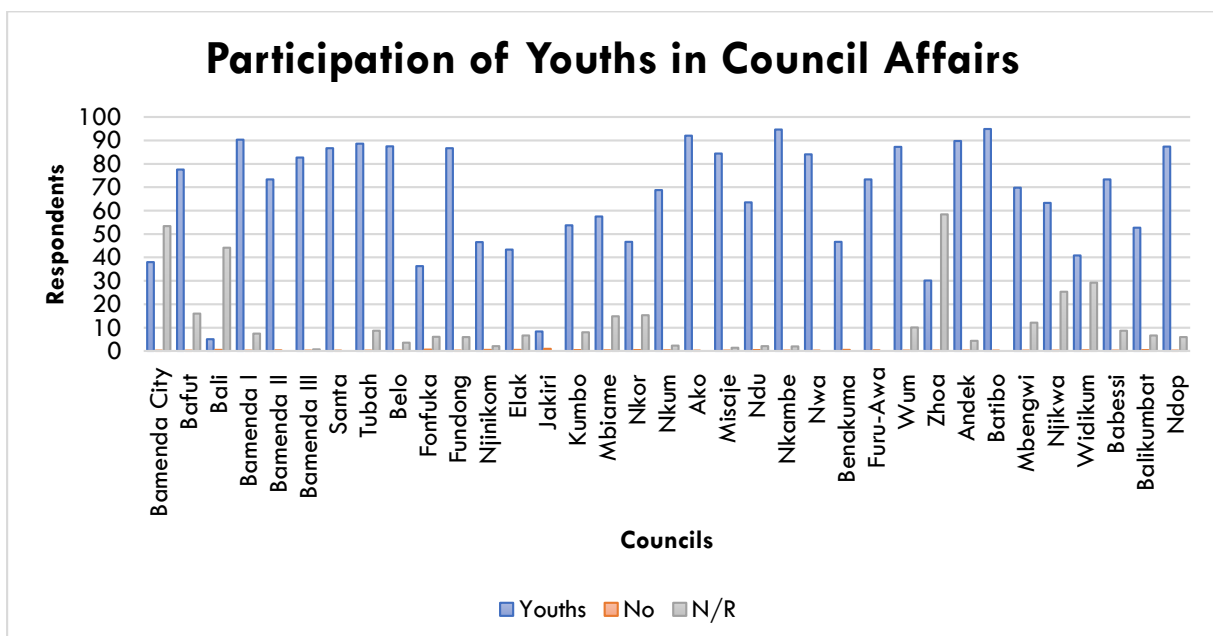
From the perception survey, there was a general agreement that women (69.53%), youths (65.86%), persons living in remote and marginal communities (46.96%) and persons living with disabilities (39.83%) participated in council affairs, though to varied extents. Reportedly, structural limitations appeared to be the biggest obstacle to the participation of persons living with disabilities in council affairs.



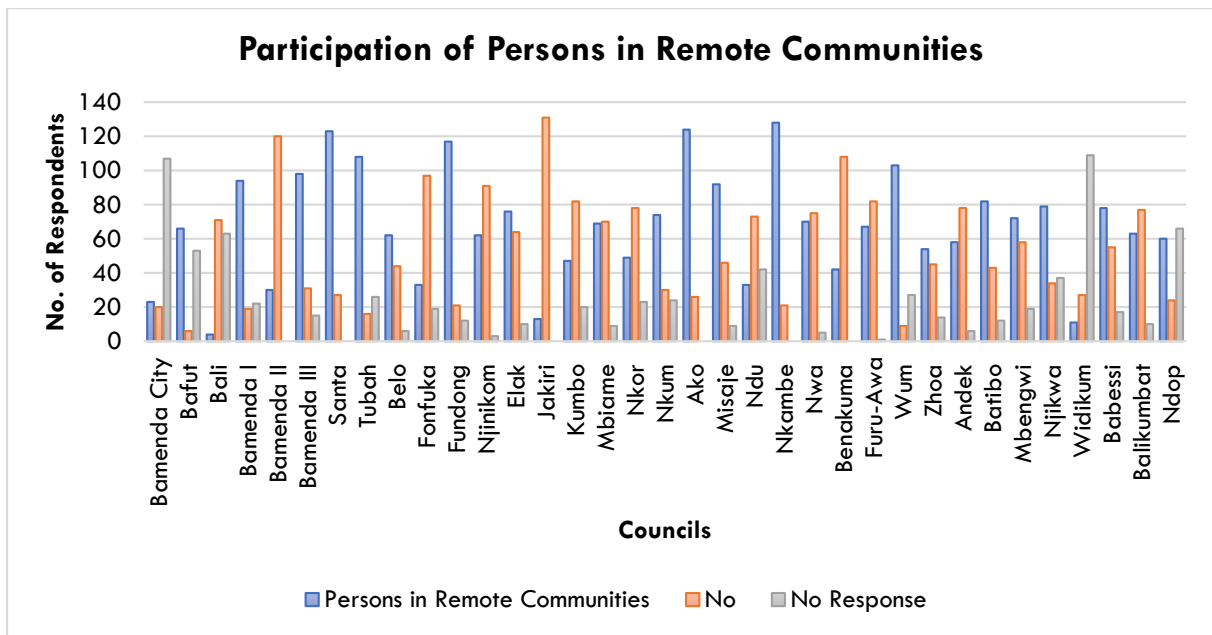
Regarding the participation of women in council activities, very high ratings were perceived in Batibo (97.08%), Ako (96.67%), Nkambe (96.64%), Misaje (94.56%) and Bamenda I (92.59%). It was also perceived that women participated the least in Bali (6.52%), Jakiri (11.11%) and Widikum (23.81%). There was a significant increase in the participation of women in council activities in 2024 (69.34%) as compared to 2023 (55.14%).



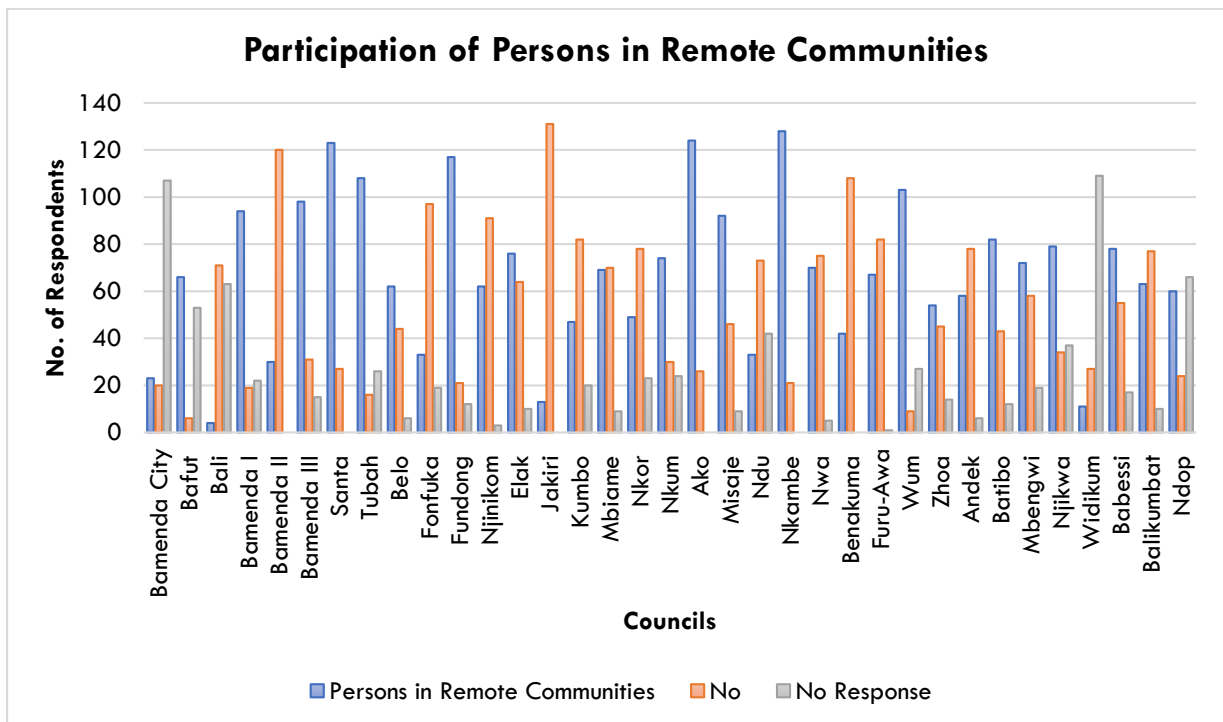
With regards to the participation of persons living with disabilities in council activities, high participations were perceived in Nkambe (90.60%), Fundong (78.00%) and Bamenda I (73.33%) while low participation were perceived in Bali (2.17%), Jakiri (2.78%) and Njinikom (6.16%). Although in 2023, Njikwa (95.24%) and Furu-Awa (86.67%) performed highly in this aspect, their performances considerably dropped below 50% in 2024.



Concerning the participation of youths in the activities of the councils, it was also perceived that in 2024, more youths participated in council activities in Batibo (94.89%), Nkambe (94.63%) and Ako (92.00%) councils. On the other hand, low participation of youths was perceived in Bali (5.07%) and Jakiri (8.33%) councils.



Regarding the participation of persons in marginal/remote communities in the activities of their councils, respondents perceived encouraging ratings in Nkambe (85.91%), Ako (82.67%) and Santa (82.00%) councils. Contrarily, low participation of persons in marginal/remote communities was reported in Bali (2.90%), Widikum (7.48%) and Jakiri (9.03%) councils.



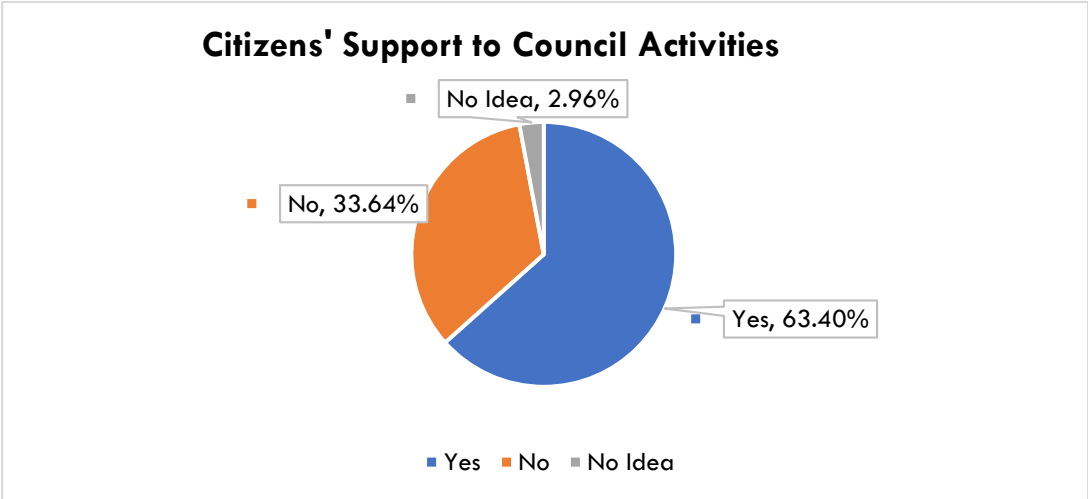
The statistics have greatly improved from those of last year when Public Independent Conciliator sought to know whether women, youth, and people living in remote communities participated in Council activities. However, respondents perceived a drop in the participation of persons living with disabilities in 2024 compared to 2023.

Question: Do you support council activities? If no, give reasons.

Respondents were questioned if they support council activities and how. If not, why do they not support council activities and they responded thus:

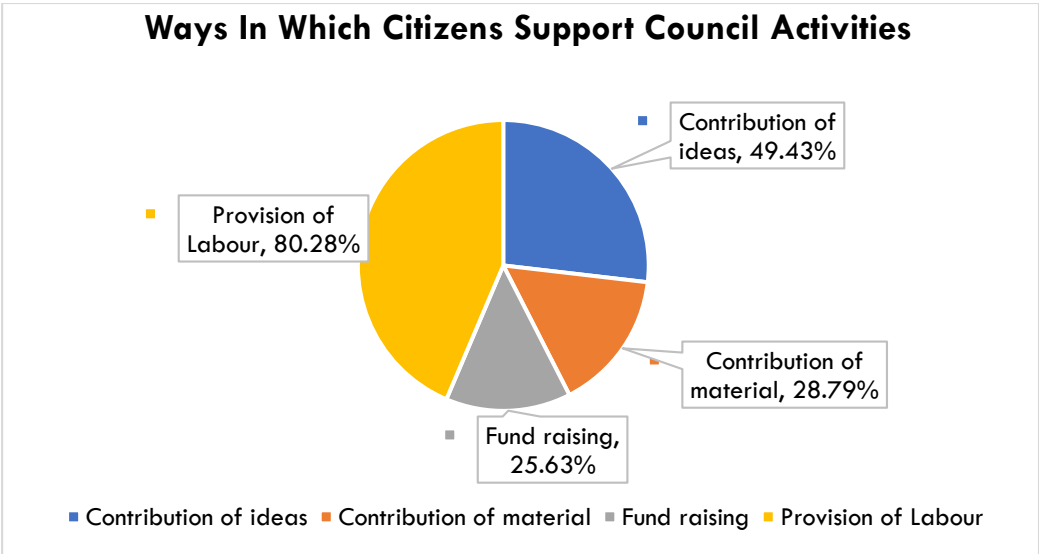
Council	Pop	Yes	No	No Idea	If Yes, HOW?				I No, Why?				
					Contributio n of Ideas	Contributio n of material	Fund raising	Provision of Labour	No Opportunity	Lack of information /Not	Insecurity / Council out of	Corruption	Mayor Not Available
Bamenda City	150	65.33	31.33	3.33	23.47	9.18	7.14	69.39	29.79	40.43	0.00	10.64	0.00
Bafut	125	55.20	4.80	0.00	56.52	30.43	13.04	82.61	1.79	14.29	75.00	1.79	0.00
Bali	138	11.59	5.51	2.90	12.50	18.75	6.25	43.75	6.78	19.49	17.80	0.00	0.00
Bamenda I	135	82.96	4.07	2.96	91.96	41.07	67.86	88.39	21.05	47.37	0.00	5.26	0.00
Bamenda II	150	54.67	4.00	1.33	48.78	17.07	41.46	60.98	34.85	37.88	4.55	4.55	0.00
Bamenda III	144	79.17	0.83	0.00	22.81	14.04	6.14	96.49	20.00	23.33	3.33	6.67	0.00
Santa	150	66.67	3.33	0.00	93.00	79.00	89.00	90.00	2.00	32.00	0.00	6.00	0.00
Tubah	150	80.67	9.33	0.00	63.64	32.23	37.19	76.03	34.48	37.93	0.00	3.45	0.00
Belo	112	56.25	9.29	4.46	79.37	38.10	15.87	92.06	6.82	29.55	13.64	0.00	0.00
Fonfuka	149	76.51	1.48	2.01	12.28	8.77	14.04	92.98	15.63	56.25	3.13	0.00	0.00
Fundong	150	87.33	2.00	0.67	38.17	3.82	9.92	90.84	5.56	0.00	0.00	0.00	0.00
Njinikom	146	54.79	2.47	2.74	66.25	7.50	27.50	66.25	12.90	59.68	27.42	0.00	0.00
Elak	150	76.67	9.33	4.00	17.39	8.70	7.83	69.57	34.48	17.24	37.93	10.34	0.00
Jakiri	144	24.31	5.69	0.00	42.86	2.86	0.00	74.29	5.50	13.76	3.67	1.83	0.00
Kumbo	149	37.58	9.06	3.36	37.50	7.14	5.36	78.57	31.82	48.86	1.14	0.00	2.27
Mbiame	148	59.46	7.70	12.84	30.68	27.27	22.73	70.45	19.51	24.39	9.76	2.44	0.00
Nkor	150	40.00	6.00	4.00	43.33	6.67	1.67	76.67	3.57	20.24	0.00	0.00	57.14
Nkum	128	57.81	2.81	9.38	77.03	37.84	29.73	32.43	26.19	42.86	4.76	0.00	0.00
Ako	150	92.00	.00	2.00	89.13	55.80	48.55	95.65	44.44	22.22	0.00	0.00	0.00
Misaje	147	93.88	.12	0.00	22.46	24.64	57.25	89.86	44.44	11.11	11.11	0.00	0.00
Ndu	148	61.49	3.78	4.73	47.25	9.89	14.29	94.51	20.00	8.00	10.00	0.00	0.00
Nkambe	149	88.59	.72	2.68	62.88	64.39	57.58	96.97	15.38	7.69	0.00	0.00	0.00
Nwa	150	80.67	6.67	2.67	19.83	7.44	11.57	81.82	20.00	0.00	0.00	0.00	0.00
Benakuma	150	80.00	8.67	1.33	77.50	48.33	15.00	63.33	32.14	53.57	14.29	0.00	0.00
Furu-Awa	150	41.33	6.00	2.67	62.90	27.42	14.52	98.39	13.10	16.67	0.00	0.00	0.00
Wum	149	83.89	6.11	0.00	38.40	8.80	40.00	86.40	16.67	25.00	4.17	8.33	0.00
Zhoa	113	50.44	1.59	7.96	82.46	29.82	26.32	71.93	19.15	44.68	29.79	6.38	0.00
Andek	136	91.91	.15	2.94	43.20	88.00	36.00	91.20	71.43	28.57	14.29	0.00	0.00
Batibo	137	54.01	5.99	0.00	58.11	20.27	10.81	75.68	0.00	0.00	71.43	0.00	66.67
Mbengwi	149	66.44	0.20	3.36	58.59	62.63	38.38	80.81	17.78	37.78	0.00	0.00	0.00
Njikwa	150	58.00	5.33	6.67	50.57	66.67	21.84	96.55	11.32	18.87	32.08	0.00	0.00
Widikum	147	95.92	.08	0.00	58.87	36.17	43.26	80.85	33.33	50.00	16.67	0.00	0.00
Babessi	150	54.00	4.67	11.33	16.05	19.75	23.46	100.00	0.00	38.46	48.08	0.00	0.00
Balikumbat	150	19.33	0.67	0.00	31.03	17.24	10.34	68.97	10.74	28.93	41.32	0.00	0.00
Ndop	150	40.00	8.67	1.33	53.33	30.00	25.00	85.00	18.18	51.14	4.55	0.00	3.41
TOTAL	5043	63.61	3.47	2.91	49.97	31.02	29.08	82.48	15.28	29.03	16.65	1.60	5.63
Average	144.09	63.40	3.64	2.96	49.43	28.79	25.63	80.28	20.02	28.81	14.28	1.93	3.70
Max	150.00	95.92	5.51	12.84	93.00	88.00	89.00	100.00	71.43	59.68	75.00	10.64	66.67
Min	112.00	11.59	.08	0.00	12.28	2.86	0.00	32.43	0.00	0.00	0.00	0.00	0.00

Regarding citizens' support to council activities in 2024, 63.40% were affirmative that they supported council activities, while 33.64% said they did not support council activities, and 2.96% of respondents provided no response. This is a slight drop from the results of the 2023 survey in which 63.68% of respondents answered "YES" affirming that they supported council activities, against 33.46% who responded that they did not support council activities, while 3.22% provided no response.



Regarding individual council performances, high perception ratings for citizens' support to council activities were perceived in Widikum (95.92%), Misaje (93.88%), and Ako (92.00%). Whereas, over 85.51% of respondents from Bali, 80.67% from Balikumbat and 75.69% from Jakiri said they did not support council activities in 2024. Contrarily, in 2023, Nkambe, Batibo and Wum were leading councils where respondents said they supported council activities.

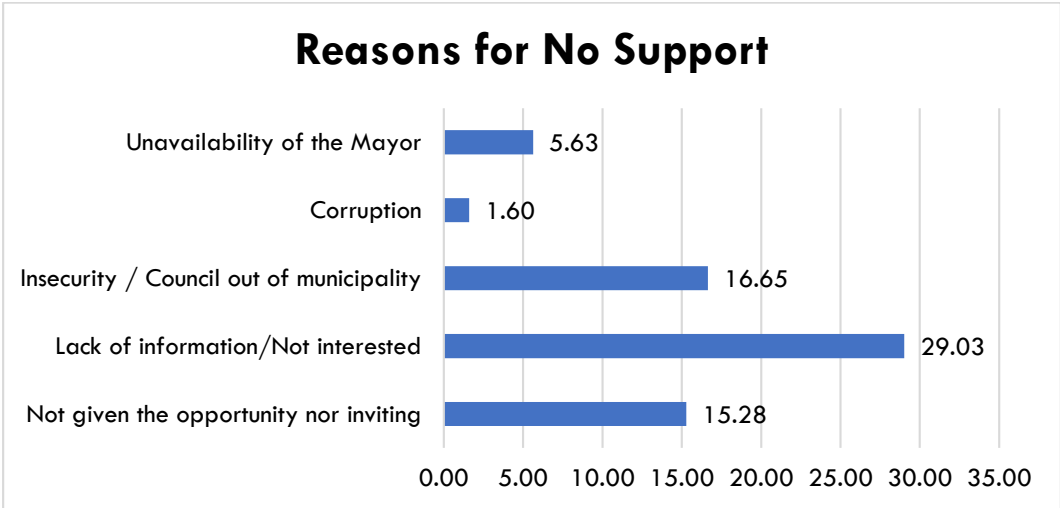
It should be noted that these councils which were rated low in their citizens support to their activities corresponded to councils that were observed not operational in their council areas, due to the current crisis.



Inquiring how citizens supported council activities, respondents advanced the following ways:

1. Provision of Labour (80.28%),
2. Contribution of Ideas (49.43%),
3. Contribution of Materials (28.79%) and
4. Fundraising (25.63%).

Respondents in Santa (93%), Ako (89.13%) and Zhoa (82.46%) said they supported council activities with ideas. In Andek (88%), Santa (79%) and Njikwa (67.67%), respondents' support to council activities was more in the contribution of material. Considering support of councils through the provision of labour, over 25 councils scored above 75% perception ratings notably Nkambe, Ndu, Bafut, Babessi, Bamenda I, Bamenda II, Santa, Tubah, Belo, Fonfuka, Fundong, Kumbo, Nkor, Nkum, Ako, Misaje, Nwa, Benakuma, Furu Awa, Wum, Andek, Batibo, Mbengwi, and Njikwa.

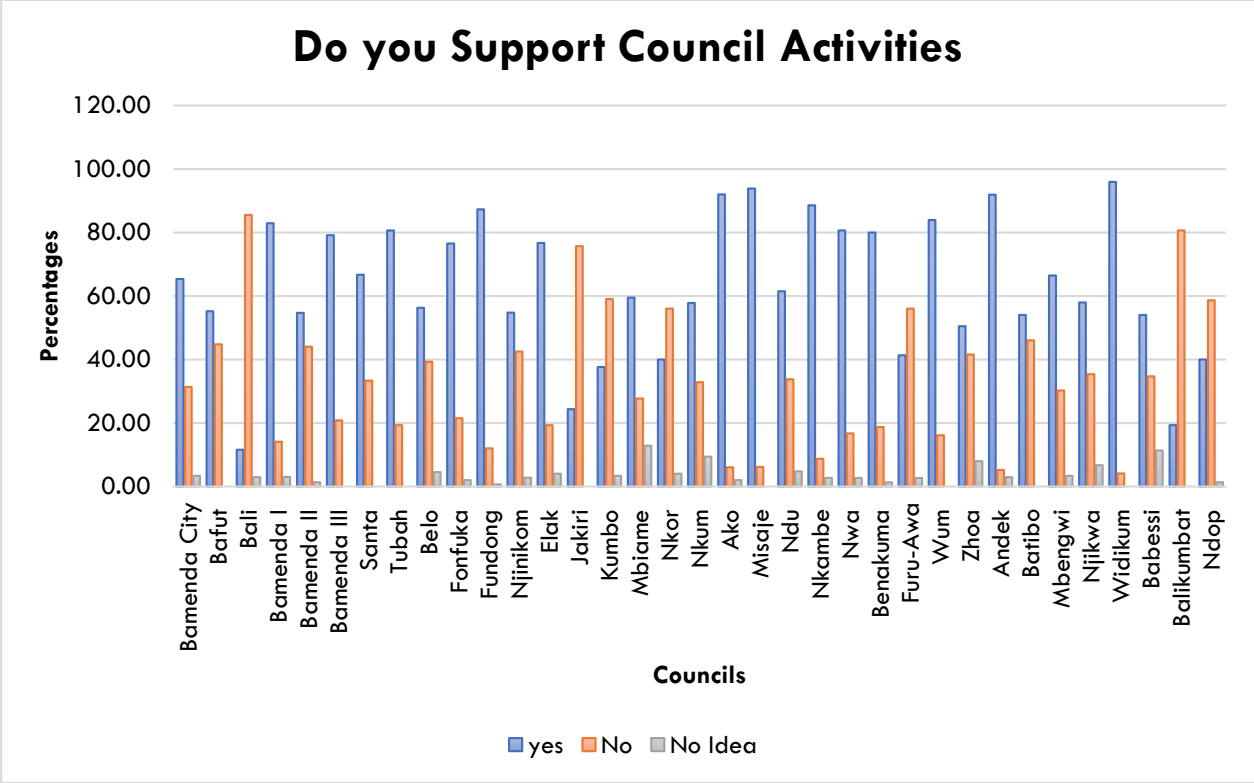


Asked for the reasons of lack of support to their councils, a majority of the respondents (58.67%) said they did not support council activities citing varied reasons including not being given the opportunity (18.18%), Lack of information and interest (51.14%), corruption, unavailability of the mayor (3.41%), insecurity and the council operating out of the municipality (4.55%).

Respondents from Andek (71.93%), Ako (44.44%) and Misaje (44.44%) said they were not given the opportunity to support council activities. Also, some respondents said they did not have information about council activities thus limiting their support to councils, among whom were Njinikom (59.68%), Fonfuka (56.25%) and Benakuma (53.57%).

Although the general security situation seemed to have improved in 2024 (14.28%), compared to 2023 (21.09%), insecurity was also identified as one of the obstacles to citizens' support to council activities in 2024 especially for Bafut

(75.00%), Batibo (71.43%), and Babessi (48.08%). This was justified by reports that many councils were not operating from their municipalities, hence they were distant from their population.



For the most part, respondents from Batibo (66.67%) and Nkor (57.14%) cited the unavailability of their mayors as a drawback to their support for council activities.

From the above analysis, one can conclude that citizens' support to council activities has dropped slightly from 63.68% in 2023 to 63.40% in 2024.

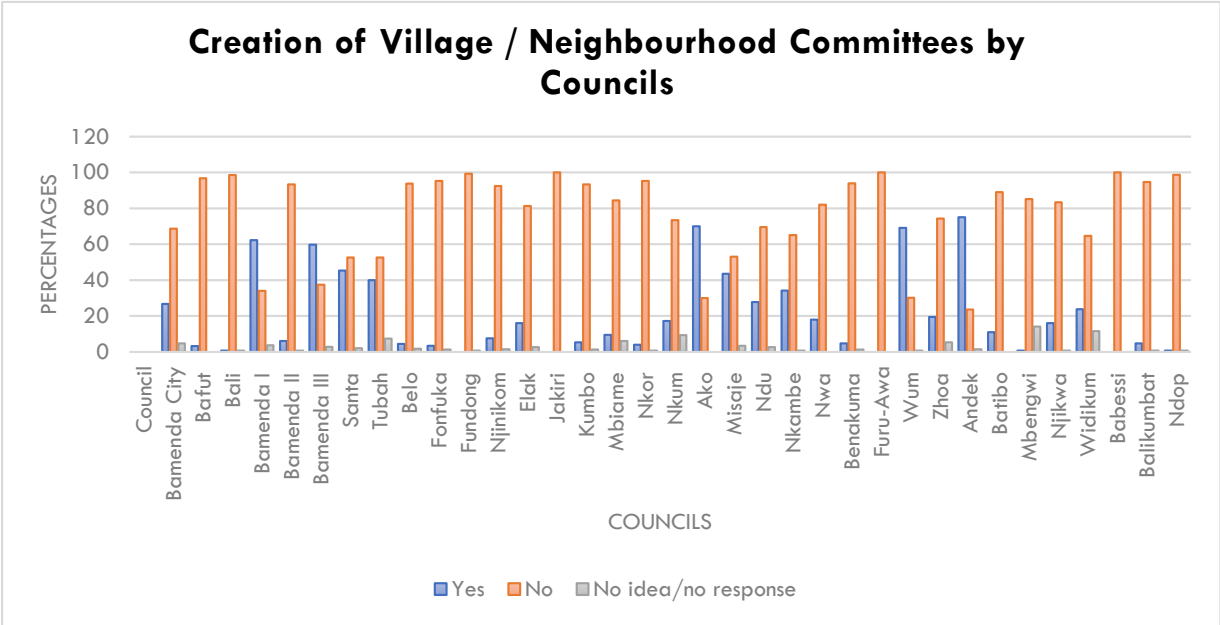
Question: Has the council created a village/neighbourhood committee in your area? If 'YES' does it participate in council activities?

The General Code of Regional and Local Authorities provides in Sections 182 to 183 that the local council board may set up village and neighbourhood committees within the limits of the available resources, which shall be platforms for consultation aimed at encouraging the participation of the population in the preparation, execution, and monitoring of council programmes, and projects or in the monitoring, management or maintenance of the works and equipment concerned.

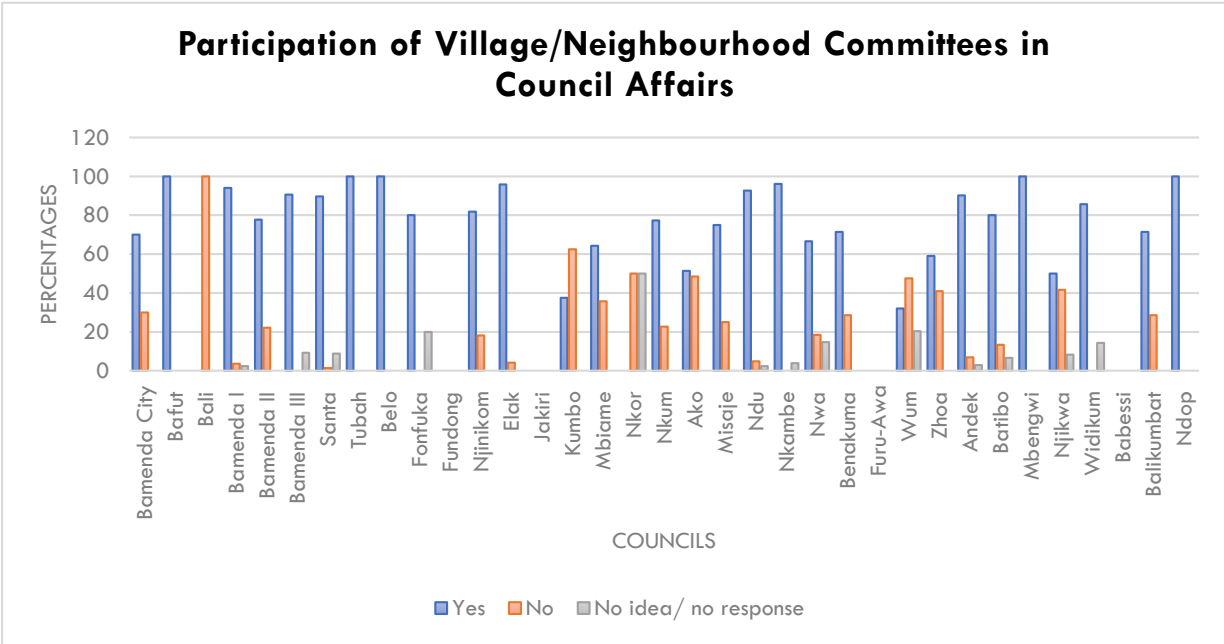
Respondents were asked to react to the existence and effectiveness of the creation and functioning of these committees in their council areas following Order No. 00000147/A/MINDDEVEL of 19 July 2023 on the establishment, organisation and functioning of neighbourhood or village committees as part of citizen participation in council action.

Council				If YES, does it participate in council activities?		
	Yes	No	No idea/no response	Yes	No	No idea/ no response
Bamenda City	26.67	68.67	4.67	70.00	30.00	0.00
Bafut	3.20	96.80	0.00	100.00	0.00	0.00
Bali	0.72	98.55	0.72	0.00	100.00	0.00
Bamenda I	62.22	34.07	3.70	94.05	3.57	2.38
Bamenda II	6.00	93.33	0.67	77.78	22.22	0.00
Bamenda III	59.72	37.50	2.78	90.70	0.00	9.30
Santa	45.33	52.67	2.00	89.71	1.47	8.82
Tubah	40.00	52.67	7.33	100.00	0.00	0.00
Belo	4.46	93.75	1.79	100.00	0.00	0.00
Fonfuka	3.36	95.30	1.34	80.00	0.00	20.00
Fundong	0.00	99.33	0.67	0.00	0.00	0.00
Njinikom	7.53	92.47	1.37	81.82	18.18	0.00
Elak	16.00	81.33	2.67	95.83	4.17	0.00
Jakiri	0.00	100.00	0.00	0.00	0.00	0.00
Kumbo	5.37	93.29	1.34	37.50	62.50	0.00
Mbiame	9.46	84.46	6.08	64.29	35.71	0.00
Nkor	4.00	95.33	0.67	0.00	50.00	50.00
Nkum	17.19	73.44	9.38	77.27	22.73	0.00
Ako	70.00	30.00	0.00	51.43	48.57	0.00
Misaje	43.54	53.06	3.40	75.00	25.00	0.00
Ndu	27.70	69.59	2.70	92.68	4.88	2.44
Nkambe	34.23	65.10	0.67	96.08	0.00	3.92
Nwa	18.00	82.00	0.00	66.67	18.52	14.81
Benakuma	4.67	94.00	1.33	71.43	28.57	0.00
Furu-Awa	0.00	100.00	0.00	0.00	0.00	0.00
Wum	69.13	30.20	0.67	32.04	47.57	20.39
Zhoa	19.47	74.34	5.31	59.09	40.91	0.00
Andek	75.00	23.53	1.47	90.20	6.86	2.94
Batibo	10.95	89.05	0.00	80.00	13.33	6.67
Mbengwi	0.67	85.23	14.09	100.00	0.00	0.00
Njikwa	16.00	83.33	0.67	50.00	41.67	8.33
Widikum	23.81	64.63	11.56	85.71	0.00	14.29
Babessi	0.00	100.00	0.00	0.00	0.00	0.00
Balikumbat	4.67	94.67	0.67	71.43	28.57	0.00
Ndop	0.67	98.67	0.67	100.00	0.00	0.00
TOTAL	20.86	76.60	2.56	75.86	18.54	5.61
Average	20.85	76.58	2.58	73.57	21.13	5.30
Max	75.00	100.00	14.09	100.00	100.00	50.00
Min	0.00	23.53	0.00	0.00	0.00	0.00

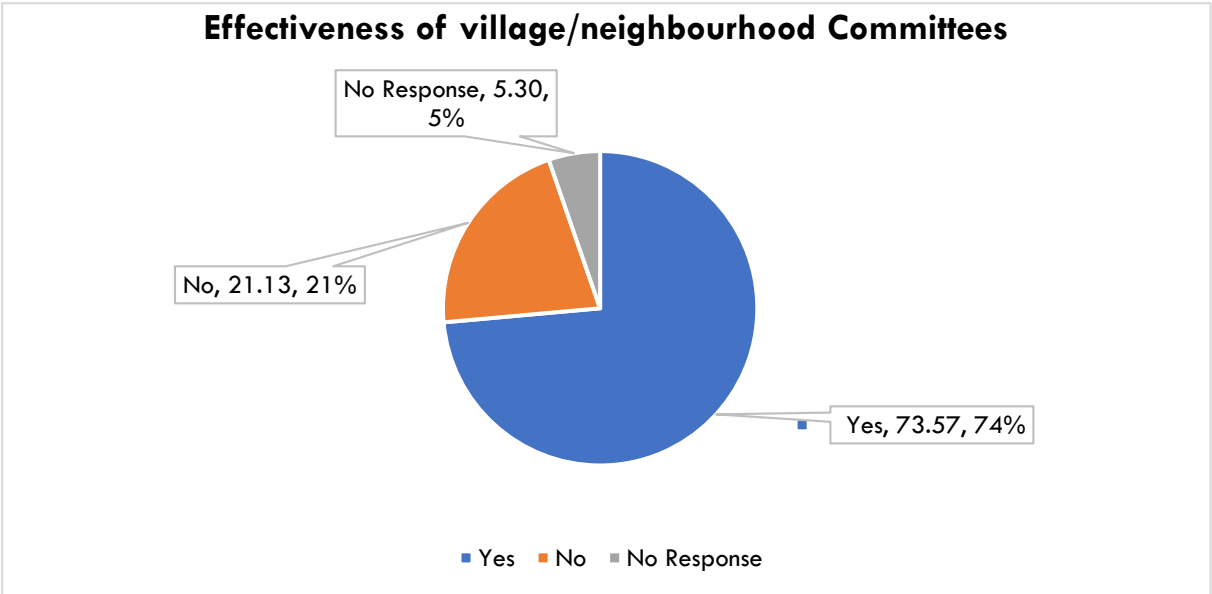
Responding to the question whether neighbourhood committees have been created in council areas, 20.85% of the respondents said “YES”, while 76.58% answered “NO” and 2.58% of the respondent had no idea about the creation of neighbourhood committees in their municipalities. The interpretation is that these formal platforms for consultation are yet to become effective in many councils in the region.



Among the 20.85% of respondents who confirmed the creation of neighbourhood committees by their councils were Andek (75.00%), Ako (70.00%), Wum (69.13%) and Bamenda 1 (62.22%). Respondents in Jakiri, Furu-Awa, Fundong and Babessi councils were affirmative that their councils have not yet created village/neighbourhood committees in their municipalities.



Concerning the participation of neighbourhood/ village committees, 73.57% of respondents agreed that existing village/neighbourhood committees did participate in council affairs, contrary to 21.13% who said they were not functioning effectively. Those that said that the committees existed but did not participate in council activities included respondents of Bali (100.00%), Kumbo (62.50%), Nkor (50.00%), Ako (48.57%) and Wum (47.57%) councils. A significant number (5.30%) of respondents dominantly from Fonfuka, Wum, Nwa and Widikum councils maintained they had no idea about the effectiveness of council village or neighbourhood committees created in their municipalities.



Question: Does your council involve you or your community in the identification of council projects in your area? If YES, how? If No, why?

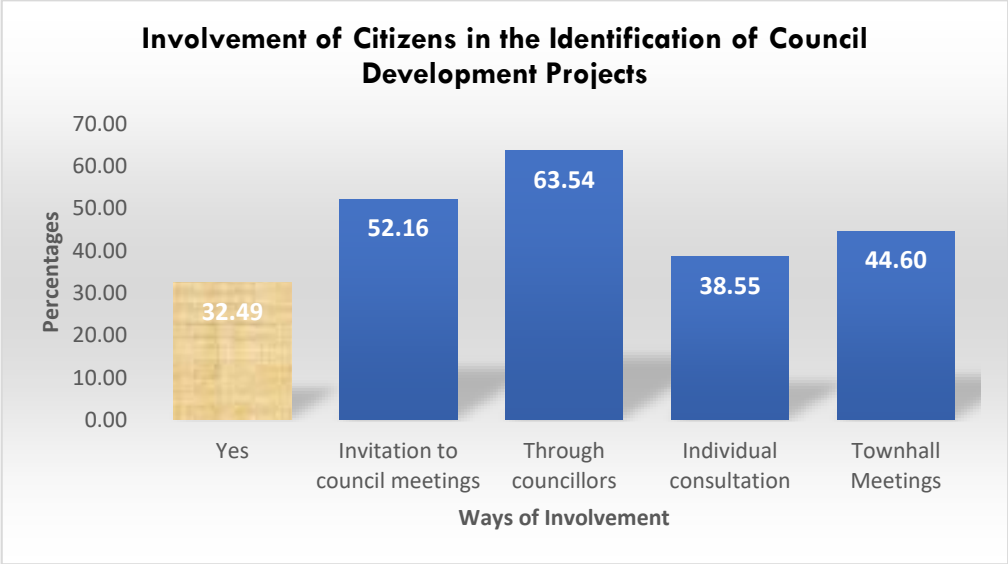
Answering this question which sought to know how the council involved the population in the identification and conception of development projects in the municipality, respondents' views were as follows:

Does your council involve you or your community in the identification of council projects				If YES, How"					If No, Why?				
Council	Yes	No	No Response	Invitation to council meetings	Through councillors	Individual consultation	Town hall Meetings	Insecurity/ Out of municipality	Discrimination/ non-inclusiveness	Lack of information/ Not consulted	Lack of trust in the council	Respondent not available	No idea
Bamenda City	28.67	67.33	4.00	37.21	39.53	4.65	20.93	1.98	0.99	72.28	5.94	0.00	23.76
Bafut	24.00	73.60	2.40	33.33	93.33	6.67	13.33	50.00	0.00	9.78	0.00	20.65	16.30
Bali	1.45	76.81	21.74	100.00	100.00	0.00	100.00	78.30	1.89	17.92	0.00	9.43	4.72
Bamenda I	79.26	17.78	2.96	94.39	70.09	52.34	67.29	0.00	33.33	25.00	0.00	0.00	25.00
Bamenda II	10.67	86.67	2.67	87.50	50.00	50.00	37.50	14.62	32.31	43.08	0.00	4.62	5.38
Bamenda III	56.25	43.75	0.00	77.78	80.25	66.67	82.72	1.59	3.17	23.81	0.00	6.35	65.08
Santa	47.33	38.67	14.00	61.97	42.25	50.70	42.25	0.00	17.24	100.00	82.76	25.86	31.03
Tubah	52.67	47.33	0.00	41.77	74.68	22.78	36.71	8.45	19.72	25.35	0.00	0.00	30.99
Belo	43.75	54.46	1.79	38.78	44.90	79.59	34.69	14.75	0.00	60.66	0.00	0.00	19.67
Fonfuka	3.36	83.89	12.75	40.00	40.00	20.00	60.00	0.80	14.40	20.80	0.00	0.00	58.40
Fundong	41.33	58.00	0.67	59.68	41.94	19.35	29.03	3.45	14.94	10.34	0.00	0.00	35.63
Njinikom	15.75	78.08	6.16	8.70	43.48	21.74	26.09	7.02	0.00	42.11	0.00	0.00	50.88
Elak	63.00	63.33	2.67	3.92	54.90	11.76	23.53	2.11	10.53	52.63	0.00	0.00	34.74
Jakiri	13.89	86.11	0.00	10.00	15.00	65.00	0.00	4.03	0.00	0.81	0.00	0.00	8.87
Kumbo	6.71	87.25	6.04	60.00	40.00	10.00	30.00	14.62	7.69	16.15	0.00	0.77	43.08
Mbiame	42.57	40.54	16.89	41.27	46.03	22.22	52.38	35.00	3.33	51.67	0.00	0.00	18.33
Nkor	5.33	83.33	11.33	37.50	50.00	75.00	62.50	58.40	0.00	36.00	0.00	0.00	5.60
Nkum	42.97	45.31	11.72	29.09	54.55	72.73	36.36	36.21	13.79	13.79	0.00	1.72	37.93
Ako	76.67	23.33	0.00	74.78	83.48	46.09	56.52	2.86	5.71	48.57	0.00	0.00	8.57
Misaje	38.10	55.10	6.80	46.43	83.93	23.21	53.57	0.00	16.05	14.81	0.00	0.00	18.52
Ndu	22.97	70.95	6.08	50.00	100.00	52.94	32.35	13.33	0.00	29.52	9.52	0.00	45.71
Nkambe	54.36	35.57	10.07	92.59	76.54	92.59	90.12	0.00	0.00	50.94	0.00	0.00	0.00
Nwa	26.67	70.00	3.33	32.50	47.50	30.00	40.00	0.00	0.00	42.86	0.00	0.00	10.48
Benakuma	20.67	78.00	1.33	16.13	29.03	38.71	16.13	51.28	0.00	35.90	0.00	0.00	19.66
Furu-Awa	16.00	79.33	4.67	75.00	62.50	41.67	20.83	0.00	25.21	18.49	0.00	0.00	9.24
Wum	26.85	69.13	4.03	52.50	50.00	30.00	75.00	0.00	18.45	37.86	0.00	0.00	21.36
Zhoa	38.94	51.33	9.73	79.55	68.18	22.73	81.82	29.31	5.17	34.48	0.00	1.72	13.79
Andek	61.03	30.88	8.09	87.95	86.75	60.24	86.75	0.00	0.00	0.00	0.00	0.00	0.00
Batibo	41.61	57.66	0.73	28.07	98.25	8.77	3.51	8.86	0.00	60.76	5.06	0.00	35.44
Mbengwi	32.89	57.72	9.40	69.39	61.22	40.82	61.22	4.65	9.30	45.35	0.00	0.00	6.98
Njikwa	30.00	66.67	3.33	64.44	95.56	35.56	31.11	85.00	0.00	29.00	2.00	0.00	8.00
Widikum	23.13	76.19	0.68	41.18	58.82	41.18	2.94	8.04	35.71	38.39	0.00	9.82	8.04
Babessi	6.67	82.00	11.33	30.00	90.00	0.00	10.00	23.58	0.00	16.26	0.00	0.00	0.00
Baikumbat	12.00	82.00	6.00	61.11	72.22	55.56	83.33	39.84	0.00	23.58	4.07	0.00	21.14
Ndop	30.67	69.33	0.00	56.52	76.09	73.91	56.52	7.69	4.81	47.12	0.00	4.81	20.19
TOTAL	31.37	62.84	5.79	56.89	66.50	42.79	48.55	19.00	8.20	32.88	2.37	2.30	21.80
Average	32.49	62.51	5.81	52.16	63.54	38.55	44.60	17.35	8.39	34.14	3.10	2.45	21.79
Max	79.26	87.25	21.74	100.00	100.00	92.59	100.00	85.00	35.71	100.00	82.76	25.86	65.08
Min	1.45	17.78	0.00	3.92	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Concerning the response to the above question, the pattern remained much the same in 2024 with 32.49% of respondents answering “YES” against 62.51 % who answered “NO,” as was in 2023 where 36.43% of respondents answered “YES” against 60.49% who answered “NO”. This revealed a slight drop in the number of respondents who affirmed the participation of citizens in the identification of council projects in their municipalities.

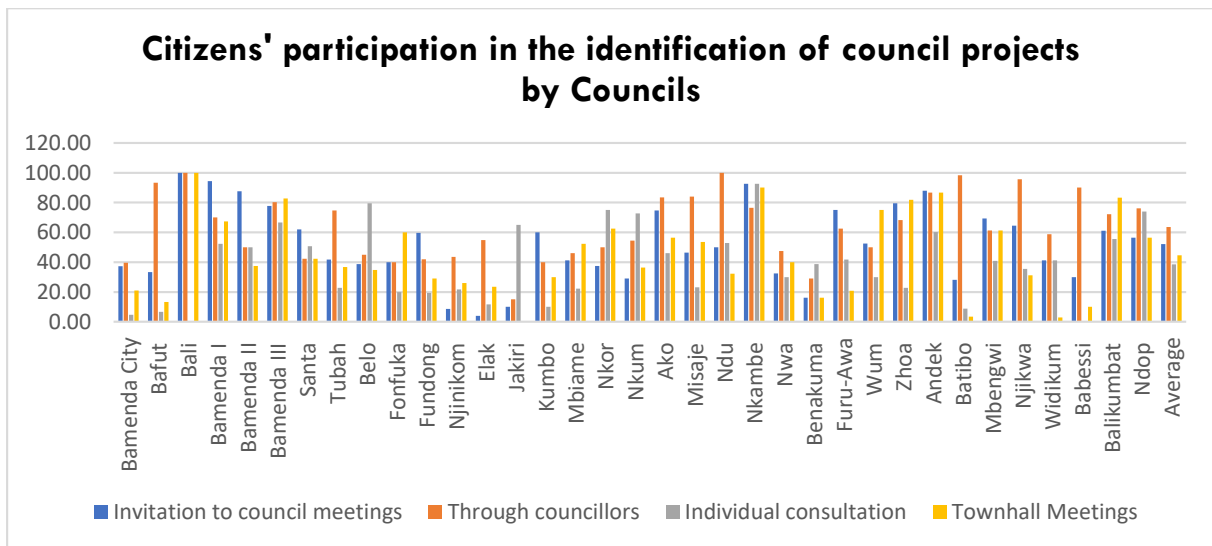
Of the 32.49% who affirmed their involvement in council project identification:

- 5. 52.16% said they were involved through invitations to council meetings,
- 6. 63.54% said they participated through their councillors,
- 7. 38.55% through individual consultations, and
- 8. 44.60% through town hall meetings organised by their councils.



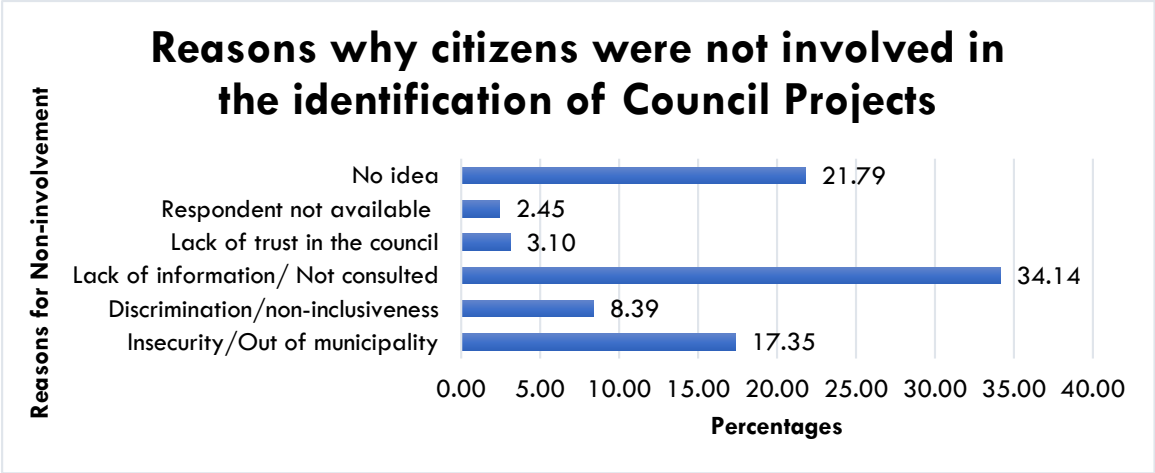
The specific perception of respondents by councils of citizens’ participation in the identification of council projects were as follows:

- Bamenda I (79.26%), Ako (76.67%) and Andek (61.03%) topped in citizens’ participation in the identification of council projects, unlike in 2023 when Batibo (75.00%), Nkambe (62.92%) and Fundong (62.11%) led in citizens’ participation in the identification of council projects.
- Meanwhile, Bali (1.45%), Fonfuka (3.36%), Nkor (5.33%), Babessi (6.67%), and Kumbo (6.71%) were rated very low regarding participation of their citizens in the identification of council projects in their municipalities.



The reasons advanced for the non-participation of citizens in the identification of council projects in their municipalities included the following:

- i. Lack of information (34.14%),
- ii. Discrimination and non-inclusiveness (8.39%),
- iii. Insecurity (17.35%), and
- iv. Others (40.12%).



Regarding the specific performance of councils in the involvement of their citizens in the identification of council projects, the 2024 perception survey revealed a net improvement in the performances of Ako, Andek, and Bamenda I councils. Contrarily, Elak, Balikumbat, and Njinikom councils amongst others witnessed a significant drop in their performances in 2024 compared to 2023.

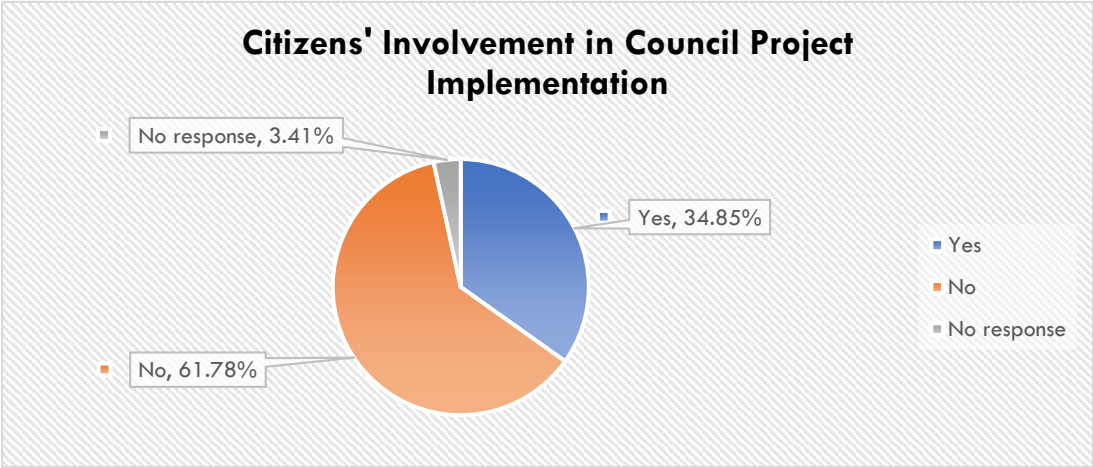
Overall, in 2024 (31.68%) as was in 2023 (36.43%), it could be said that the populations' engagement with councils remained very low, allowing possibilities for the concerned councils to undermine the contribution of citizens in deciding and prioritising council development projects.

Question: Does your council involve you or your community in the implementation of council projects in your area?

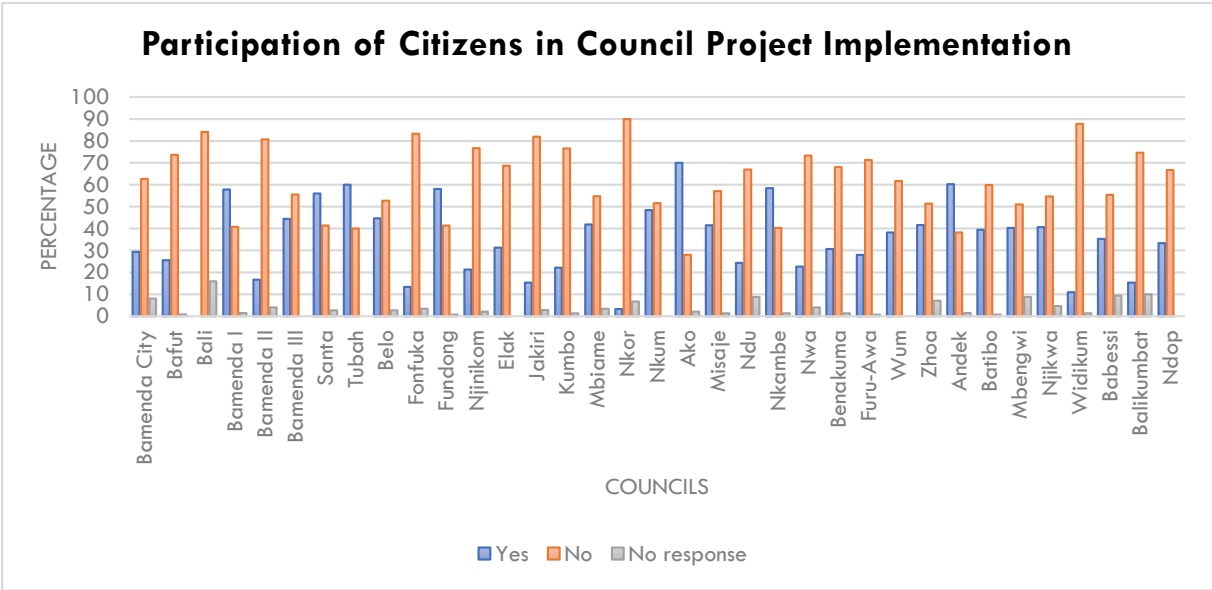
This question set out to measure citizens' perception about their involvement in the implementation of council development projects and they responded as follows:

Councils				If "YES", how?				If "NO", why?					
	Yes	No	No response	Contribution of ideas	Contribution of material	Fund raising	Provision of labour	Not informed/ Not consulted	Insecurity/office out of town	Councillors not working with subjects	Uninterested	Discrimination	no idea
Bamenda City	29.33	62.67	8.00	47.73	11.36	27.27	52.27	74.47	1.06	9.57	0.00	8.51	20.21
Bafut	25.60	73.60	0.80	40.63	25.00	21.88	90.63	14.13	52.17	0.00	0.00	0.00	30.43
Bali	0.00	84.06	15.94	0.00	0.00	0.00	0.00	16.38	54.31	5.17	0.00	0.00	3.45
Bamenda I	57.78	40.74	1.48	84.62	67.95	85.90	96.15	27.27	0.00	0.00	0.00	0.00	45.45
Bamenda II	16.67	80.67	4.00	48.00	20.00	24.00	76.00	64.46	9.92	14.88	0.00	0.00	34.71
Bamenda III	44.44	55.56	0.00	35.94	37.50	15.63	96.88	30.00	5.00	0.00	0.00	0.00	16.25
Santa	56.00	41.33	2.67	58.33	61.90	69.05	76.19	58.06	6.45	16.13	0.00	0.00	41.94
Tubah	60.00	40.00	0.00	76.67	30.00	38.89	83.33	38.33	8.33	0.00	0.00	0.00	33.33
Belo	44.64	52.68	2.68	70.00	56.00	28.00	96.00	37.29	22.03	5.08	0.00	0.00	91.53
Fonfuka	13.42	83.22	3.36	40.00	55.00	5.00	85.00	9.68	0.00	1.61	0.00	4.84	73.39
Fundong	58.00	41.33	0.67	25.29	6.90	5.75	96.55	25.81	0.00	0.00	0.00	0.00	22.58
Njinikom	21.23	76.71	2.05	64.52	9.68	6.45	54.84	58.93	1.79	8.04	0.00	0.00	31.25
Elak	31.33	68.67	0.00	19.15	2.13	12.77	74.47	56.31	1.94	10.68	0.00	1.94	29.13
Jakiri	15.28	81.94	2.78	68.18	0.00	0.00	40.91	1.69	2.54	0.00	0.00	0.00	0.00
Kumbo	22.15	76.51	1.34	18.18	0.00	0.00	90.91	23.68	15.79	0.00	0.88	20.18	38.60
Mbiame	41.89	54.73	3.38	48.39	19.35	8.06	64.52	54.32	56.79	4.94	0.00	2.47	20.99
Nkor	3.33	90.00	6.67	60.00	40.00	40.00	80.00	37.04	45.19	2.96	0.00	0.00	10.37
Nkum	48.44	51.56	0.00	51.61	53.23	46.77	75.81	33.33	25.76	12.12	0.00	0.00	22.73
Ako	70.00	28.00	2.00	60.00	56.19	46.67	85.71	38.10	0.00	11.90	0.00	0.00	2.38
Misaje	41.50	57.14	1.36	47.54	39.34	49.18	98.36	30.95	0.00	0.00	0.00	0.00	16.67
Ndu	23.65	66.89	9.46	65.71	11.43	11.43	100.00	39.39	13.13	10.10	0.00	0.00	11.11
Nkambe	58.39	40.27	1.34	79.31	83.91	66.67	100.00	35.00	1.67	3.33	0.00	0.00	0.00
Nwa	22.67	73.33	4.00	26.47	41.18	29.41	85.29	41.82	1.82	9.09	0.00	0.00	9.09
Benakuma	30.67	68.00	1.33	26.09	10.87	19.57	80.43	55.88	34.31	18.63	0.00	1.96	19.61
Furu-Awa	28.00	71.33	0.67	73.81	14.29	7.14	95.24	32.71	0.93	0.00	0.00	0.00	4.67
Wum	38.26	61.74	0.00	52.63	24.56	28.07	84.21	48.91	0.00	6.52	0.00	0.00	18.48
Zhoa	41.59	51.33	7.08	61.70	42.55	27.66	63.83	43.10	25.86	1.72	1.72	0.00	15.52
Andek	60.29	38.24	1.47	79.27	95.12	65.85	95.12	26.92	0.00	0.00	0.00	0.00	0.00
Batibo	39.42	59.85	0.73	51.85	31.48	3.70	92.59	51.22	12.20	1.22	0.00	0.00	0.00
Mbengwi	40.27	51.01	8.72	58.33	53.33	48.33	75.00	42.11	6.58	0.00	0.00	0.00	10.53
Njikwa	40.67	54.67	4.67	45.90	81.97	22.95	88.52	32.93	68.29	15.85	0.00	0.00	3.66
Widikum	10.88	87.76	1.36	93.75	56.25	75.00	31.25	81.40	2.33	3.88	0.00	0.00	13.18
Babessi	35.33	55.33	9.33	13.21	32.08	45.28	90.57	33.73	18.07	0.00	0.00	0.00	0.00
Balikumbat	15.33	74.67	10.00	65.22	47.83	39.13	91.30	25.89	50.89	0.89	0.00	3.57	17.86
Ndop	33.33	66.67	0.00	86.00	42.00	30.00	92.00	60.00	5.00	1.00	0.00	9.00	14.00
Total	34.68	61.95	3.41	55.12	41.40	34.88	84.68	39.82	16.55	16.39	0.28	9.18	43.21
Average	34.85	61.78	3.41	52.75	36.16	30.18	79.57	39.47	15.74	5.33	0.08	1.71	21.29
Max	70.00	90.00	15.94	93.75	95.12	85.90	100.00	81.40	68.29	18.63	1.72	20.18	91.53
Min	0.00	28.00	0.00	0.00	0.00	0.00	0.00	1.69	0.00	0.00	0.00	0.00	0.00

Responding to the question whether councils involved their communities in the implementation of council projects in 2024, 34.85% of the respondents said “YES” while 61.78% said “NO”, and 3.41% did not provide any response about community involvement in the implementation of council projects. This indicated a slight drop in the ratings of 2024 compared to the 2023 survey where 34.92% answered “YES” while 65.08% answered “NO”.

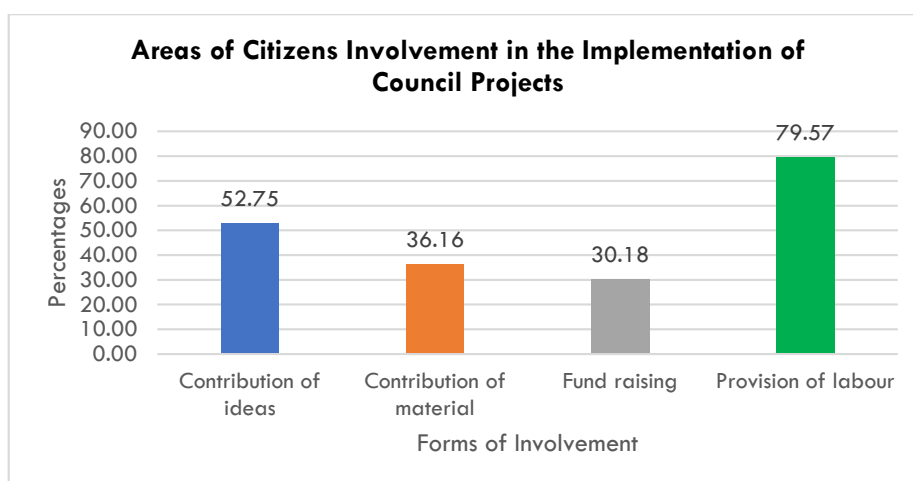


Regarding individual performances, amongst respondents who in their majority answered “YES” were Ako (70.00%), Andek (60.29%) and Tubah (60.00%). It is important to note that these councils made significant progress with regards to the 2023 survey that ranked Ako (12.63%), Andek (34.85%) and Tubah (40.26%) among the lowest in this aspect. Meanwhile, leading among respondents who said “NO” to their involvement in the implementation of council projects were citizens of Nkor (90.00%), Widikum (87.76%), Bali (84.06%) and Fonfuka (83.22%) councils.



Of the 34.85% who said “YES” to their involvement in the implementation of council projects, their responses to how such participation is done were as follows:

- i. Provision of labour (84.68%) - Ndu (100%), Nkambe (100%), Misaje (98.36%), and Bamenda III (96.88%) (these were communities practising the high intensive labour approach to development),
- ii. Contribution of ideas (55.12%) - Widikum (93.75%), Ndop (86.00%) and Bamenda I (84.62%),
- iii. Contribution of materials (41.40%) - Andek (95.12%), Nkambe (83.91%), Njikwa (81.97%), Bamenda I (67.97%), and Santa (61.90%), and
- iv. Fund raising (34.88%) - Bamenda I (85.90%), Widikum (75.00%), and Santa (65.05%).

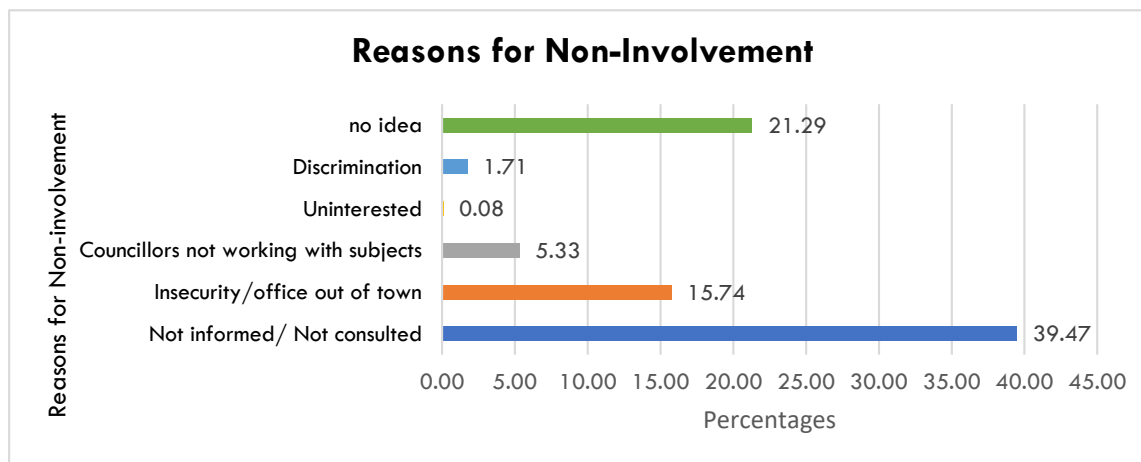


Comparatively, there was a significant improvement in the population’s involvement in the implementation of projects in 2024 particularly in the provision of labour and contribution of ideas where both aspects registered average perceptions in 2023. However, citizens’ involvement in the implementation of council projects in 2024 through the contribution of materials and fund raising remained average as was the case in 2023.

Regarding the 61.95% who answered “NO” to their involvement in the implementation of council projects, they provided the following reasons:

1. Not informed/ not consulted (39.82%) - Widikum (81.40%), Bamenda II (64.46%), Ndop (60.00%), Njinikom (58.93%), and Santa (58.06%),
2. Insecurity/council operating out of the municipality (16.55%) - Njikwa (68.29%), Mbiame (56.79%), Bali (54.31%), Bafut (52.17%) and Balikumbat (50.89%). It is worthy of note that these municipalities fall within the security red zones of the region,

3. Councillors not working with citizens (16.39%),
4. Uninterested (0.28%), and
5. Discrimination (9.18%).



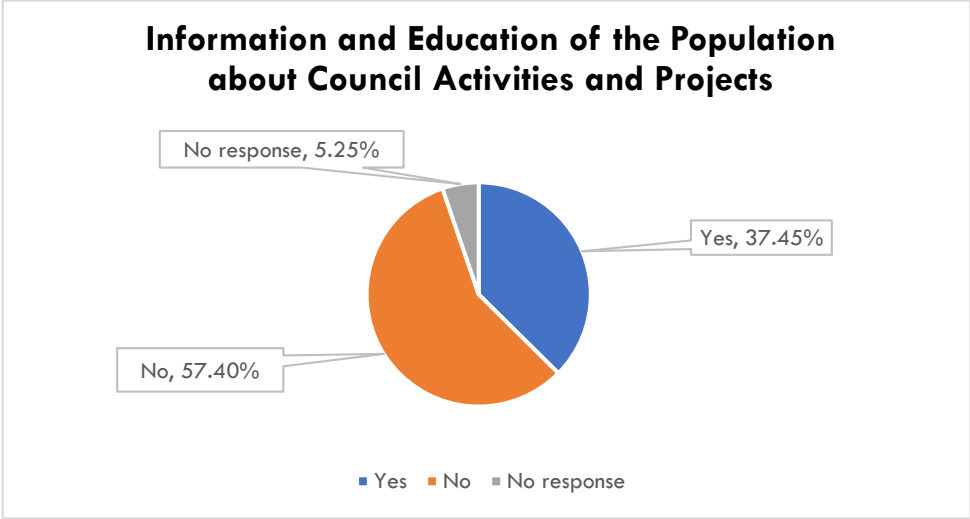
It is also important to state that 43.21% of the “NO” respondents did not provide any reason for their non-involvement in the implementation of council projects.

Question: Does the council provide you with information and education about council activities and projects?

The survey sought to know how councils inform and educate citizens about council projects and other activities, and if citizens’ right to information was respected and respondents answered as follows:

Does the council provide you with information and education about council activities and projects? 'Yes' or 'NO'?					If 'YES', How?						If not, WHY?			
Council	Yes	No	No response	Mouth-to-Mouth	Public Announcements	Town hall Meetings	Notice Boards	Radio/TV	Handbills	Social Media	They impose on us/not consulted/Lack of information	Insecurity/out of municipality	Most people are uneducated	No idea
Bamenda City	34.00	59.33	6.67	15.69	43.14	3.92	23.53	23.53	5.88	15.69	40.45	2.25	0.00	0.00
Bafut	27.20	72.00	0.80	17.65	47.06	14.71	17.65	82.35	0.00	14.71	28.89	50.00	0.00	18.89
Bali	1.45	80.43	18.84	0.00	100.00	100.00	0.00	0.00	0.00	50.00	18.02	57.66	0.00	32.43
Bamenda I	63.70	34.07	2.22	46.51	88.37	76.74	58.14	72.09	53.49	75.58	36.96	0.00	0.00	56.52
Bamenda II	35.33	57.33	7.33	28.30	79.25	24.53	83.02	98.11	16.98	77.36	75.58	5.81	0.00	81.40
Bamenda III	55.56	44.44	0.00	92.50	98.75	100.00	85.00	76.25	43.75	26.25	51.56	4.69	0.00	43.75
Santa	59.33	40.67	0.00	37.08	59.55	58.43	60.67	73.03	24.72	39.33	52.46	0.00	11.48	26.23
Tubah	68.67	31.33	0.00	38.83	72.82	33.98	61.17	49.51	4.85	15.53	38.30	6.38	0.00	29.79
Belo	50.89	44.64	4.46	80.70	70.18	43.86	38.60	96.49	28.07	0.00	28.00	18.00	0.00	156.00
Fonfuka	10.74	87.25	2.01	56.25	43.75	62.50	50.00	0.00	6.25	0.00	43.08	0.00	0.00	71.54
Fundong	42.67	56.67	0.67	20.31	32.81	29.69	57.81	26.56	18.75	53.13	18.82	1.18	0.00	17.65
Njinikom	18.49	78.08	3.42	51.85	37.04	51.85	29.63	37.04	11.11	0.00	45.61	4.39	0.00	50.00
Elak	30.67	69.33	2.67	6.52	15.22	0.00	0.00	89.13	0.00	0.00	85.58	0.00	8.65	5.77
Jakiri	11.81	85.42	2.78	88.24	0.00	0.00	0.00	0.00	0.00	0.00	3.25	2.44	0.00	3.25
Kumbo	21.48	75.84	2.68	81.25	3.13	6.25	12.50	6.25	0.00	0.00	24.78	15.04	0.88	38.94
Mbiame	43.24	49.32	7.43	34.38	90.63	78.13	79.69	10.94	12.50	15.63	39.73	30.14	0.00	10.96
Nkor	2.00	94.00	4.00	0.00	0.00	66.67	0.00	33.33	33.33	33.33	29.08	49.65	0.00	21.28
Nkum	36.72	50.00	13.28	76.60	38.30	44.68	42.55	25.53	12.77	17.02	20.31	35.94	0.00	51.56
Ako	82.00	11.33	6.67	60.98	91.87	71.54	62.60	90.24	21.95	0.00	52.94	0.00	0.00	5.88
Misaje	46.26	52.38	1.36	42.65	85.29	58.82	76.47	23.53	11.76	7.35	12.99	1.30	10.39	25.97
Ndu	41.22	29.73	29.05	59.02	49.18	26.23	26.23	109.84	6.56	0.00	56.82	52.27	0.00	134.09
Nkambe	78.52	18.79	2.68	81.20	98.29	88.03	79.49	78.63	33.33	9.40	0.00	0.00	0.00	0.00
Nwa	48.67	50.67	0.67	8.22	65.75	24.66	75.34	69.86	23.29	0.00	23.68	0.00	0.00	21.05
Benakuma	24.00	74.00	2.00	77.78	13.89	5.56	5.56	8.33	5.56	0.00	29.73	55.86	0.00	14.41
Furu-Awa	32.67	67.33	0.00	28.57	77.55	12.24	24.49	2.04	4.08	6.12	29.70	0.99	0.99	2.97
Wum	48.32	51.01	0.67	52.78	61.11	55.56	47.22	63.89	11.11	0.00	51.32	0.00	3.95	25.00
Zhoa	27.43	44.25	28.32	83.87	87.10	87.10	58.06	38.71	51.61	41.94	60.00	32.00	0.00	0.00
Andek	63.24	33.09	3.68	55.81	96.51	91.86	94.19	81.40	30.23	73.26	0.00	0.00	0.00	0.00
Batibo	37.96	61.31	0.73	50.00	11.54	23.08	5.77	71.15	11.54	0.00	11.90	23.81	0.00	38.10
Mbengwi	37.58	61.07	1.34	62.50	62.50	44.64	60.71	46.43	39.29	62.50	45.05	7.69	0.00	0.00
Njikwa	31.33	60.00	8.67	55.32	57.45	27.66	40.43	38.30	53.19	72.34	27.78	80.00	0.00	5.56
Widikum	42.86	56.46	0.68	26.98	61.90	0.00	73.02	1.59	1.59	25.40	79.52	13.25	2.41	4.82
Babessi	2.00	86.67	11.33	0.00	66.67	33.33	33.33	66.67	0.00	0.00	15.38	0.00	16.15	0.00
Balikumbat	16.00	77.33	6.67	41.67	54.17	70.83	29.17	41.67	33.33	25.00	21.55	43.97	0.00	26.72
Ndop	36.67	63.33	0.00	76.36	43.64	45.45	43.64	29.09	27.27	32.73	71.58	22.11	3.16	0.00
TOTAL	37.42	57.60	5.08	50.40	65.39	48.22	54.11	55.91	20.83	23.79	35.73	19.17	1.89	26.88
Average	37.45	57.40	5.25	46.75	57.27	44.64	43.88	47.47	18.23	22.56	36.30	17.62	1.66	29.16
Max	36.67	63.33	0.00	76.36	43.64	45.45	43.64	29.09	27.27	32.73	71.58	22.11	3.16	0.00
Min	1.45	11.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

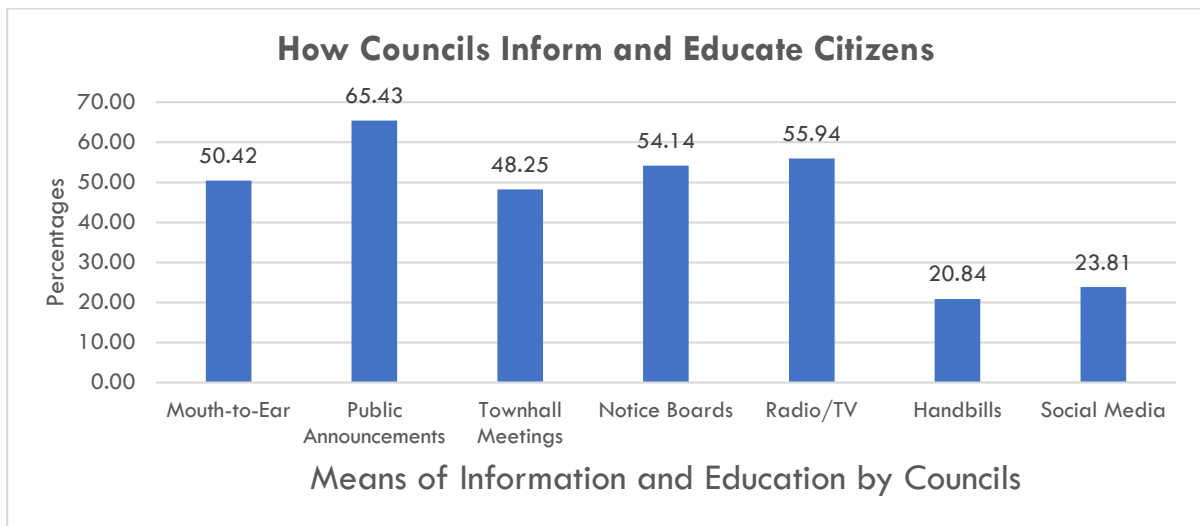
Responding to the question how their councils provided them with information and education about council activities and projects, as well as the means by which the councils communicated with the population, 37.45% affirmed that their councils provided them with information and education about council activities and projects, while 57.40% were negative and 5.25% of respondents provided no response.



Among the 37.45% who stated that their councils provided them with information and education on council activities:

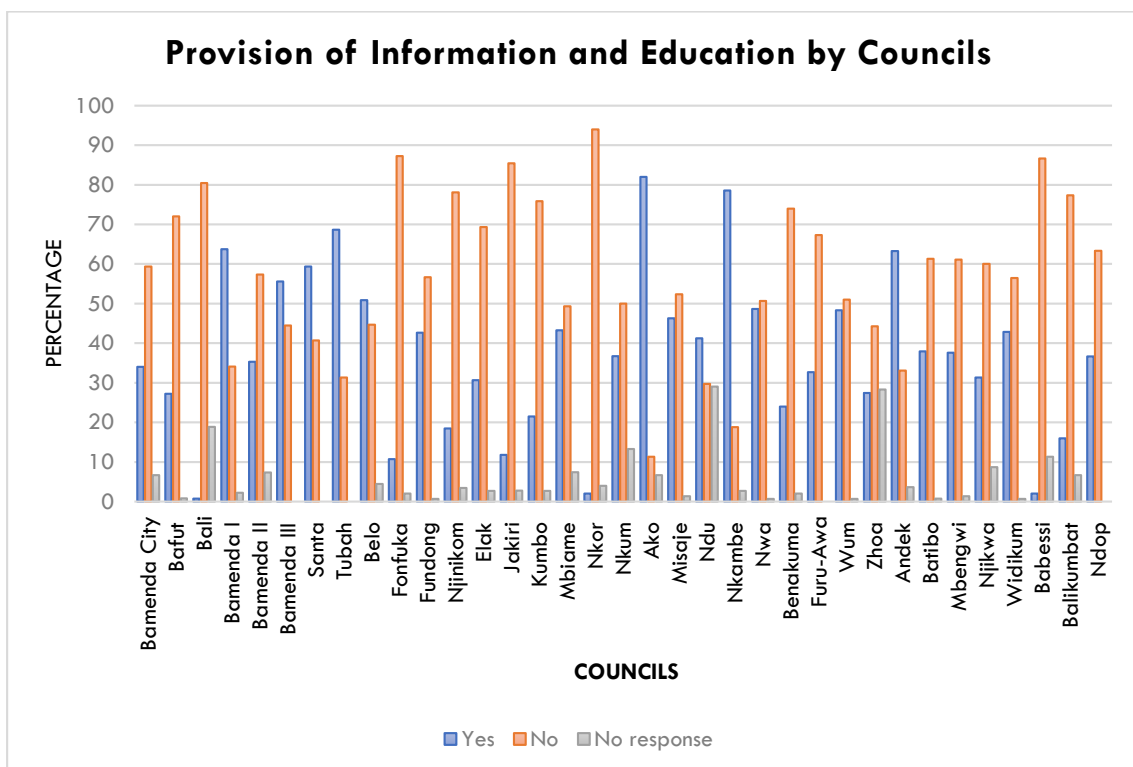
- i. 65.43% stated that they receive information via public announcements,
- ii. 58.25% said they receive information through town hall meetings,
- iii. 55.95% through radio and television broadcast,
- iv. 54.14% through notice boards,
- v. 50.42% stated that they receive mouth-to-ear information,
- vi. 23.81% via social media, and
- vii. 20.84% via handbills.

It is evident that councils used more of public announcements, town hall meetings, and radio and television to relay information to the population while social media and handbills were not often used by councils to disseminate information.



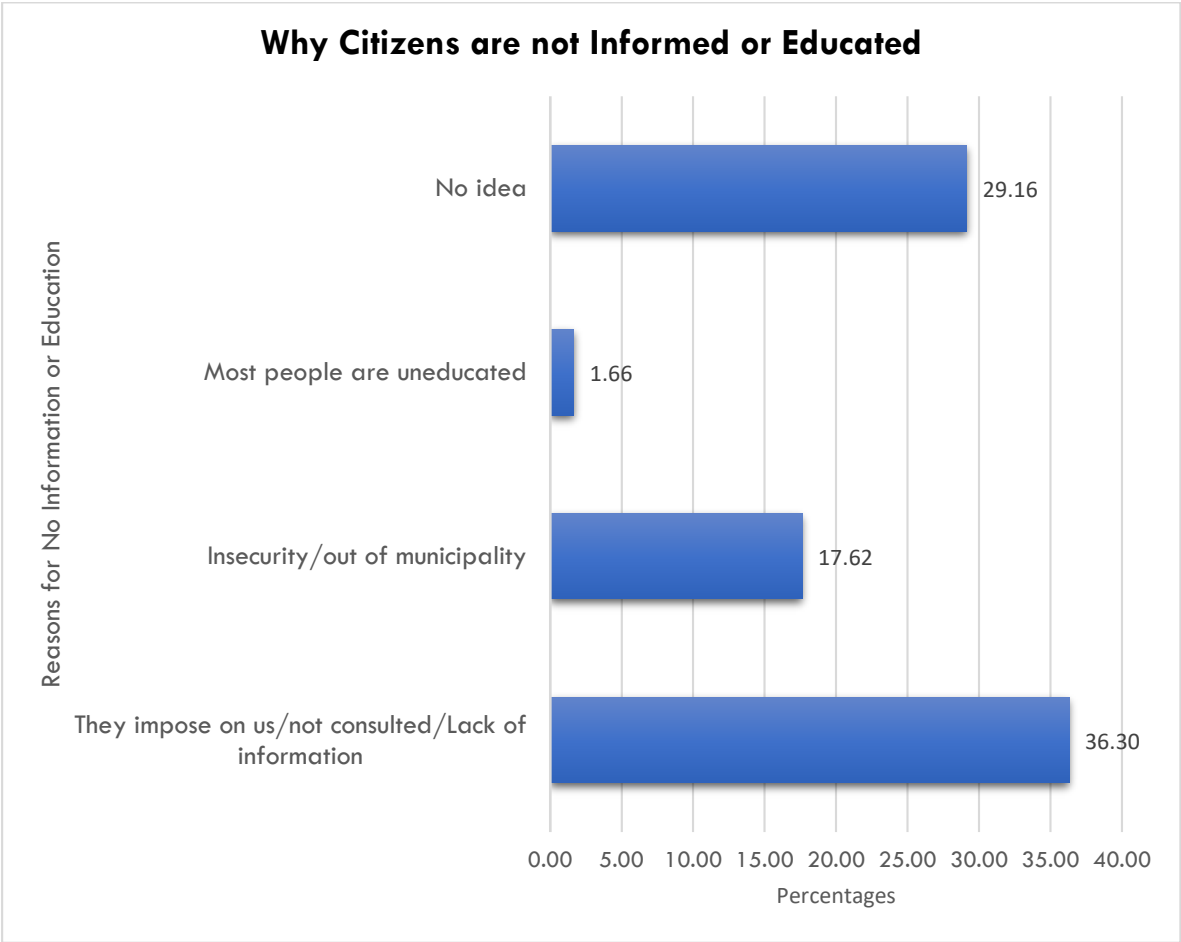
Amongst councils perceived most prominent in communicating with their population were Ako (82.00%), Nkambe (78.52%), and Tubah (68.67%). Whereas Nkambe made slight improvement from its 2023 rating, Tubah and Ako made significant progress in 2024 compared to their 2023 ratings where they had 6.15% and 27.10% respectively.

Meanwhile, Nkor (2.00%), Babessi (2.00%) and Bali (2.17%) were identified as councils that communicated least with their population much as was the case in 2023, but for Bali who had no rating in 2023. The 2024 responses for this question also noticed a high “No response” rates for Ndu (29.05%) and Zhoa (28.32%) councils.



On the other hand, 57.40% responded that councils did not inform and educate the population enough on council activities and projects and advanced the following reasons:

- Councils did not consult them/ councils imposed on them/ lack of information (36.30%),
- Councils operated out of their municipalities (largely due to insecurity caused by the ongoing crisis) (17.62%), and
- Most people were uneducated to understand how councils function (1.66%).



It is important to note that 29.16% of respondents could not say why their councils were not informing or educating citizens enough.

iii. RELATIONS BETWEEN THE COUNCILS AND THE POPULATION

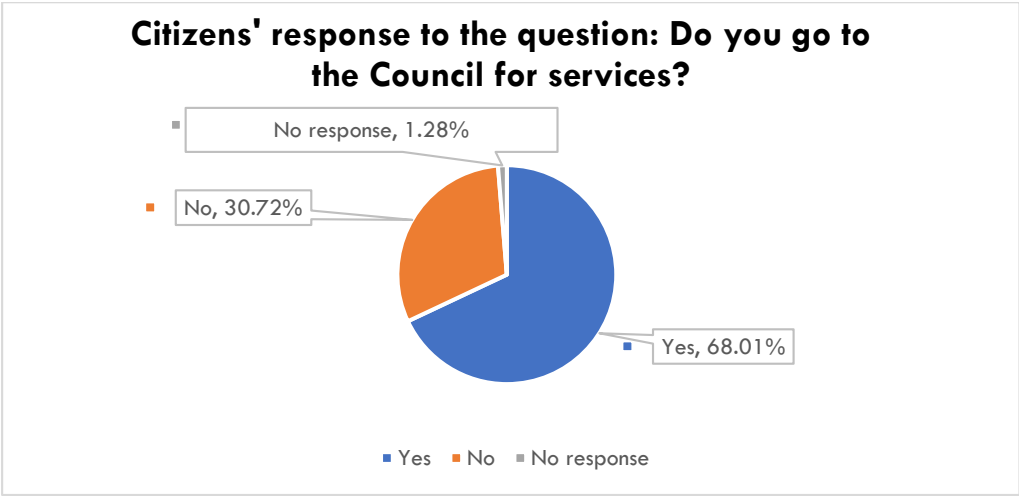
Question: Do you go to the council for services? If yes, how are you treated by the mayor and council staff? If no, then why?

Citizens were asked to respond to their treatment when they approach council executives and council staff for services and they responded thus:

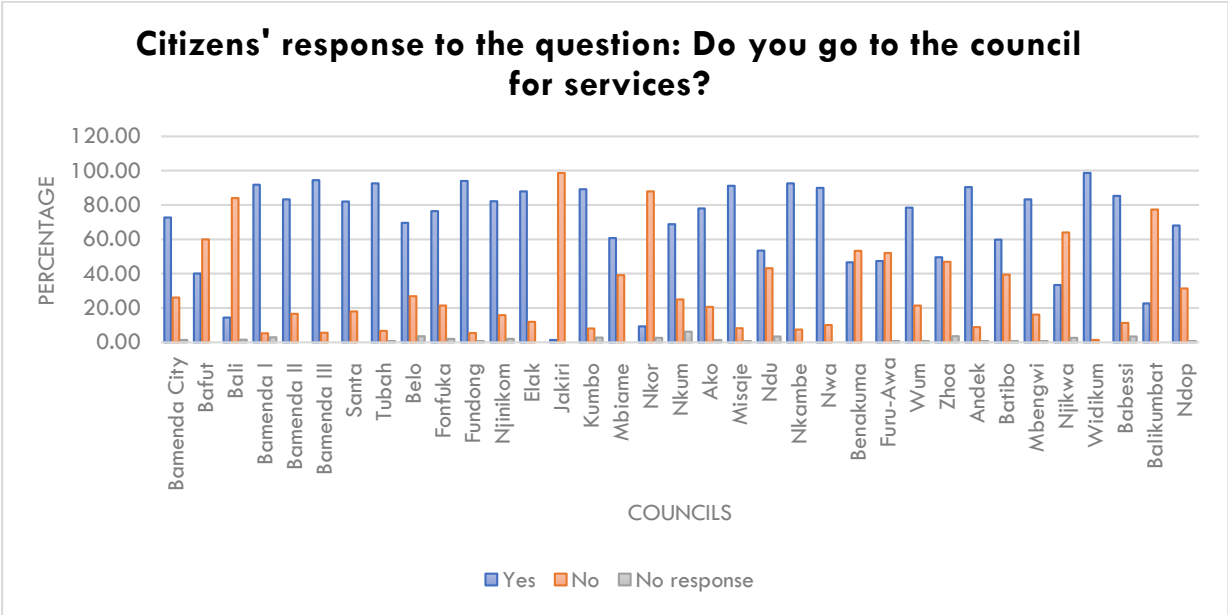
Council	Yes	No	No response	If Yes, how are you treated by the mayor or council staff?				If No, Why?		
				Friendly	Welcoming	Unfriendly	Hostile	Insecurity/out of municipality	No need for council service	Poor communication between the council and population
Bamenda City	72.67	26.00	1.33	35.78	54.13	11.01	1.83	0.00	53.85	5.13
Bafut	40.00	60.00	0.00	20.00	76.00	2.00	0.00	70.67	24.00	0.00
Bali	14.49	84.06	1.45	55.00	10.00	15.00	10.00	71.55	6.03	0.86
Bamenda I	91.85	5.19	2.96	43.55	54.03	0.81	1.61	0.00	42.86	14.29
Bamenda II	83.33	16.67	0.00	33.60	80.00	8.80	3.20	20.00	56.00	0.00
Bamenda III	94.44	5.56	0.00	25.74	55.15	25.00	2.21	0.00	50.00	0.00
Santa	82.00	18.00	0.00	47.15	47.97	17.89	8.94	3.70	11.11	0.00
Tubah	92.67	6.67	0.67	28.06	63.31	6.47	2.16	10.00	80.00	0.00
Belo	69.64	26.79	3.57	58.97	38.46	1.28	0.00	63.33	0.00	10.00
Fonfuka	76.51	21.48	2.01	37.72	46.49	11.40	2.63	15.63	34.38	0.00
Fundong	94.00	5.33	0.67	60.28	34.04	3.55	1.42	0.00	12.50	0.00
Njinikom	82.19	15.75	2.05	27.50	69.17	1.67	1.67	52.17	4.35	21.74
Elak	88.00	12.00	0.00	36.36	34.09	28.03	1.52	27.78	72.22	0.00
Jakiri	1.39	98.61	0.00	50.00	50.00	0.00	0.00	5.63	0.00	1.41
Kumbo	89.26	8.05	2.68	37.59	50.38	6.02	5.26	16.67	33.33	8.33
Mbiame	60.81	39.19	0.00	47.78	51.11	5.56	5.56	60.34	0.00	3.45
Nkor	9.33	88.00	2.67	42.86	21.43	14.29	0.00	90.91	0.00	1.52
Nkum	68.75	25.00	6.25	53.41	31.82	10.23	4.55	71.88	43.75	0.00
Ako	78.00	20.67	1.33	44.44	55.56	1.71	0.00	3.23	22.58	32.26
Misaje	91.16	8.16	0.68	38.81	47.01	9.70	4.48	0.00	75.00	0.00
Ndu	53.38	43.24	3.38	44.30	55.70	11.39	1.27	7.81	0.00	31.25
Nkambe	92.62	7.38	0.00	61.59	37.68	0.72	0.72	0.00	0.00	9.09
Nwa	90.00	10.00	0.00	24.44	56.30	28.15	1.48	0.00	6.67	13.33
Benakuma	46.67	53.33	0.00	25.71	67.14	5.71	1.43	90.00	6.25	3.75
Furu-Awa	47.33	52.00	0.67	15.49	49.30	28.17	7.04	29.49	2.56	0.00
Wum	78.52	21.48	0.67	28.21	58.12	8.55	4.27	0.00	62.50	0.00
Zhoa	49.56	46.90	3.54	35.71	23.21	21.43	12.50	58.49	7.55	1.89
Andek	90.44	8.82	0.74	37.40	53.66	7.32	0.00	0.00	0.00	0.00
Batibo	59.85	39.42	0.73	37.80	60.98	0.00	0.00	66.67	22.22	7.41
Mbengwi	83.22	16.11	0.67	35.48	61.29	3.23	0.00	0.00	37.50	0.00
Njikwa	33.33	64.00	2.67	42.00	60.00	2.00	0.00	98.96	2.08	2.08
Widikum	98.64	1.36	0.00	16.55	26.21	50.34	8.28	50.00	50.00	0.00
Babessi	85.33	11.33	3.33	46.88	52.34	0.78	0.00	0.00	0.00	0.00
Balikumbat	22.67	77.33	0.00	20.59	67.65	14.71	14.71	53.45	6.03	6.03
Ndop	68.00	31.33	0.67	30.39	54.90	15.69	0.98	17.02	68.09	4.26
Total	68.27	30.50	1.25	37.55	51.15	11.41	2.85	45.90	15.15	4.62
Average	68.01	30.71	1.28	37.92	50.13	10.82	3.13	30.15	25.53	5.09
Max	98.64	98.61	6.25	61.59	80.00	50.34	14.71	98.96	80.00	32.26
Min	1.39	1.36	0.00	15.49	10.00	0.00	0.00	0.00	0.00	0.00

Responding to the question, "Do you go to the council for services", 68.01% of the respondents answered "YES", 30.72% answered "NO" and 1.28% were indifferent. Of the 68.01% of respondents who affirmed they go to councils for services, 88.05% said they were satisfied with the council services as they were

friendly and welcoming, meanwhile, 13.95% found their treatment unfriendly or hostile.



Compared to the 2023 perception survey, there was a slight drop in the percentage of respondents who affirmed that they went to the council for services from 71.90% to 68.01% in 2024, whereas respondents who said they did not go to the council for services had slightly increased from 25.32% in 2023 to 30.72% in 2024.

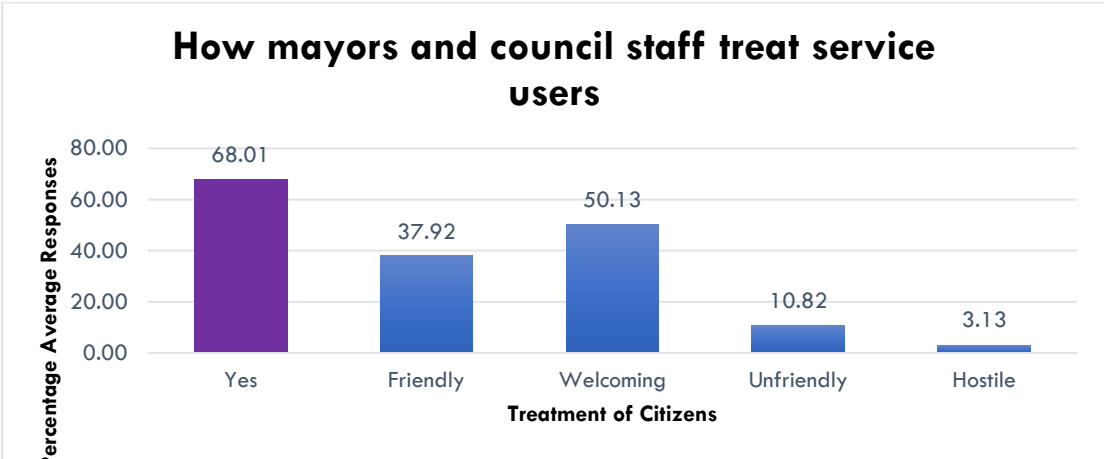


Among respondents who said they went to councils for services, 37.92% held that the services were friendly. The leading councils were Nkambe (61.59%), Fundong (60.28%), and Belo (58.97%).

Councils perceived as welcoming to their service users were Bamenda II (80.00%), Bafut (76.00%), Njinikom (69.17%) and Balikumbat (67.65%).

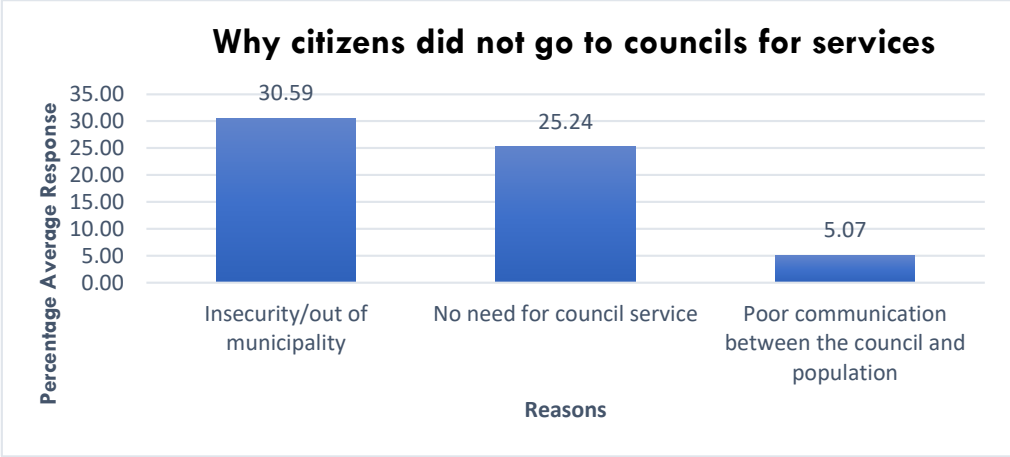
Widikum Council (50.34%) was rated by more than half of the respondents to be very unfriendly. It is important to note that some respondents (3.13%) considered

their council authorities to be hostile amongst which are Balikumbat (14.71%) and Zhoa (12.50%).



On why citizens did not go to councils for services, 30.71% of respondents who answered "NO" advanced the following reasons:

- 30.15% cited insecurity and the fact that their councils were operating out of the municipality notably Njikwa (98.96%), Nkor (90.91%), Benakuma (90.00%), Nkum (71.88%), Bali (71.55%) and Bafut (70.67%),
- 25.53% said they had no business with councils largely due to unethical practices that included corruption and the uncourteous conduct of some council personnel and the poor treatment given to service-users, and
- 5.09% cited poor communication between the council and the population including no information/education of the population on council services.



From the foregoing, it could be concluded that many councils have a long way to go to render their services more user-friendly and inviting to their population.

Question: Have you noticed any of the following practices in your council?

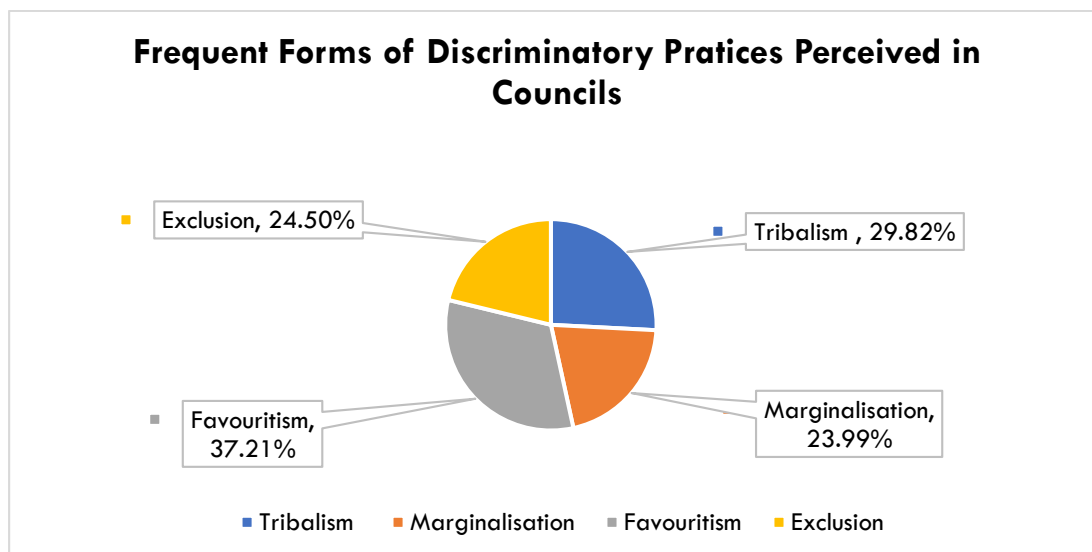
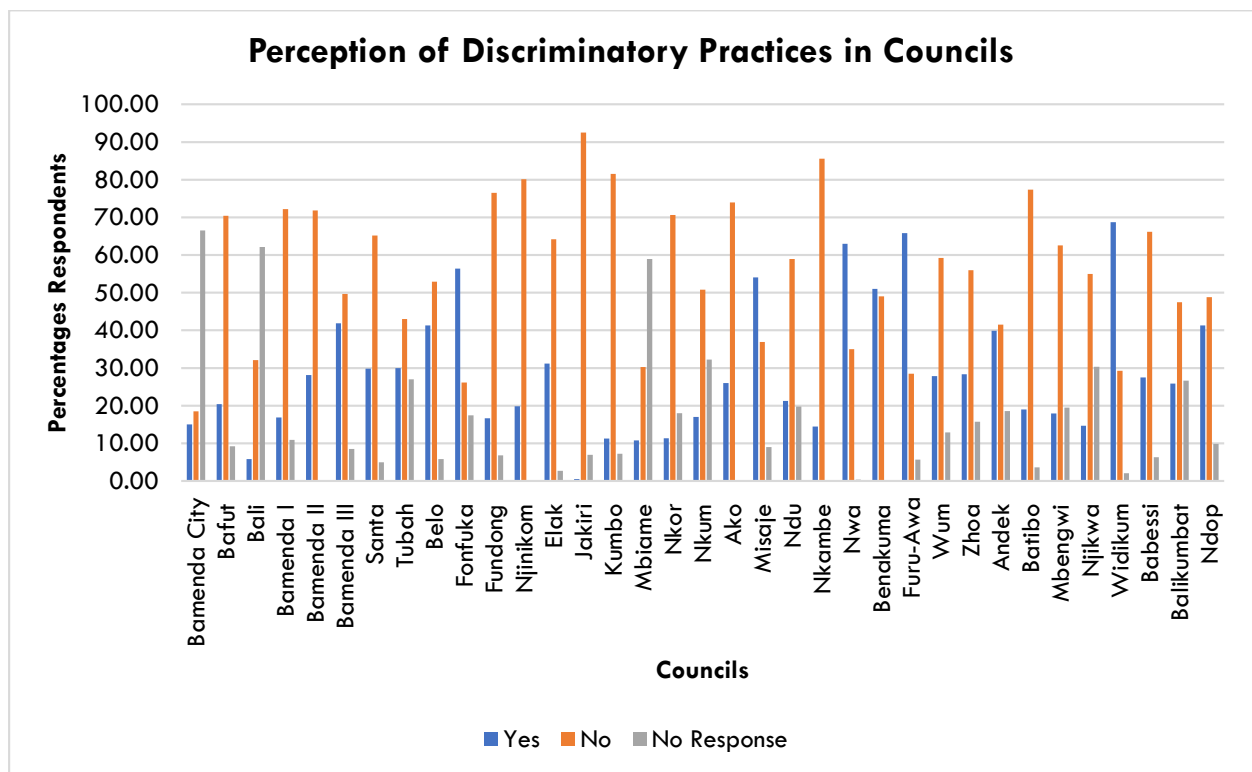
As was in 2023, the Public Independent Conciliator continued to investigate discriminatory practices in councils. Respondents were asked in the 2024 survey if

they had noticed discriminatory practices in their councils notably tribalism, marginalization, favouritism, and exclusion.

Council	Tribalism			Marginalisation			Favouritism			Exclusion		
	Yes	No	No Response	Yes	No	No Response	Yes	No	No Response	Yes	No	No Response
Bamenda City	18.67	19.33	62.00	10.00	18.00	72.00	20.00	18.67	61.33	11.33	18.00	70.67
Bafut	28.80	71.20	0.00	1.60	70.40	28.00	29.60	70.40	0.00	21.60	69.60	8.80
Bali	2.90	35.51	3.62	4.35	33.33	62.32	8.70	29.71	61.59	7.25	29.71	63.04
Bamenda I	12.59	76.30	11.11	12.59	74.81	12.59	25.93	65.93	8.15	16.30	71.85	11.85
Bamenda II	26.67	73.33	0.00	13.33	86.67	0.00	34.00	66.00	0.00	38.67	61.33	0.00
Bamenda III	55.56	44.44	0.00	34.72	54.17	11.11	41.67	52.08	6.25	35.42	47.92	16.67
Santa	37.33	62.67	0.00	30.00	70.00	0.00	38.67	61.33	0.00	13.33	66.67	20.00
Tubah	40.00	39.33	20.67	20.00	47.33	32.67	40.00	43.33	23.33	20.00	48.67	31.33
Belo	36.61	58.04	5.36	36.61	57.14	6.25	66.96	26.79	6.25	21.43	69.64	5.36
Fonfuka	58.39	30.87	10.74	57.05	26.85	16.11	67.11	18.12	14.77	42.95	28.86	28.19
Fundong	8.00	84.00	8.00	11.33	80.00	8.67	42.67	55.33	2.00	4.67	86.67	8.67
Njinikom	4.79	95.21	0.00	19.86	80.14	0.00	30.14	69.86	0.00	24.66	75.34	0.00
Elak	27.33	70.00	2.67	32.00	65.33	2.67	49.33	48.00	2.67	16.00	81.33	2.67
Jakiri	0.00	93.06	6.94	0.00	93.06	6.94	1.39	91.67	6.94	0.69	92.36	6.94
Kumbo	1.34	91.28	7.38	4.70	87.25	8.05	14.09	79.19	6.71	24.83	68.46	6.71
Mbiame	8.11	35.81	56.08	11.49	29.73	58.78	12.16	26.35	61.49	11.49	29.05	59.46
Nkor	15.33	13.33	4.67	8.67	72.00	19.33	18.00	63.33	18.67	3.33	67.33	29.33
Nkum	5.47	54.69	39.84	9.38	53.13	37.50	26.56	50.00	23.44	26.56	45.31	28.13
Ako	28.67	71.33	0.00	58.00	75.33	0.00	36.67	63.33	0.00	14.00	86.00	0.00
Misaje	62.59	29.93	7.48	46.26	44.90	8.84	64.63	27.89	7.48	42.86	44.90	12.24
Ndu	14.19	64.86	20.95	10.14	66.22	23.65	45.95	37.84	16.22	14.86	66.89	18.24
Nkambe	15.44	84.56	0.00	6.04	93.96	0.00	26.17	73.83	0.00	10.07	89.93	0.00
Nwa	64.00	36.00	0.00	57.33	42.00	0.67	72.67	27.33	0.00	58.00	34.67	0.67
Benakuma	50.67	49.33	0.00	52.67	47.33	0.00	52.00	48.00	0.00	48.67	51.33	0.00
Furu-Awa	70.67	26.67	2.67	65.33	32.00	2.67	73.33	24.00	2.67	54.00	31.33	14.67
Wum	28.86	61.07	10.07	24.16	62.42	13.42	34.23	57.05	8.72	24.16	56.38	19.46
Zhoa	29.20	53.98	16.81	26.55	56.64	16.81	35.40	52.21	12.39	22.12	61.06	16.81
Andek	41.18	41.91	16.91	40.44	43.38	16.18	35.29	39.71	25.00	42.65	41.18	16.18
Batibo	19.71	76.64	3.65	20.44	75.91	3.65	14.60	81.75	3.65	21.17	75.18	3.65
Mbengwi	6.71	73.15	20.13	12.75	69.13	18.12	18.79	61.07	20.13	33.56	46.98	19.46
Njikwa	16.00	56.00	28.00	12.67	56.67	30.67	17.33	52.67	30.00	12.67	54.67	32.67
Widikum	100.00	0.00	0.00	57.82	42.18	0.00	91.16	6.80	2.04	25.85	68.03	6.12
Babessi	31.33	61.33	7.33	20.00	76.00	4.00	32.00	60.67	7.33	26.67	66.67	6.67
Balikumbat	30.00	43.33	26.67	18.00	55.33	26.67	29.33	44.00	26.67	26.00	47.33	26.67
Ndop	46.67	47.33	6.00	26.67	57.33	16.00	56.00	40.00	4.00	36.00	50.67	13.33
Total	29.98	54.87	11.58	25.08	59.90	16.00	37.26	49.51	13.42	24.47	57.92	17.33
Average	29.82	55.02	11.59	24.94	59.89	16.12	37.21	49.55	13.43	24.39	58.04	17.28
Max	100.00	95.21	62.00	65.33	93.96	72.00	91.16	91.67	61.59	58.00	92.36	70.67
Min	0.00	0.00	0.00	0.00	18.00	0.00	1.39	6.80	0.00	0.69	18.00	0.00

Respondents were asked if they have noticed discriminatory practices in their councils notably tribalism, marginalization, favouritism, and exclusion. From the Office of the Public Independent Conciliator of the North-West Region 2024 Annual Report

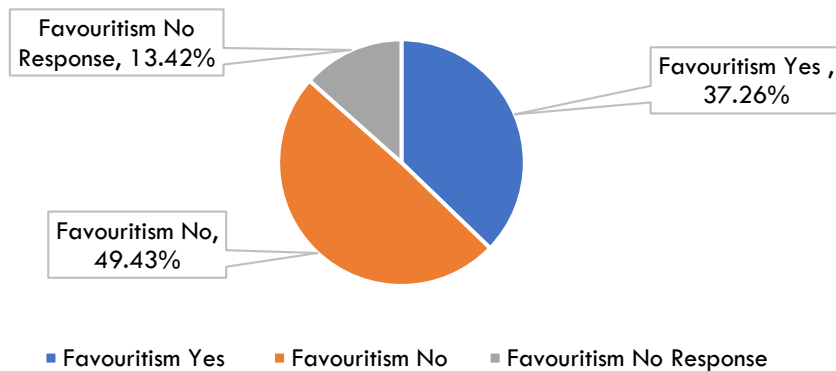
responses, discriminatory practices that are prevalent in councils are favouritism (37.26%), tribalism (29.98%), marginalization (25.08%), and exclusion (24.47%).



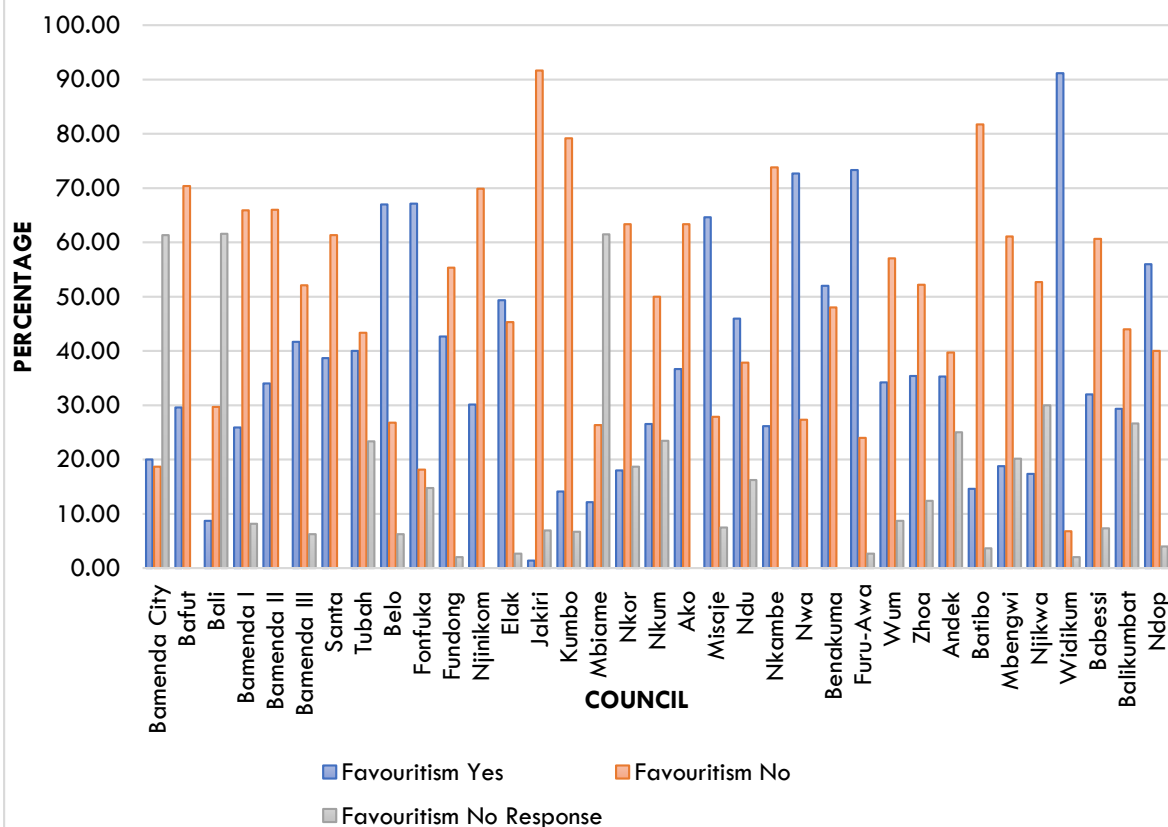
The four most prominent forms of discriminatory practices identified in councils, the individual situations were thus:

- Favouritism (37.21%): most prominent in Widikum (91.16%), Furu-Awa (73.33%), Nwa (72.67%), Belo (66.96%), Fonfuka (67.11%), Misaje (64.63%) and Ndop (56.00%) councils. Meanwhile, Bamenda II, Nkor, Nkum, Kumbo and Babessi councils showed improvements with very low ratings in this aspect in 2024 as compared to 2023.

Practice of favouritism in councils

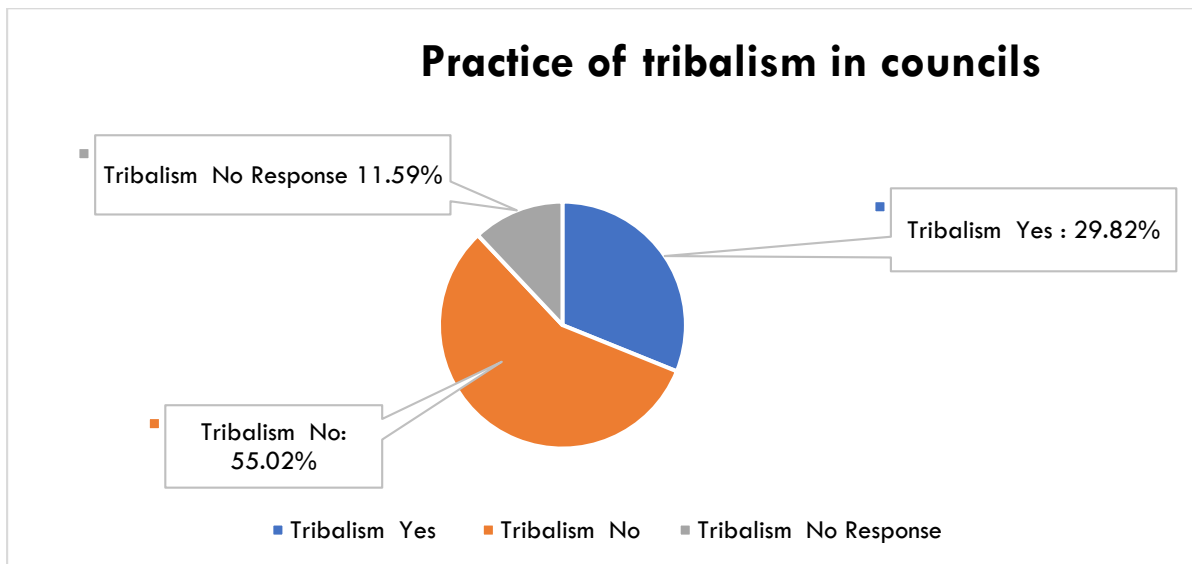


Practice of Favoritism in councils

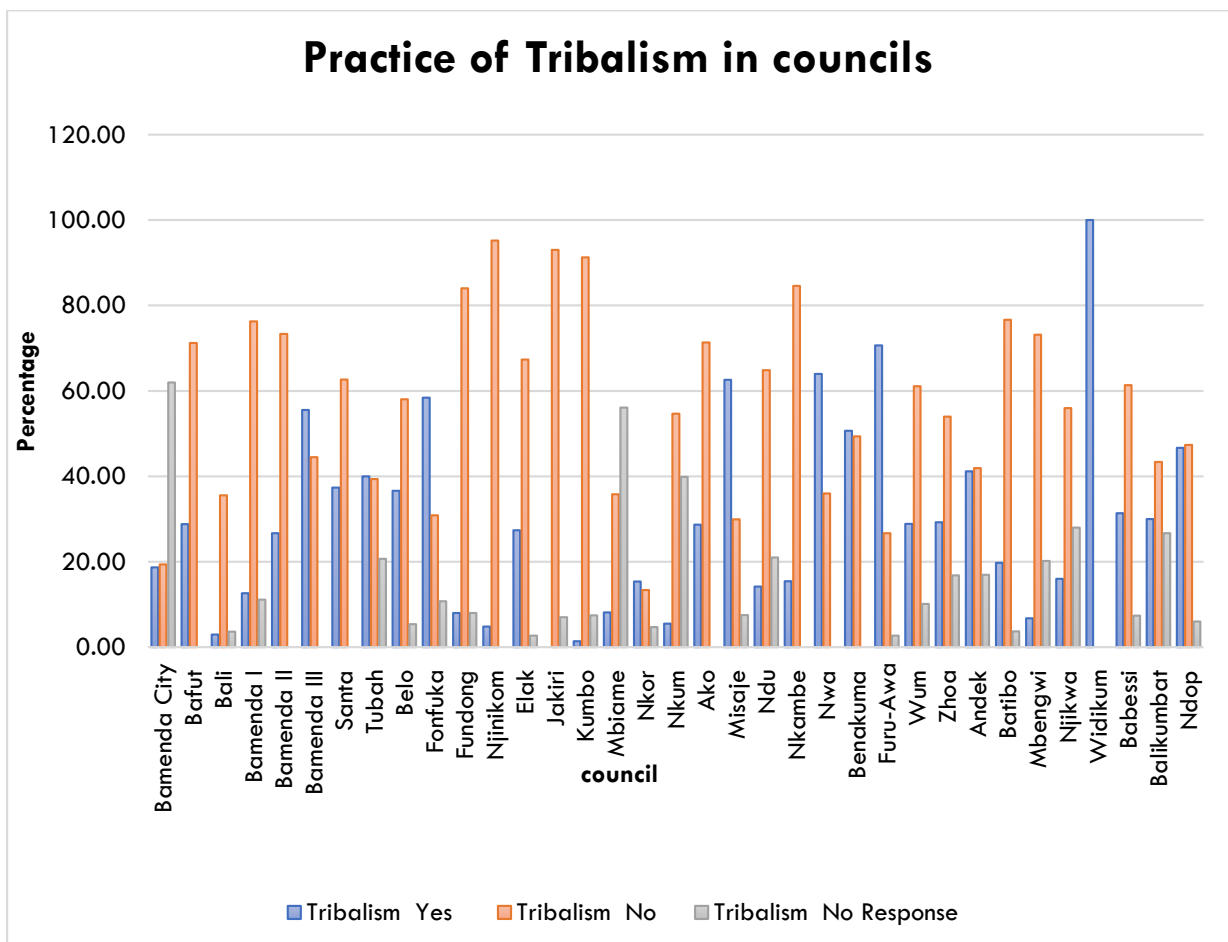


- Tribalism (29.82%): most prominent in the councils of Widikum (100%), Furu-Awa (70.67%), Nwa (64.00%), Misaje (62.59%), Fonfuka (58.39%), and Bamenda III (55.56%). Meanwhile, Nkor Council which was most rated with 95.65% in this aspect in 2023 witnessed a significant drop to 15.33% in 2024.

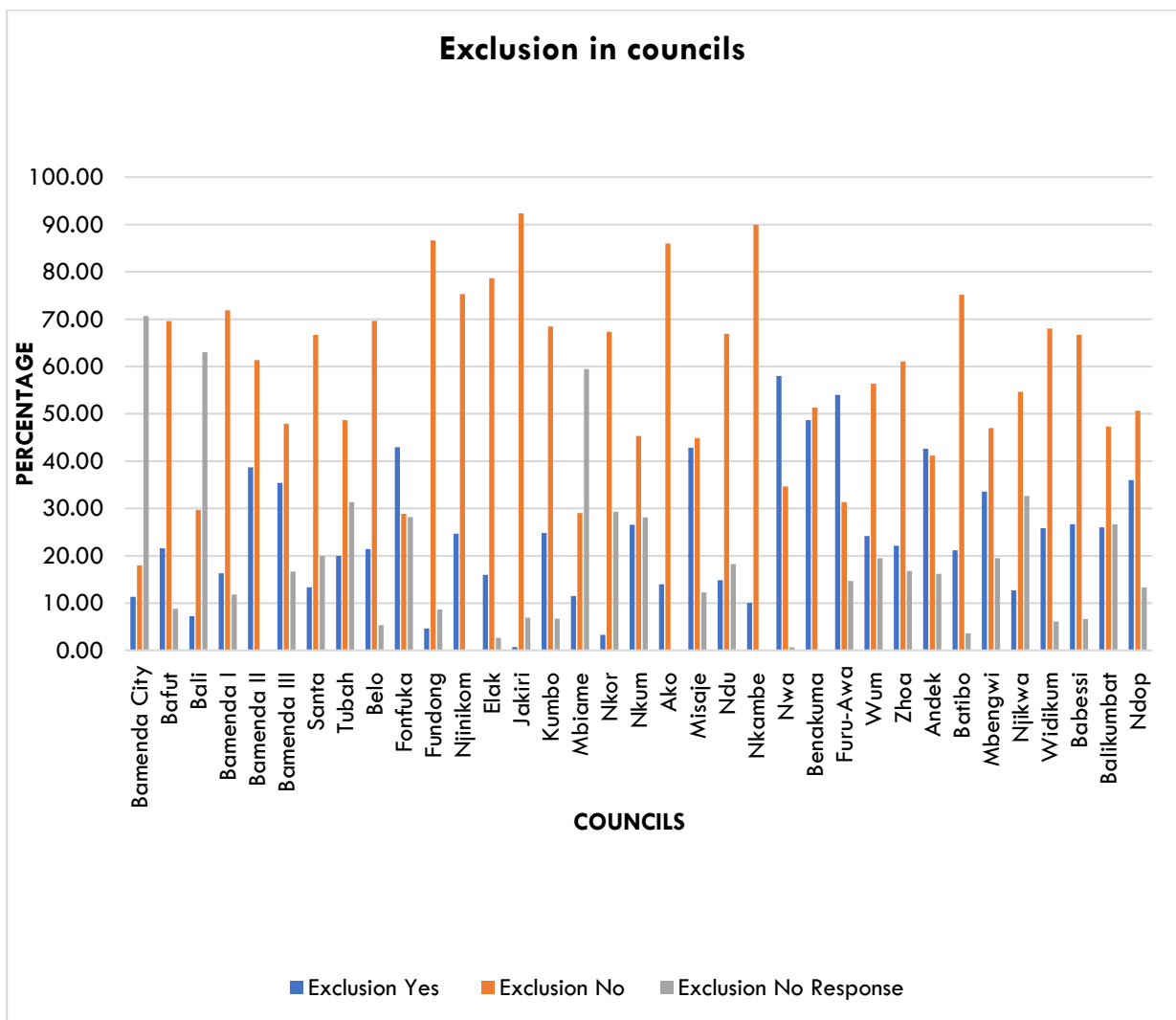
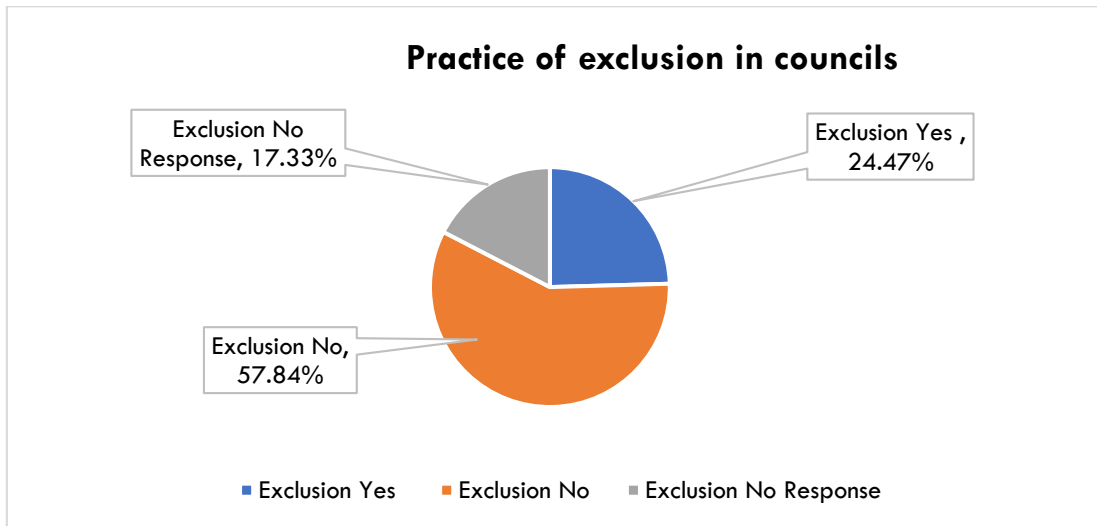
Practice of tribalism in councils



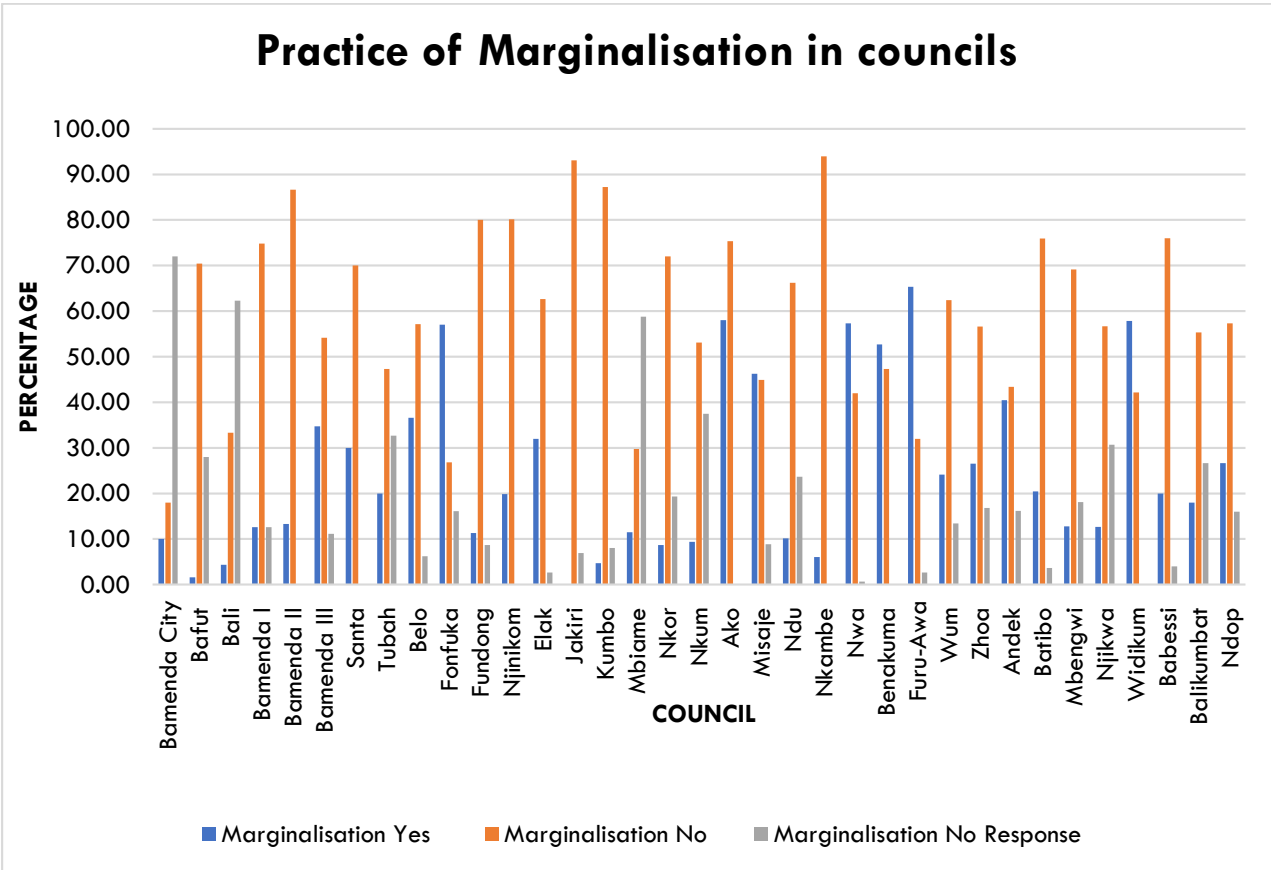
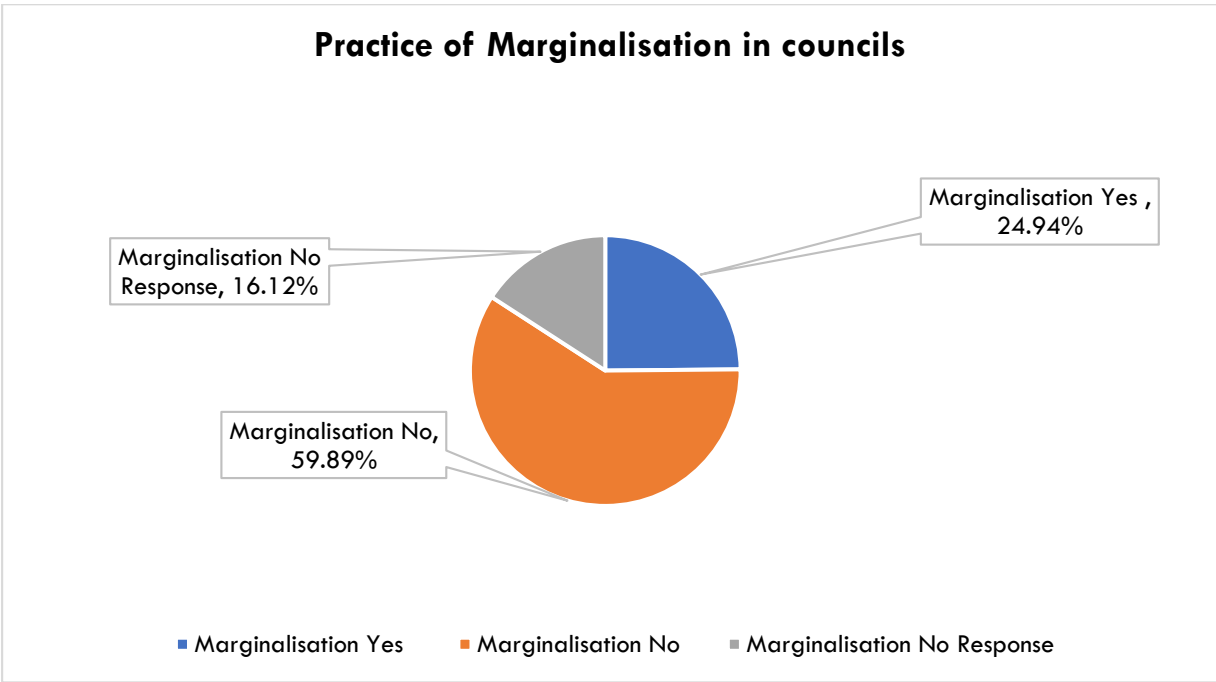
Practice of Tribalism in councils



- Exclusion (24.50%): most prominent in the councils of Nwa (58.00%), Furu-Awa (54.00%), Benakuma (48.67%), Fonfuka (42.95%), and Misaje (42.86%). Contrarily, Bamenda II, Nkor, Mbengwi, Kumbo and Ako councils who led in this aspect in 2023 recorded drop in the 2024 ratings showing marked improvement on their part.



Marginalization (24.94%): most prominent in Furu-Awa (65.33%), Ako (58.00%), Widikum (57.82%), Nwa (57.33%), Fonfuka (57.05%) and Benakuma (52.67%). Contrarily, Bamenda II and Nkor councils registered low ratings showing improvements from their performances in 2023 in this aspect.



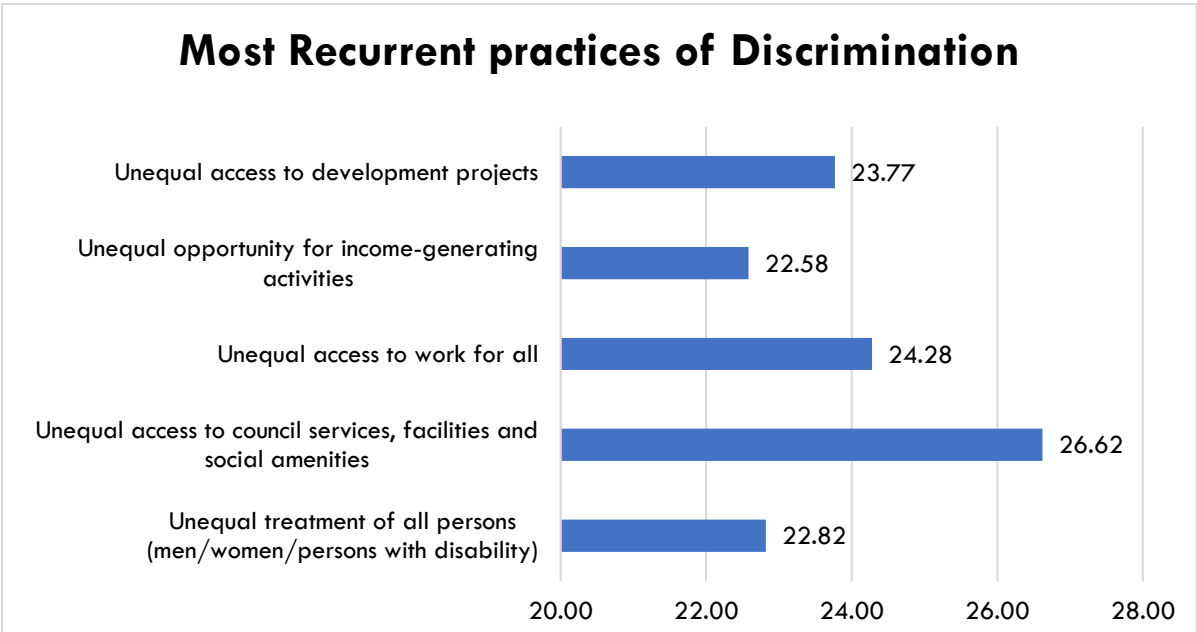
From the foregoing, it could be seen that the perception of high ratings of all forms of discriminatory practices were prominent in the councils of Furu-Awa, and Fonfuka.

Asked about recurrent acts of discrimination in councils, respondents revealed the following practices in councils’ service delivery namely:

Council	Unequal treatment of all persons (men/women/persons with disability)	Unequal access to council services, facilities and social amenities	Unequal access to work for all	Unequal opportunity for income-generating activities	Unequal access to development projects
Bamenda City	23.33	25.56	15.56	18.89	16.67
Bafut	11.76	15.69	14.71	16.67	23.53
Bali	18.75	18.75	18.75	15.63	15.63
Bamenda I	19.78	27.47	20.88	26.37	28.57
Bamenda II	20.12	17.75	15.38	13.02	32.54
Bamenda III	21.99	21.16	18.26	19.09	20.75
Santa	20.67	20.11	17.32	17.88	11.17
Tubah	17.22	21.67	17.22	18.33	28.33
Belo	28.11	46.49	35.68	23.78	38.92
Fonfuka	22.32	22.62	27.98	18.45	18.45
Fundong	11.00	17.00	39.00	49.00	25.00
Njinikom	14.66	45.69	27.59	36.21	31.90
Elak	33.16	32.09	37.97	10.16	32.62
Jakiri	33.33	33.33	0.00	0.00	0.00
Kumbo	14.93	10.45	7.46	10.45	55.22
Mbiame	21.88	23.44	25.00	26.56	25.00
Nkor	8.82	38.24	23.53	27.94	38.24
Nkum	26.44	35.63	28.74	37.93	31.03
Ako	21.15	52.56	30.77	25.64	10.90
Misaje	22.96	26.10	25.16	25.47	24.53
Ndu	37.30	35.71	46.83	46.83	28.57
Nkambe	17.44	36.05	20.93	25.58	12.79
Nwa	24.60	24.07	23.54	23.54	18.25
Benakuma	22.55	22.22	21.90	22.22	23.86
Furu-Awa	25.32	25.82	26.33	22.28	25.06
Wum	22.29	19.28	21.08	13.86	22.89
Zhoa	18.75	21.88	19.53	15.63	18.75
Andek	9.22	14.29	33.18	32.26	0.92
Batibo	39.42	33.65	32.69	20.19	28.85
Mbengwi	40.19	28.97	28.97	25.23	32.71
Njikwa	23.86	28.41	30.68	30.68	18.18
Widikum	23.51	23.51	13.86	24.75	33.66
Babessi	27.27	29.70	19.39	13.33	30.30
Balikumbat	21.94	41.94	20.00	21.94	21.29
Ndop	28.63	31.05	29.03	20.56	17.74
Total	23.00	26.83	24.47	22.76	23.96
Average	22.70	27.67	23.85	22.75	24.08

The following most recurrent practices of discrimination were identified:

- Unequal treatment of vulnerable persons (women and people with disabilities, etc.) (22.70%) frequent in the Mbengwi Council (40.19%), Batibo (39.42%) and Ndu (37.30%);
- Unequal access to council services, facilities and social amenities (27.67%) most recurrent in Belo (47.51%), Njinikom (45.69%), and Balikumbat (41.94%);
- Unequal access to work (23.85%) with Ndu (46.83%), Fundong (39.00%) and Elak (37.97%) councils in the lead;
- Unequal opportunities for income generating activities (22.75%) dominant in Fundong (49.00%), Ndu (46.83%), and Njinikom (36.21%) councils;
- Unequal access to development projects (24.08%) with in Kumbo (55.22%), Belo (39.78%) and Nkor (38.24%) leading.



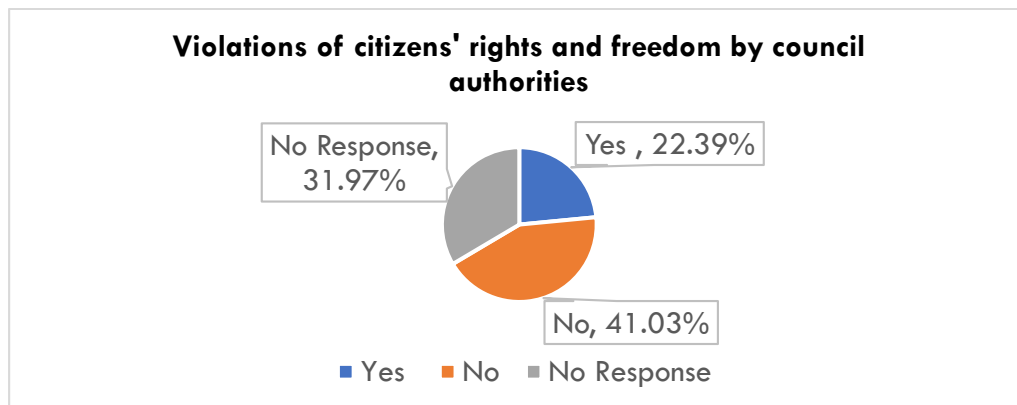
It is important to note that though some councils were indexed highly for various aspects of discrimination, discriminatory practices were perceived in all councils of the region without exception in varying degrees in 2024, as was the case in 2023.

Question: Have you or do you know someone who has been a victim of abuse or violation of their rights or freedoms by a regional or council authority or service?

Citizens were asked if they have been, or if they knew a victim of violation or abuse of their rights or freedoms by a regional or council authority or service and they responded thus:

Councils	Yes	No	No Response	Wrongful/ arbitrary termination	Trespass on property	Right to participation	Right to information	Right to consent	Right to work	Right to social	Right to housing
Bamenda City	20.67	30.00	0.00	25.81	22.58	35.48	25.81	22.58	16.13	9.68	12.90
Bafut	4.80	67.20	28.00	16.67	66.67	16.67	0.00	0.00	0.00	0.00	0.00
Bali	3.62	36.23	60.14	40.00	0.00	20.00	60.00	20.00	60.00	40.00	0.00
Bamenda I	14.81	35.56	49.63	65.00	95.00	60.00	70.00	75.00	70.00	55.00	60.00
Bamenda II	19.33	60.00	20.67	48.28	20.69	41.38	41.38	31.03	48.28	34.48	20.69
Bamenda III	33.33	47.92	25.69	79.17	85.42	29.17	12.50	12.50	16.67	4.17	14.58
Santa	11.33	38.00	50.67	41.18	29.41	47.06	41.18	64.71	52.94	52.94	23.53
Tubah	20.67	22.00	24.00	48.39	38.71	38.71	29.03	45.16	25.81	25.81	9.68
Belo	61.61	9.82	28.57	95.65	23.19	75.36	56.52	73.91	21.74	14.49	57.97
Fonfuka	17.45	68.46	14.09	26.92	11.54	57.69	53.85	30.77	46.15	15.38	3.85
Fundong	20.00	32.00	48.00	3.33	3.33	13.33	10.00	6.67	63.33	43.33	3.33
Njinikom	33.56	30.82	35.62	14.29	2.04	65.31	69.39	79.59	69.39	44.90	42.86
Elak	36.00	36.00	28.00	92.59	25.93	50.00	50.00	38.89	38.89	5.56	1.85
Jakiri	0.00	96.53	3.47	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Kumbo	20.13	31.54	48.32	13.33	10.00	50.00	66.67	23.33	16.67	23.33	3.33
Mbiame	8.78	20.95	70.27	53.85	30.77	0.00	61.54	61.54	38.46	46.15	0.00
Nkor	2.67	51.33	46.00	0.00	25.00	50.00	50.00	50.00	50.00	50.00	50.00
Nkum	28.91	25.78	45.31	35.14	43.24	35.14	54.05	24.32	51.35	16.22	16.22
Ako	12.67	38.00	49.33	21.05	26.32	21.05	26.32	26.32	21.05	21.05	52.63
Misaje	40.82	37.41	21.77	55.00	46.67	83.33	68.33	56.67	73.33	25.00	23.33
Ndu	14.86	41.22	43.92	40.91	81.82	22.73	31.82	63.64	50.00	18.18	27.27
Nkambe	11.41	81.88	6.71	52.94	70.59	23.53	41.18	41.18	23.53	29.41	23.53
Nwa	36.67	53.33	10.00	60.00	67.27	21.82	67.27	41.82	49.09	36.36	20.00
Benakuma	46.67	9.33	44.00	97.14	87.14	80.00	74.29	80.00	77.14	54.29	54.29
Furu-Awa	44.67	40.67	14.67	44.78	94.03	71.64	68.66	70.15	94.03	43.28	38.81
Wum	32.21	61.07	6.71	39.58	10.42	72.92	58.33	39.58	41.67	31.25	27.08
Zhoa	17.70	33.63	23.01	60.00	0.00	30.00	35.00	35.00	40.00	10.00	10.00
Andek	24.26	35.29	10.29	3.03	90.91	15.15	9.09	18.18	6.06	0.00	3.03
Batibo	8.03	23.36	68.61	72.73	0.00	9.09	63.64	0.00	27.27	9.09	0.00
Mbengwi	11.41	12.08	34.90	29.41	11.76	52.94	52.94	29.41	52.94	47.06	17.65
Njikwa	8.67	83.33	16.67	7.69	15.38	23.08	23.08	30.77	30.77	30.77	46.15
Widikum	56.46	40.14	3.40	77.11	24.10	67.47	54.22	28.92	15.66	26.51	2.41
Babessi	18.00	27.33	54.67	7.41	7.41	85.19	77.78	40.74	55.56	59.26	3.70
Balikumbat	13.33	38.67	48.00	40.00	85.00	45.00	80.00	50.00	40.00	35.00	35.00
Ndop	32.00	30.67	37.33	20.83	25.00	89.58	87.50	70.83	79.17	60.42	18.75
Total	22.39	41.03	31.97	50.40	41.36	53.14	53.32	45.70	46.06	29.85	23.21
Average	22.50	40.79	32.01	40.83	36.50	42.85	47.75	39.52	41.80	29.10	20.70
Max	61.61	96.53	70.27	97.14	95.00	89.58	87.50	80.00	94.03	60.42	60.00
Min	0.00	9.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

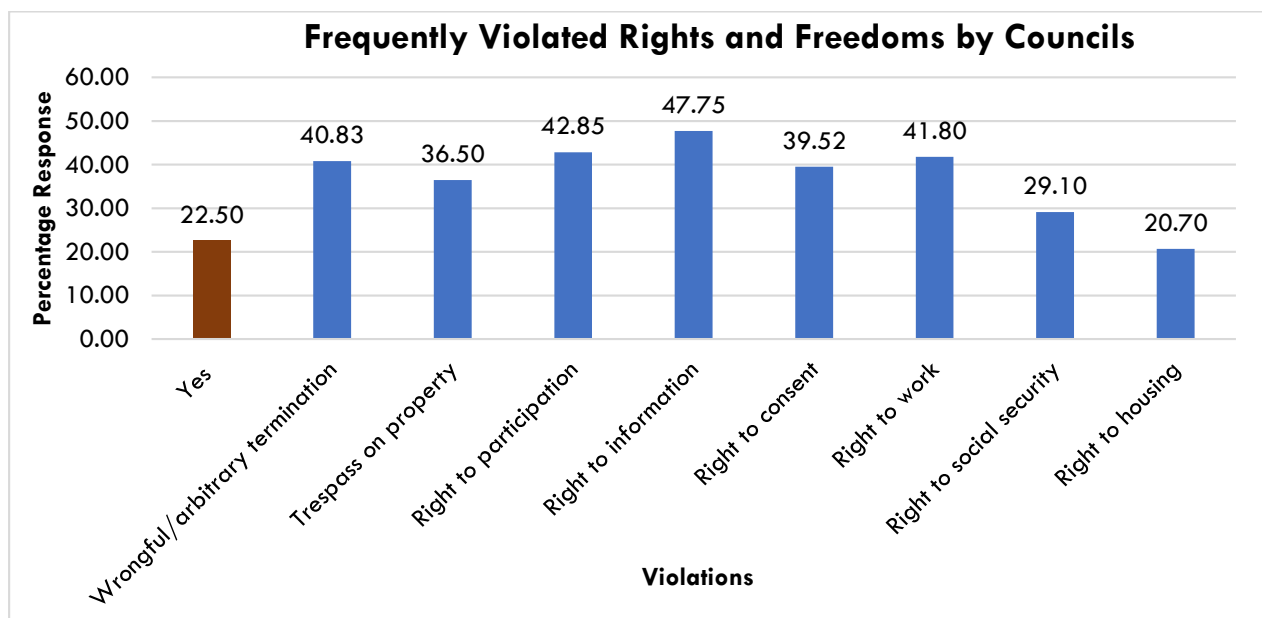
Responding to the above question, 22.39% answered in the affirmative, 41.03% answered in the negative, meanwhile 31.97% did not provide any response to this question.



Of the respondents who answered “**YES**” to being victims, or that they knew victims of violation or abuse of rights, high ratings were recorded in the councils of Belo (61.61%), Widikum (56.46%), Benakuma (46.67%) and Furu-Awa (44.67%), taking the lead from Mbengwi, Ako and Fundong councils in 2023. It is important to note that Benakuma continued to be rated high amongst council which registered high level of violations or abuse of rights of citizens.

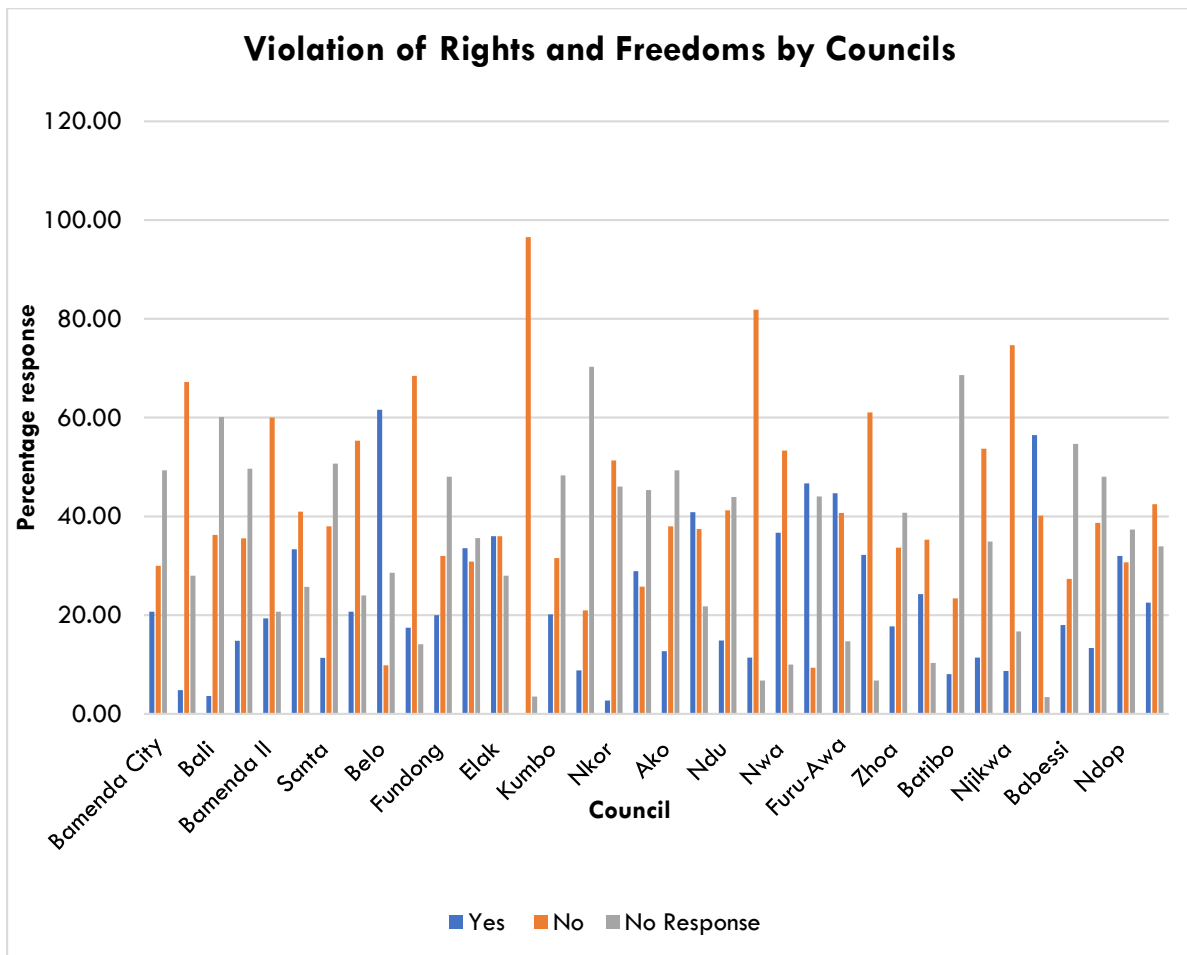
Amongst councils where respondents said “**NO**” were Jakiri (96.53%), Nkambe (81.88%), Njikwa (74.67%) and Fonfuka (68.46%).

It is important to note that 33.93% of respondents did not answer this question.



Of the 22.50% who answered “**YES**”, they identified the following frequently violated or abused rights and freedoms:

- Wrongful/arbitrary termination (40.83%), prominent in the councils of Benakuma (97.14%), Belo (95.65%), Elak (92.59%), Bamenda III (79.17%), Widikum (77.11%) and Batibo (72.73%).
- Trespass on private property (36.50%), most prominent in the councils of Bamenda I (95.00%), Furu-Awa (94.03%), Andek (90.91%), Benakuma (87.14%), Bamenda III (85.42%) Balikumbat (85.00%), Ndu (81.82%) Nkambe (70.59%) and Bafut (66.67%),
- Right to participation (42.85%), prominent in the councils of Ndop (89.58%), Babessi (85.19%), Misaje (83.33%), Benakuma (80.00%), Belo (75.36%), Wum (72.92%), Furu-Awa (71.64%) Widikum (67.47%), Njinikom (65.31%) and Bamenda I (60.00%),
- Right to information (47.75%), prominent in the councils of Ndop (87.50%), Balikumbat (80.00%), Babessi (77.78%), Benakuma (74.29%), Bamenda I (70.00%), Njinikom (69.39%), Furu-Awa (68.66%), Misaje (68.33%), Nwa (67.27%), Kumbo (66.67%), Batibo (63.64%), Mbiame (61.54%) and Bali (60.00%),
- Right of consent (39.52%), prominent in the councils of Benakuma (80.00%), Njinikom (79.59%), Bamenda I (75.00%), Belo (73.91%) Ndop (70.83%), Furu-Awa (70.15%), Santa (64.71%), Ndu (63.64%), and Mbiame (61.54%),
- Right to work (41.80%), prominent in the councils of Furu-Awa (94.03%), Ndop (79.17%), Benakuma (77.14%), Misaje (73.33%), Bamenda I (70.00%), Njinikom (69.39%), Fundong (63.33%) and Bali (60.00%),
- Right to social security (29.10%), prominent in the councils of Ndop (60.42%), Babessi (59.26%), Bamenda I (55.00%), Benakuma (54.29%), and Santa (52.94%),
- Right to housing (20.70%), prominent in the councils of Bamenda I (60.00%), Belo (57.97%), Benakuma (54.29%), and Ako (52.63%).



It is important to note that all the councils have been faulted for at least one category of violation or abuse of rights and freedom.

Generally, in 2024 there has been a noticeable increase in all aspects of violations or abuse of rights and freedoms as compared to the year 2023.

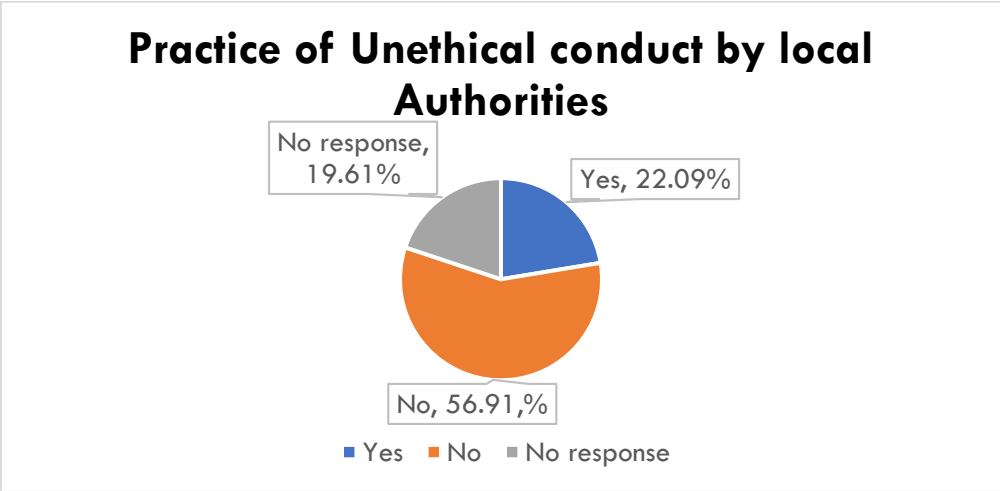
iv. GOOD GOVERNANCE

Question 13: Have you or someone you know been a victim of unethical conduct by a council authority or worker? If yes, what form of abuse?

Answering the question if citizens were or knew someone who had been a victim of unethical conduct by a local authority citizens' ratings were as follows:

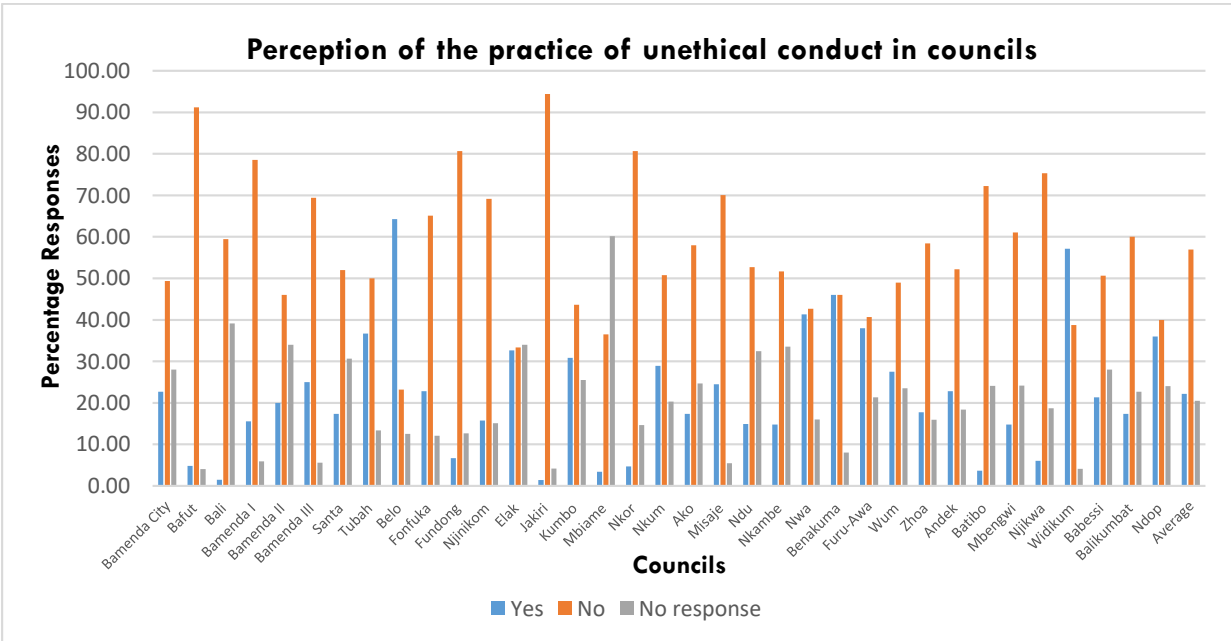
Council	Yes	No	No Response	Total No. of Respondents		Yes	No	No response
Bamenda City	34	74	42	150		22.67	49.33	28.00
Bafut	6	114	5	125		4.80	91.20	4.00
Bali	2	82	2	138		1.45	59.42	1.45
Bamenda I	21	106	8	135		15.56	78.52	5.93
Bamenda II	30	69	51	150		20.00	46.00	34.00
Bamenda III	36	100	8	144		25.00	69.44	5.56
Santa	26	78	46	150		17.33	52.00	30.67
Tubah	55	75	20	150		36.67	50.00	13.33
Belo	72	26	14	112		64.29	23.21	12.50
Fonfuka	34	97	18	149		22.82	65.10	12.08
Fundong	10	121	19	150		6.67	80.67	12.67
Njinikom	23	101	22	146		15.75	69.18	15.07
Elak	49	50	51	150		32.67	33.33	34.00
Jakiri	2	136	6	144		1.39	94.44	4.17
Kumbo	46	65	38	149		30.87	43.62	25.50
Mbiame	5	54	89	148		3.38	36.49	60.14
Nkor	7	121	22	150		4.67	80.67	14.67
Nkum	37	65	26	128		28.91	50.78	20.31
Ako	26	87	37	150		17.33	58.00	24.67
Misaje	36	103	8	147		24.49	70.07	5.44
Ndu	23	79	46	148		15.54	53.38	31.08
Nkambe	22	77	50	149		14.77	51.68	33.56
Nwa	62	64	24	150		41.33	42.67	16.00
Benakuma	69	69	12	150		46.00	46.00	8.00
Furu-Awa	57	61	32	150		38.00	40.67	21.33
Wum	41	73	35	149		27.52	48.99	23.49
Zhoa	20	66	18	113		17.70	58.41	15.93
Andek	31	71	25	136		22.79	52.21	18.38
Batibo	5	99	33	137		3.65	72.26	24.09
Mbengwi	22	91	36	149		14.77	61.07	24.16
Njikwa	9	113	28	150		6.00	75.33	18.67
Widikum	84	57	6	147		57.14	38.78	4.08
Babessi	32	76	42	150		21.33	50.67	28.00
Balikumbat	26	90	34	150		17.33	60.00	22.67
Ndop	54	60	36	150		36.00	40.00	24.00
TOTAL	1114	2870	989	5043		22.09	56.91	19.61
Average	31.83	82.00	28.26	144.09		22.19	56.96	19.36
Max	84.00	136.00	89.00	150.00		64.29	94.44	60.14
Min	2.00	26.00	2.00	112.00		1.39	23.21	1.45

As illustrated in the table above, 22.09% of respondents answered ‘YES’ and 56.91% said “NO” while 19.61% provided “No Response”. This marks a drop compared to the year 2023 where 36.44% said “YES”, 60.70% said ‘NO’ and 2.86% could not provide any response.



Regarding individual council ratings, respondents in Belo (64.29%) and Widikum (57.14%) topped the chart of those who affirmed the prevalence of unethical conduct by authorities and workers of their councils. Meanwhile, respondents in 21 councils maintained in their majority that they were little or no unethical conduct by their council authorities and workers notably Jakiri (94.44%), Fundong (80.67%), Bamenda I (78.52%), Njikwa (75.33%), Batibo (72.26%) and Misaje (70.07%).

A significant number of respondents were unable to say whether their councils were involved in unethical practices for reasons including that their councils were operating out of the municipality among which were Bali (39.13%) and Elak (34.00%).



Council	Bribery and Corruption	Extortion	Unfair taxation	Trespass on land & property	Misappropriation/ mismanagement of resources	Harassment	Impoliteness/ inattention
Bamenda City	47.06	23.53	26.47	0.00	8.82	14.71	32.35
Bafut	66.67	50.00	0.00	83.33	0.00	0.00	50.00
Bali	50.00	150.00	0.00	0.00	50.00	0.00	50.00
Bamenda I	42.86	52.38	47.62	90.48	61.90	28.57	47.62
Bamenda II	103.33	83.33	50.00	16.67	86.67	43.33	90.00
Bamenda III	91.67	91.67	75.00	50.00	13.89	61.11	55.56
Santa	80.77	38.46	57.69	26.92	38.46	38.46	65.38
Tubah	38.18	34.55	47.27	25.45	30.91	32.73	70.91
Belo	86.11	84.72	94.44	9.72	83.33	31.94	33.33
Fonfuka	55.88	35.29	52.94	0.00	26.47	26.47	11.76
Fundong	50.00	30.00	10.00	10.00	0.00	0.00	20.00
Njinikom	34.78	86.96	65.22	4.35	73.91	73.91	69.57
Elak	36.73	36.73	59.18	6.12	14.29	16.33	51.02
Jakiri	50.00	0.00	50.00	0.00	50.00	0.00	0.00
Kumbo	13.04	32.61	73.91	8.70	30.43	0.00	19.57
Mbiame	100.00	100.00	100.00	100.00	100.00	0.00	0.00
Nkor	14.29	0.00	0.00	0.00	14.29	0.00	14.29
Nkum	45.95	29.73	18.92	24.32	21.62	64.86	78.38
Ako	50.00	26.92	23.08	19.23	38.46	15.38	42.31
Misaje	58.33	36.11	52.78	58.33	75.00	25.00	41.67
Ndu	56.52	56.52	60.87	60.87	39.13	30.43	69.57
Nkambe	68.18	13.64	104.55	72.73	27.27	50.00	54.55
Nwa	43.55	48.39	33.87	74.19	53.23	35.48	74.19
Benakuma	94.20	91.30	94.20	89.86	89.86	86.96	86.96
Furu-Awa	56.14	150.88	45.61	98.25	98.25	35.09	73.68
Wum	53.66	34.15	31.71	14.63	29.27	39.02	51.22
Zhoa	65.00	20.00	15.00	0.00	30.00	15.00	20.00
Andek	12.90	22.58	0.00	103.23	90.32	0.00	6.45
Batibo	40.00	20.00	0.00	0.00	40.00	0.00	20.00
Mbengwi	40.91	68.18	40.91	50.00	27.27	59.09	63.64
Njikwa	11.11	0.00	11.11	0.00	44.44	0.00	66.67
Widikum	79.76	20.24	63.10	13.10	35.71	5.95	76.19
Babessi	56.25	87.50	3.13	0.00	87.50	28.13	34.38
Balikumbat	76.92	46.15	38.46	65.38	34.62	57.69	42.31
Ndop	57.41	55.56	22.22	24.07	22.22	59.26	83.33
TOTAL	58.44	53.86	49.91	36.62	48.20	34.20	55.57
Average	55.09	50.23	41.98	34.28	44.79	27.85	47.62
Max	57.41	55.56	22.22	24.07	22.22	59.26	83.33
Min	55.09	50.23	22.22	24.07	22.22	27.85	47.62

Answering the follow-up questions on the prevalent types of unethical conduct practised in councils, respondents listed the following practices:

- Bribery and Corruption (55.16%), prominent in the councils of Bamenda II, Mbiame, and Benakuma, while Njikwa, Andek and Kumbo were rated very low in this practice.
- Extortion (50.30%), prominent in the councils of Bali, Mbiame, and Bamenda III, whereas Nkambe, Batibo and Widikum were rated very low in this practice.
- Unfair taxation (43.49%), prominent in the councils of Mbiame, Nkambe and Belo. Meanwhile, Babessi, Njikwa, and Fundong were rated lowest in this practice.
- Trespass on land/property (35.53%), prominent in the councils of Mbiame, Andek and Bamenda I while, Njinikom, Elak and Widikum were rated very low in this aspect.
- Misappropriation/mismanagement of council resources (44.48%) prominent in the councils of Mbiame, Furu Awa and Andek while, Bamenda III, Elak, Nkor and Ndop had low ratings in this aspect.
- Harassment/aggression against users (27.89%), prominent in the councils of Benakuma, Njinikom, and Nkum, while Widikum, Zhoa and Elak were rated lowest in this aspect.
- Impoliteness/inattention in council service delivery (47.71%), prominent in the councils of Bamenda II, Benakuma and Ndop, whereas Andek, Fonfuka and Nkor were list rated in this practice.

Comparatively, there has been a significant drop in the number of respondents who affirmed the existence of unethical practices from 39.2% in 2023 to 22.17% in 2024. This can be interpreted as an improvement in the way councils conduct business and the way they treat users and beneficiaries of their services, implying council administrations are increasingly conscious of the need to enforce ethical standards which could be as a result of the Public Independent Conciliator sensitization campaigns.

It could be read from the data that unethical conduct manifests in councils in various ways and to different degrees. Whereas some councils lead in bribery and corruption, others prevailed in low quality service delivery and others in harassment and aggressive attitude towards service users.

v. Assessment of Council Management of Resources

Question: How do you assess your council's management of resources in terms of Finance, material resources and infrastructural resources?

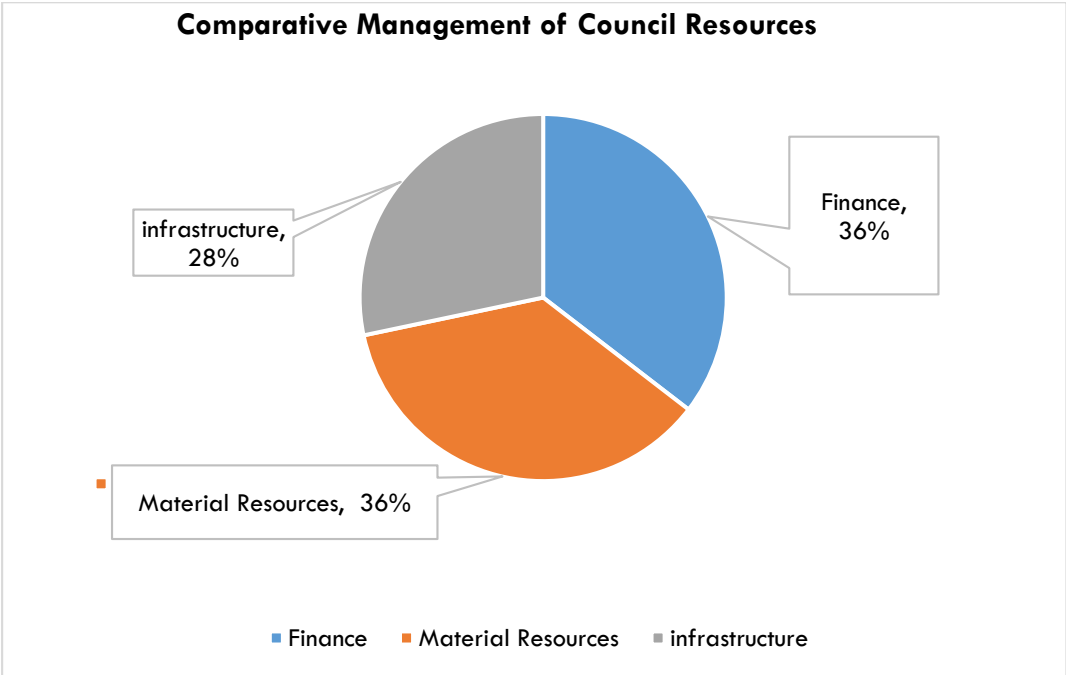
Citizens were asked to assess council management of finance, material and infrastructural resources from their own perspectives.

Information was also gathered on council management of its financial and material resources and council infrastructure (markets, slabs and slaughter houses etc.).

Responding on a scale of 1-10, respondents had to score their perception of council management of resources ranging from very poor, poor, average, good and very good and their responses were as follows:

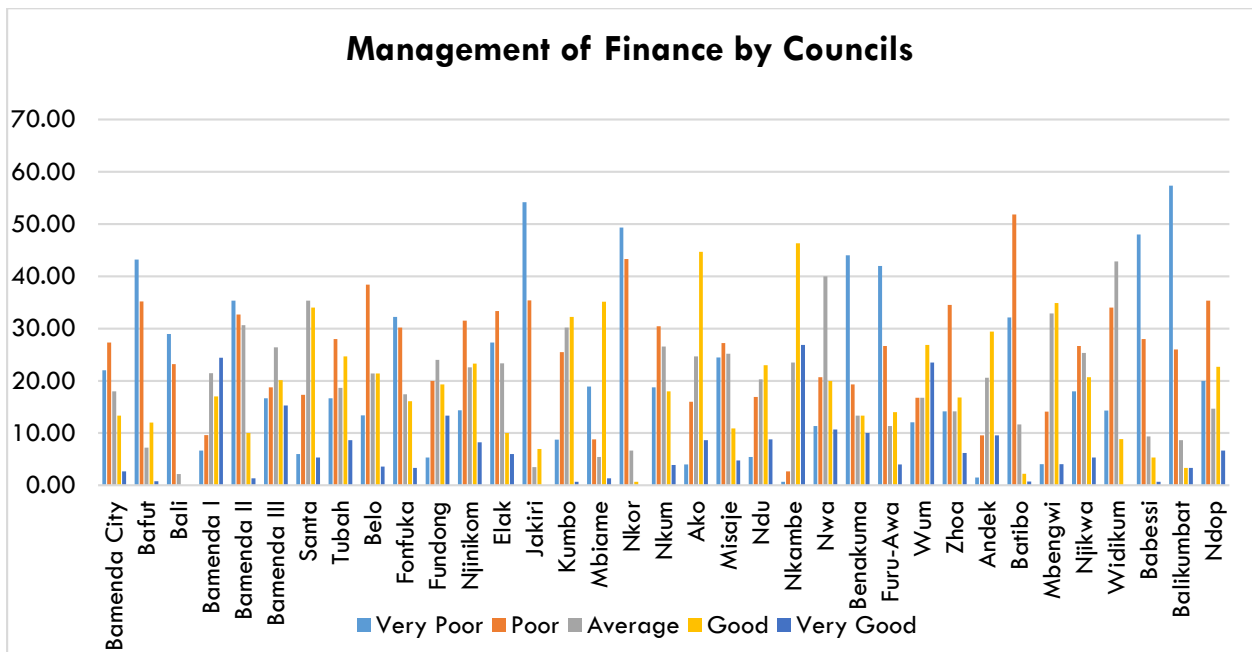
COUNCIL	1-2 (very poor)			3-4 (Poor)			5 (Average)			6-7 (Good)			8-10 (Very Good)		
	Finance	Material	Infrastructure	Finance	Material	Infrastructure	Finance	Material	Infrastructure	Finance	Material	Infrastructure	Finance	Material	Infrastructure
	Very Poor	Very Poor	Very Poor	Poor	Poor	Poor	Average	Average	Average	Good	Good	Good	Very Good	Very Good	Very Good
Bamenda City	22.00	19.33	19.33	27.33	23.33	22.00	18.00	24.67	28.67	13.33	13.33	9.33	2.67	1.33	2.67
Bafut	43.20	38.40	43.20	35.20	34.40	36.00	7.20	8.00	5.60	12.00	8.80	7.20	0.80	1.60	0.80
Bali	28.99	26.81	23.91	23.19	23.19	19.57	2.17	1.45	4.35	0.00	0.72	0.72	0.00	0.00	0.00
Bamenda I	6.67	6.67	2.22	9.63	7.41	5.19	21.48	23.70	26.67	17.04	20.74	34.81	24.44	27.41	24.44
Bamenda II	35.33	23.33	27.33	32.67	39.33	30.67	30.67	25.33	25.33	10.00	12.00	11.33	1.33	2.00	5.33
Bamenda III	16.67	20.14	20.14	18.75	13.89	11.81	26.39	28.47	32.64	20.14	22.92	21.53	15.28	10.42	10.42
Santa	6.00	7.33	10.67	17.33	18.00	19.33	35.33	40.00	32.67	34.00	25.33	22.00	5.33	8.00	5.33
Tubah	16.67	10.67	12.67	28.00	26.00	15.33	18.67	15.33	21.33	24.67	23.33	23.33	8.67	16.67	19.33
Belo	13.39	9.82	16.07	38.39	36.61	31.25	21.43	17.86	22.32	21.43	26.79	24.11	3.57	7.14	4.46
Fonfuka	32.21	34.90	27.52	30.20	28.19	18.79	17.45	18.79	18.12	16.11	13.42	20.13	3.36	2.68	11.41
Fundong	5.33	4.67	1.33	20.00	17.33	6.67	24.00	24.00	14.67	19.33	20.00	30.00	13.33	17.33	32.67
Njinikom	14.38	11.64	6.16	31.51	60.27	19.86	22.60	17.81	41.10	23.29	8.22	21.23	8.22	2.05	11.64
Elak	27.33	24.67	17.33	33.33	22.00	18.67	23.33	28.00	20.00	10.00	18.00	23.33	6.00	6.67	20.00
Jakiri	54.17	51.39	48.61	35.42	39.58	35.42	3.47	5.56	8.33	6.94	3.47	6.25	0.00	0.00	0.00
Kumbo	8.72	10.07	6.04	25.50	29.53	23.49	30.20	36.24	38.26	32.21	21.48	30.20	0.67	0.00	2.01
Mbiame	18.92	19.59	18.92	8.78	9.46	9.46	5.41	3.38	19.59	35.14	32.43	16.89	1.35	0.68	0.68
Nkor	49.33	49.33	40.00	43.33	43.33	45.33	6.67	6.00	11.33	0.67	1.33	2.67	0.00	0.00	0.67
Nkum	18.75	16.41	20.31	30.47	32.03	26.56	26.56	25.00	26.56	17.97	21.09	18.75	3.91	3.91	5.47
Ako	4.00	3.33	4.00	16.00	9.33	12.00	24.67	29.33	20.67	44.67	45.33	43.33	8.67	12.00	18.67
Misaje	24.49	16.33	16.33	27.21	36.05	29.25	25.17	20.41	25.17	10.88	14.29	13.61	4.76	5.44	8.84
Ndu	5.41	8.78	6.08	16.89	26.35	9.46	20.27	17.57	27.03	22.97	27.03	29.05	8.78	13.51	18.92
Nkambe	0.67	2.01	0.67	2.68	13.42	2.68	23.49	13.42	14.09	46.31	42.28	39.60	26.85	28.86	42.95
Nwa	11.33	20.00	14.00	20.67	24.67	20.00	40.00	22.00	30.67	20.00	14.67	23.33	10.67	18.67	11.33
Benakuma	44.00	39.33	30.00	19.33	20.00	18.00	13.33	10.00	20.00	13.33	18.00	14.00	10.00	12.67	18.00
Furu-Awa	42.00	36.67	28.67	26.67	26.00	30.00	11.33	14.00	19.33	14.00	14.00	3.33	4.00	7.33	16.00
Wum	12.08	8.72	9.40	16.78	20.13	14.77	16.78	18.79	18.12	26.85	22.15	26.85	23.49	24.83	22.82
Zhoa	14.16	12.39	13.27	34.51	38.05	32.74	14.16	15.04	14.16	16.81	15.93	17.70	6.19	10.62	11.50
Andek	1.47	1.47	3.68	9.56	22.79	21.32	20.59	30.88	32.35	29.41	31.62	25.00	9.56	11.76	17.65
Batibo	32.12	39.42	43.80	51.82	42.34	32.12	11.68	13.87	10.95	2.19	2.19	9.49	0.73	0.00	0.73
Mbengwi	4.03	4.70	4.03	14.09	14.09	10.07	32.89	29.53	39.60	34.90	43.62	40.27	4.03	4.70	3.36
Njikwa	18.00	22.67	24.00	26.67	25.33	34.00	25.33	26.67	14.00	20.67	23.33	18.67	5.33	2.00	6.67
Widikum	14.29	24.49	31.29	34.01	34.69	20.41	42.86	19.05	12.24	8.84	21.09	34.01	0.00	0.00	0.00
Babessi	48.00	36.00	17.33	28.00	42.00	36.00	9.33	10.00	8.67	5.33	6.00	20.67	0.67	0.67	14.67
Balikumbat	57.33	57.33	52.00	26.00	26.67	18.67	8.67	6.67	16.00	3.33	4.00	8.67	3.33	4.00	3.33
Ndop	20.00	20.00	18.67	35.33	29.33	30.67	14.67	17.33	14.67	22.67	21.33	25.33	6.67	8.00	8.67
Total	22.13	21.22	19.35	25.38	27.11	21.73	20.01	19.06	21.10	18.88	18.92	20.56	6.68	7.81	11.03
Average	22.04	21.11	19.40	25.58	27.29	21.93	19.89	18.98	21.01	18.78	18.87	20.48	6.65	7.80	10.90
Max	57.33	57.33	52.00	51.82	60.27	45.33	42.86	40.00	41.10	46.31	45.33	43.33	26.85	28.86	42.95
Min	0.67	1.47	0.67	2.68	7.41	2.68	2.17	1.45	4.35	0.00	0.72	0.72	0.00	0.00	0.00

Following the above table, respondents held that councils had a better management of financial (36.00%) and material resources (36.00%) in 2024 as compared to the management of infrastructural resources (28.00%). This can be accounted for by citizens' perception that councils are not transparent in their management of market sheds, slabs and slaughter houses which are reportedly under the control of mayors.

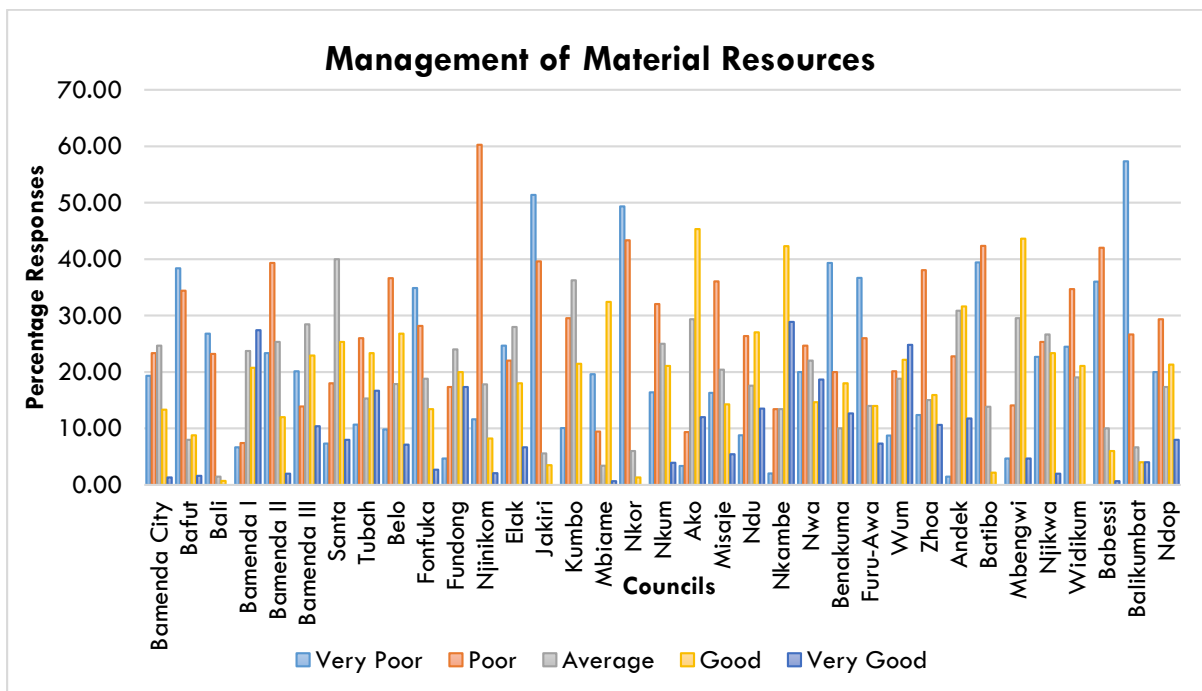


Answering this question, respondents held that council management of resources in general witnessed a slight improvement in 2024 from the situation of 2023. Comparatively, there is a significant drop of respondents who rated councils' management as very poor and a slight increase in respondents who think that council management has improved. Amongst councils which featured among the best performant were Bamenda I, Nkambe and Wum taking the positions of Nwa and Ndop councils in 2023.

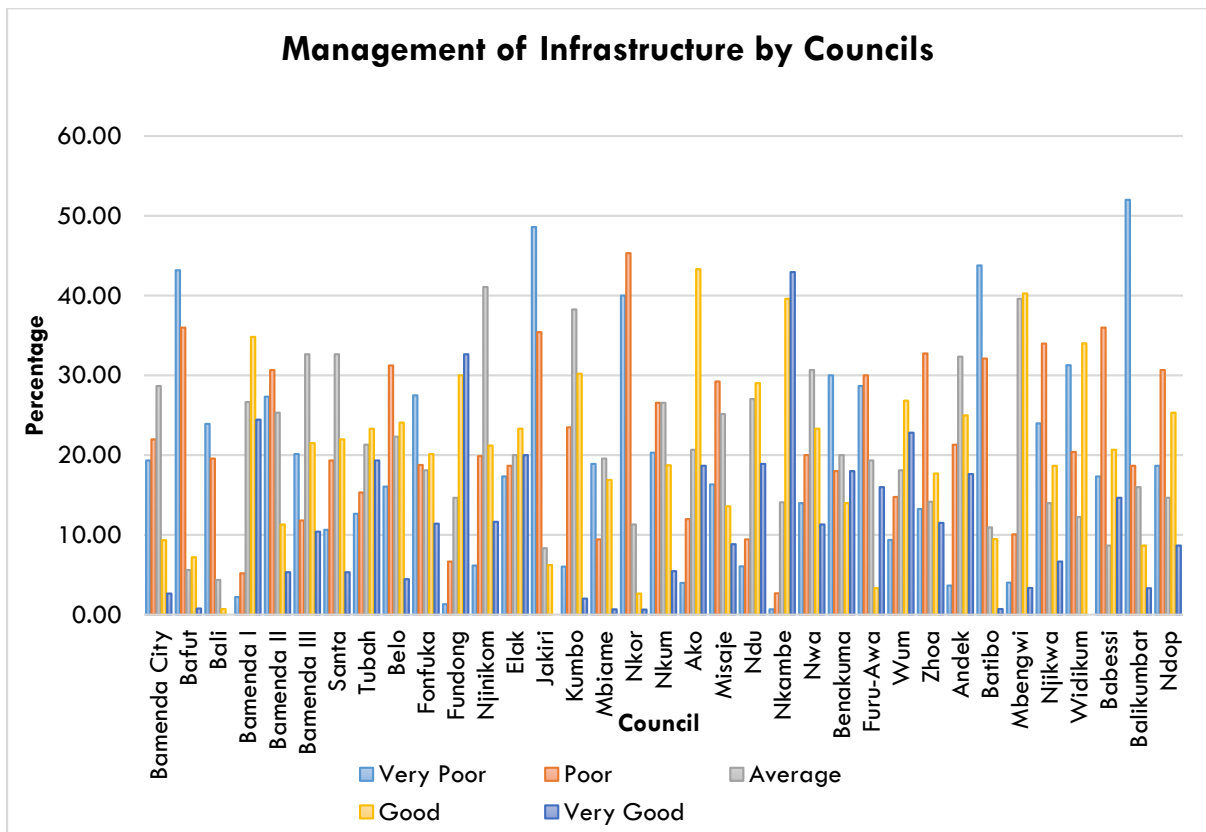
Regarding poor performances (very poor (22.22%) and poor (26.28%)), 46.50% of respondents held that councils in 2024 performed either very poorly or poorly compared to 55.84% in 2023, with the councils of Balikumbat, Jakiri, Batibo and Bali topping the chart of poor management of resources.



With particular reference to the management of financial resources, councils perceived as very well managed were Nkambe, Ako and Wum, meanwhile respondents scored Nkor, Jakiri, Batibo, Balikumbat and Babessi councils amongst very poorly managed councils with regards to their management of financial resources.



Concerning the management of material resources, the councils of Nkambe, Ako and Wum were rated amongst very well managed councils, meanwhile Bali, Nkor, Jakiri and Balikumbat were perceived as leading councils with poor management of material resources.



With regards to the management of infrastructure, Nkambe, Bamenda I, Fundong and Ako councils were perceived to have very good management of their infrastructural resources, meanwhile the councils of Bali, Nkor and Jakiri were perceived on the lower side as councils with very poor management of infrastructural resources.

In conclusion, the councils of Nkambe and Ako were consistently rated as overall best managed councils whereas councils of Nkor and Jakiri persistently featured on the down side of poor performances with regards to their management of council resources.

Question: Score your confidence /satisfaction with the functioning of your council on a scale of 1 to 10.

Citizens were asked to rate their confidence/satisfaction with the functioning of their councils on a scale of 1-10. Respondents had to score their councils on a scale of very poor (1-2), poor (3-4), average (5), good (6-7) and very good (8-10) as follows;

Councils	1-2 (very poor)	3-4 (Poor)	5 (Average)	6-7 (Good)	8-10 (very good)	I don't know
Bamenda City	14.67	22.00	23.33	15.33	8.00	16.67
Bafut	52.00	32.00	6.40	7.20	0.00	2.40
Bali	24.64	33.33	2.17	1.45	0.00	38.41
Bamenda I	2.22	6.67	22.96	34.81	28.15	5.19
Bamenda II	20.00	30.00	29.33	16.67	3.33	0.67
Bamenda III	13.19	13.19	10.42	33.33	28.47	1.39
Santa	4.67	16.00	26.00	34.00	10.00	9.33
Tubah	8.00	16.00	18.67	24.00	27.33	6.00
Belo	6.25	25.89	36.61	23.21	5.36	2.68
Fonfuka	15.44	35.57	20.13	13.42	12.75	2.68
Fundong	0.67	8.00	18.67	39.33	30.00	3.33
Njinikom	4.79	25.34	39.73	23.29	6.85	0.00
Elak	26.00	26.00	21.33	16.00	9.33	1.33
Jakiri	32.64	47.22	13.19	6.25	0.69	0.00
Kumbo	4.70	20.81	33.56	37.58	0.67	2.68
Mbiame	14.86	12.84	6.76	39.86	0.68	25.00
Nkor	54.67	36.67	4.00	2.67	0.00	2.00
Nkum	14.06	31.25	33.59	15.63	4.69	0.78
Ako	0.67	8.67	22.67	50.00	17.33	0.67
Misaje	14.29	34.01	22.45	15.65	6.12	7.48
Ndu	2.03	13.51	23.65	39.19	15.54	6.08
Nkambe	0.00	3.36	14.09	36.91	42.95	2.68
Nwa	8.67	24.00	35.33	30.00	2.00	0.00
Benakuma	26.00	24.67	20.67	16.67	12.00	0.00
Furu-Awa	14.00	43.33	18.00	11.33	13.33	0.00
Wum	8.72	13.42	20.13	27.52	25.50	4.70
Zhoa	7.08	33.63	20.35	18.58	10.62	9.73
Andek	0.74	20.59	28.68	31.62	17.65	0.74
Batibo	45.99	40.88	8.03	2.92	0.73	1.46
Mbengwi	2.68	12.75	26.85	46.31	10.74	0.67
Njikwa	16.67	30.00	23.33	20.67	5.33	4.00
Widikum	23.13	18.37	12.93	40.82	2.04	2.72
Babessi	20.00	61.33	13.33	4.67	0.67	0.00
Balikumbat	44.67	28.00	13.33	6.67	5.33	2.00
Ndop	16.00	30.67	17.33	22.67	5.33	8.00
Total	16.10	25.02	20.17	23.20	10.65	4.86
Average	16.14	25.14	20.23	23.03	10.56	4.90
Max	54.67	61.33	39.73	50.00	42.95	38.41
Min	0.00	3.36	2.17	1.45	0.00	0.00

On the down side, a majority of respondents in Nkor (91.33%), Batibo (86.86%), Bafut (84.00%), Babessi (81.33%), Jakiri (79.86%), Balikumbat (72.67%) rated their dissatisfaction in their councils in the range of very poor and poor.

Comparatively, the councils of Nkambe, Ako, Fundong, Bamenda III and Bamenda I registered significant improvement in the rating of their confidence and satisfaction in their functioning in 2024 than in 2023. Meanwhile, respondents in Nkor, Elak, Bafut, Jakiri, Benakuma, Balikumbat, Babessi and Batibo continued to be very dissatisfied with the functioning of their councils in 2024 as was the case in 2023.

It is important to note that though not cited among the lead councils in functioning, the councils of Mbengwi, Nkum, Wum, Kumbo, Njinikom, Tubah, Mbiame, Santa and Fonfuka witnessed an encouraging improvement in their functioning in 2024 compared to 2023.

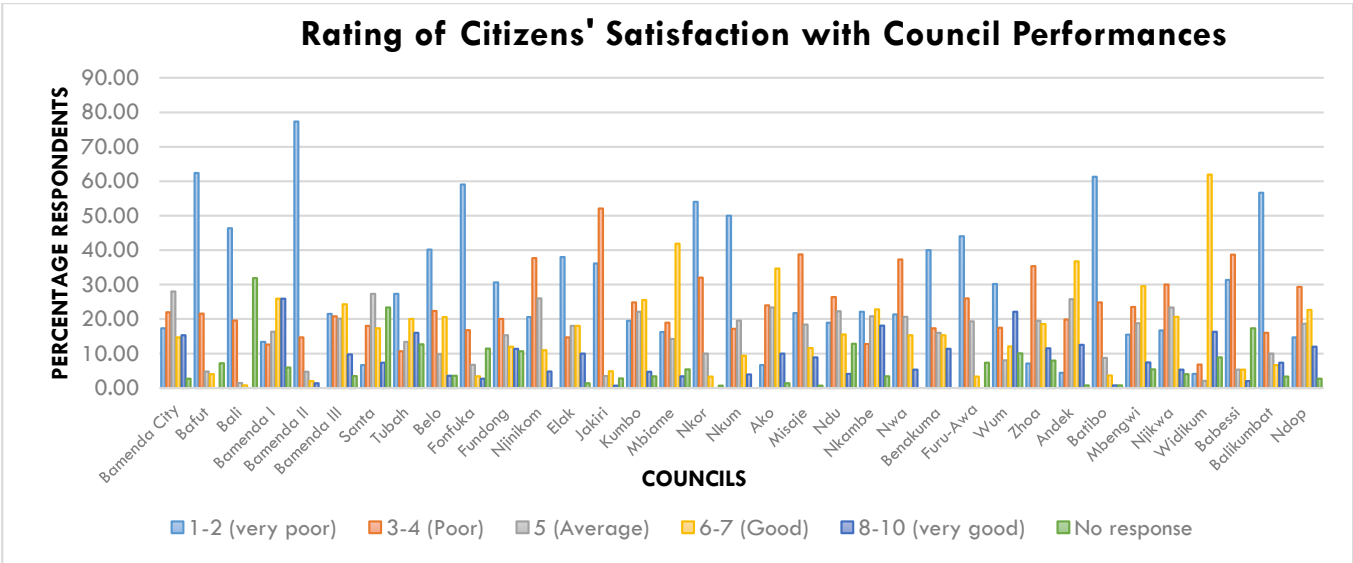
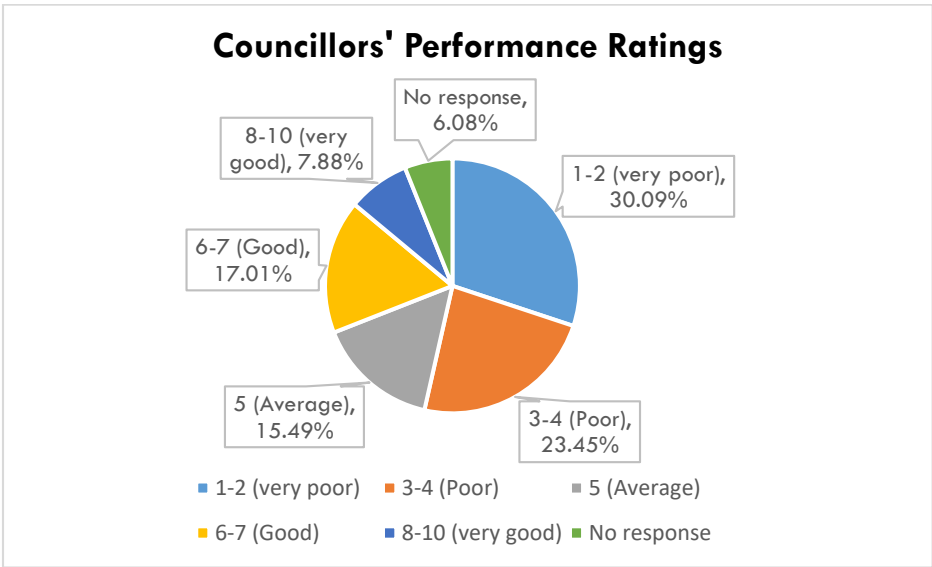
Question: Score your satisfaction with the performance of your Councillor on a scale of 1 to 10.

Citizens were also asked to rate their satisfaction with the performance of their councillors on a scale of 1 to 10. Respondents had to score on a scale of very poor (1-2), poor (3-4), average (5), good (6-7) and very good (8-10) as follows;

Council	1-2 (very poor)	3-4 (Poor)	5 (Average)	6-7 (Good)	8-10 (very good)	No response	Respondents per council	1-2 (very poor)	3-4 (Poor)	5 (Average)	6-7 (Good)	8-10 (very good)	No Response
Bamenda City	26	33	42	22	23	4	150	17.33	22.00	28.00	14.67	15.33	2.67
Bafut	78	27	6	5	0	9	125	62.40	21.60	4.80	4.00	0.00	7.20
Bali	64	27	2	1	0	44	138	46.38	19.57	1.45	0.72	0.00	31.88
Bamenda I	18	17	22	35	35	8	135	13.33	12.59	16.30	25.93	25.93	5.93
Bamenda II	116	22	7	3	2	0	150	77.33	14.67	4.67	2.00	1.33	0.00
Bamenda III	31	30	29	35	14	5	144	21.53	20.83	20.14	24.31	9.72	3.47
Santa	10	27	41	26	11	35	150	6.67	18.00	27.33	17.33	7.33	23.33
Tubah	41	16	20	30	24	19	150	27.33	10.67	13.33	20.00	16.00	12.67
Belo	45	25	11	23	4	4	112	40.18	22.32	9.82	20.54	3.57	3.57
Fonfuka	88	25	10	5	4	17	149	59.06	16.78	6.71	3.36	2.68	11.41
Fundong	46	30	23	18	17	16	150	30.67	20.00	15.33	12.00	11.33	10.67
Njinikom	30	55	38	16	7	0	146	20.55	37.67	26.03	10.96	4.79	0.00
Elak	57	22	27	27	15	2	150	38.00	14.67	18.00	18.00	10.00	1.33
Jakiri	52	75	5	7	1	4	144	36.11	52.08	3.47	4.86	0.69	2.78
Kumbo	29	37	33	38	7	5	149	19.46	24.83	22.15	25.50	4.70	3.36
Mbiame	24	28	21	62	5	8	148	16.22	18.92	14.19	41.89	3.38	5.41
Nkor	81	48	15	5	0	1	150	54.00	32.00	10.00	3.33	0.00	0.67
Nkum	64	22	25	12	5	0	128	50.00	17.19	19.53	9.38	3.91	0.00
Ako	10	36	35	52	15	2	150	6.67	24.00	23.33	34.67	10.00	1.33
Misaje	32	57	27	17	13	1	147	21.77	38.78	18.37	11.56	8.84	0.68
Ndu	28	39	33	23	6	19	148	18.92	26.35	22.30	15.54	4.05	12.84
Nkambe	33	19	31	34	27	5	149	22.15	12.75	20.81	22.82	18.12	3.36
Nwa	32	56	31	23	8	0	150	21.33	37.33	20.67	15.33	5.33	0.00
Benakuma	60	26	24	23	17	0	150	40.00	17.33	16.00	15.33	11.33	0.00
Furu-Awa	66	39	29	5	0	11	150	44.00	26.00	19.33	3.33	0.00	7.33
Wum	45	26	12	18	33	15	149	30.20	17.45	8.05	12.08	22.15	10.07
Zhoa	8	40	22	21	13	9	113	7.08	35.40	19.47	18.58	11.50	7.96
Andek	6	27	35	50	17	1	136	4.41	19.85	25.74	36.76	12.50	0.74
Batibo	84	34	12	5	1	1	137	61.31	24.82	8.76	3.65	0.73	0.73
Mbengwi	23	35	28	44	11	8	149	15.44	23.49	18.79	29.53	7.38	5.37
Njikwa	25	45	35	31	8	6	150	16.67	30.00	23.33	20.67	5.33	4.00
Widikum	6	10	3	91	24	13	147	4.08	6.80	2.04	61.90	16.33	8.84
Babessi	47	58	8	8	3	26	150	31.33	38.67	5.33	5.33	2.00	17.33
Balikumbat	85	24	15	10	11	5	150	56.67	16.00	10.00	6.67	7.33	3.33
Ndop	22	44	28	34	18	4	150	14.67	29.33	18.67	22.67	12.00	2.67
TOTAL	1512	1181	785	859	399	307	5043	29.98	23.42	15.57	17.03	7.91	6.09
Average	43.20	33.74	22.43	24.54	11.40	8.77		30.09	23.45	15.49	17.01	7.88	6.09
Max	116.00	75.00	42.00	91.00	35.00	44.00		77.33	52.08	28.00	61.90	25.93	31.88
Min	6.00	10.00	2.00	1.00	0.00	0.00		4.08	6.80	1.45	0.72	0.00	0.00

Answering the question about how citizens rated their satisfaction with the performance of their councillors, 24.89% said their satisfaction was above average which is a slight improvement from 2023 where 21.15% expressed a satisfactory rate of above average.

Contrarily, 53.54% of respondents in 2024 as opposed to 41.97% in 2023, scored their dissatisfaction with the performances of their councillors below average. In 2024, 15.49% respondents said their satisfaction with the performance of their councillors was average as opposed to 13.52% in 2023 and 6.08% did not provide any respond to the question compared to 20.49% in 2023.



Regarding citizens' satisfaction with the councillors of their municipalities, the overall perception in 2024 still remains below average with 29.98 % of respondents perceiving it as very poor and 23.42% of respondents perceiving it as poor. Only 40.38% of respondents rated their satisfaction with councillors of their municipalities above average.

Per the individual council responses, only 13 councils were rated above average in terms of the population's satisfaction with the performances of their councillors amongst which were Widikum (78.23%), Bamenda I (51.85%) and Andek (49.26%). Contrarily, respondents rated 19 councils out of 35 below average in terms of the performances of their councillors with Bamenda II (92.00%), Jakiri (88.19%), Batibo (86.13%), Bafut (84.00%), Fonfuka (75.84%), Balikumbat (72.67%) and Babessi (70.00%) leading councils with very poor or poorly performing councillors.

Comparing the 2024 and the 2023 data, we observed that five councils made significant improvement in their perception of their satisfaction with the performances of their councillors namely; Bamenda I, Ako, Mbiame, Andek and Ndop.

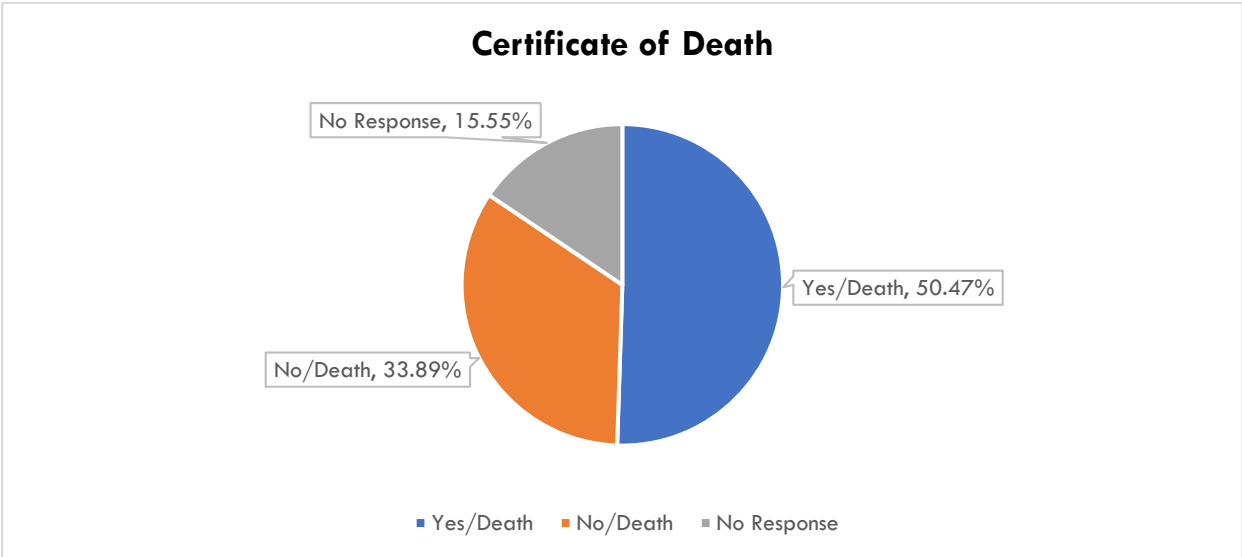
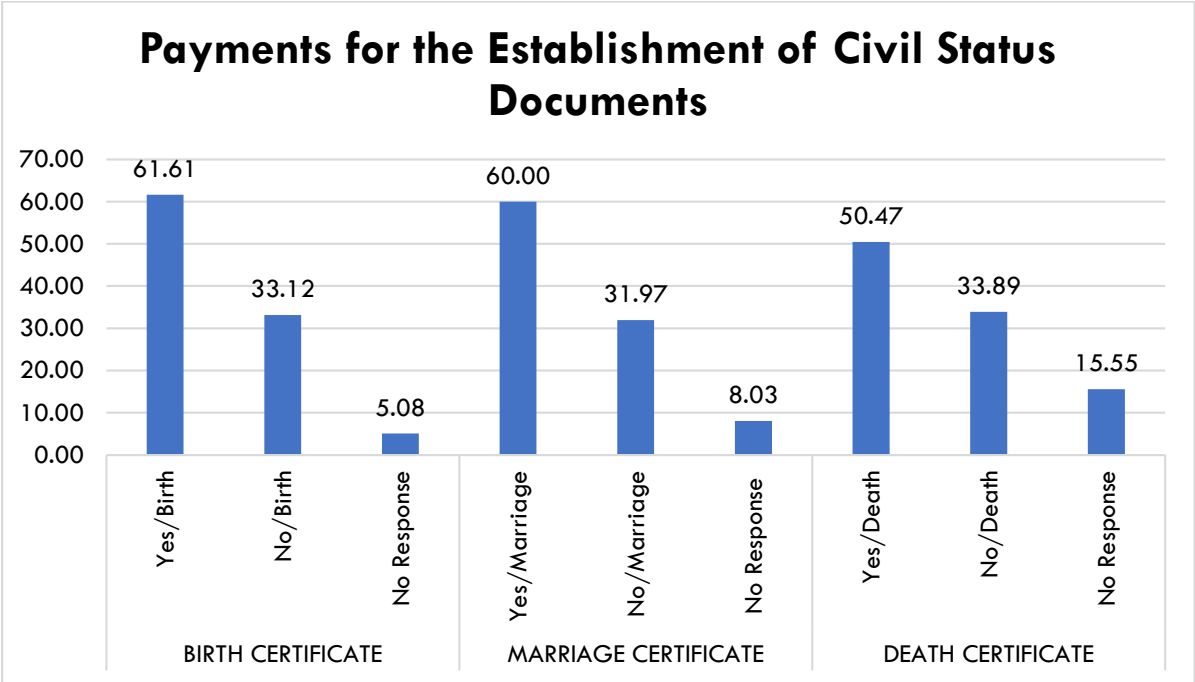
Contrarily, four councils have dropped significantly in their ratings from above average in 2023 to below average in 2024 namely, Balikumbat, Belo, Wum and Ndu. It is worth mentioning that the ratings of populations' satisfaction with councillors of Bafut, Nkor, Jakiri, Babessi, Nwa, Benakuma, Batibo and Fonfuka councils have remained very poor in 2024 as was the case of 2023.

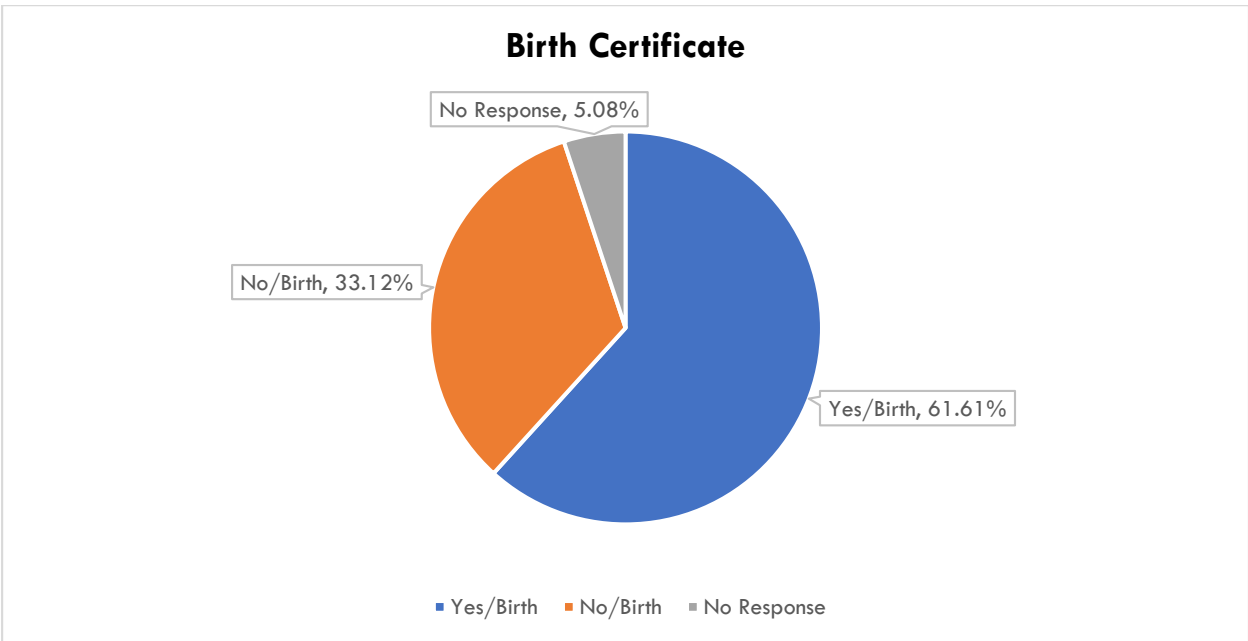
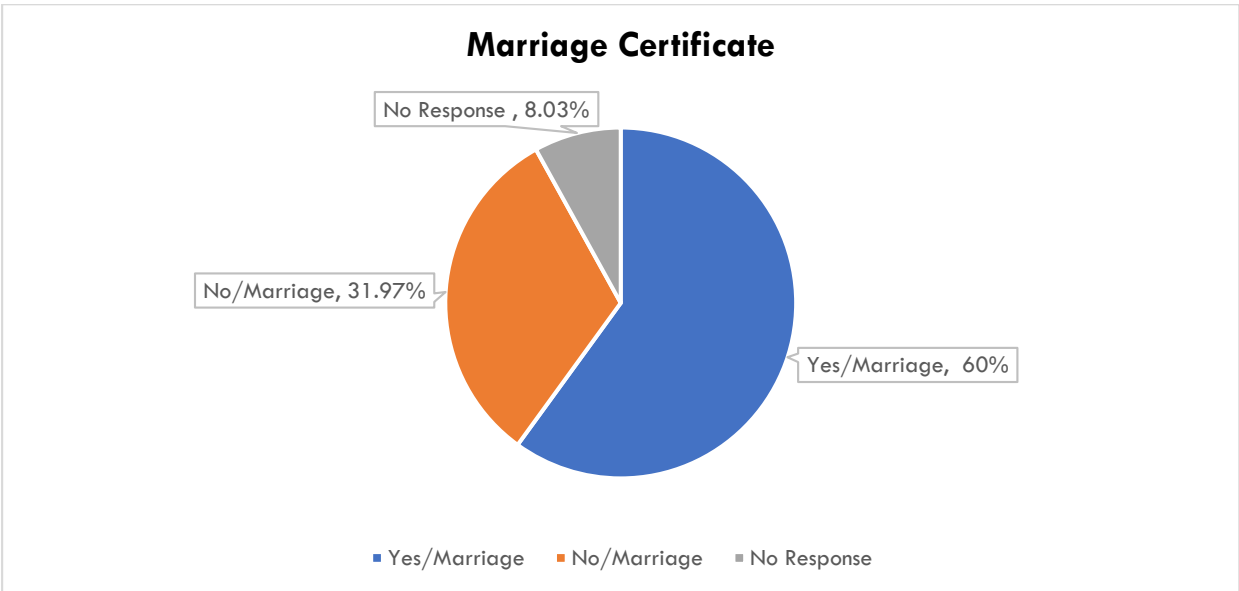
Question: Do citizens pay for the establishment of any of these documents in your council area: Birth Certificates, Marriage Certificates and/or Certificates of Death?

Respondents were asked if councils still collected money from them for the establishment of civil status document (birth certificates, marriage certificates and certificates of death), contrary to Section 17 of the 1981 Civil Status Registration Ordinance as amended. Their responses were as follows:

Council	BIRTH CERTIFICATE			MARRIAGE CERTIFICATE			DEATH CERTIFICATE		
	Yes/Birth	No/Birth	No Response	Yes/Marriage	No/Marriage	No Response	Yes/Death	No/Death	No Response
Bamenda City	78.00	6.00	16.00	80.00	4.67	15.33	73.33	6.00	20.67
Bafut	60.00	36.80	3.20	59.20	36.80	4.00	34.40	36.00	29.60
Bali	60.87	3.62	35.51	48.55	1.45	50.00	26.81	1.45	71.74
Bamenda I	11.85	87.41	0.74	10.37	86.67	2.96	8.15	85.93	5.19
Bamenda II	50.67	44.67	4.67	54.67	42.67	2.67	39.33	55.33	5.33
Bamenda III	76.39	20.14	3.47	84.03	14.58	1.39	71.53	15.97	12.50
Santa	66.67	33.33	0.00	82.67	16.67	0.67	60.00	36.67	3.33
Tubah	36.00	58.00	6.00	47.33	42.00	10.67	23.33	46.00	30.67
Belo	92.86	2.68	4.46	93.75	1.79	4.46	91.96	3.57	4.46
Fonfuka	40.27	49.66	10.07	30.20	42.28	27.52	20.13	27.52	52.35
Fundong	86.00	8.67	5.33	80.67	8.00	11.33	70.67	14.00	15.33
Njinikom	54.11	41.78	4.11	47.95	47.95	4.11	37.67	58.22	4.11
Elak	98.67	1.33	0.00	81.33	18.67	0.00	80.00	20.00	0.00
Jakiri	85.42	14.58	0.00	79.17	19.44	1.39	69.44	30.56	0.00
Kumbo	32.21	62.42	5.37	35.57	57.05	7.38	26.17	49.66	24.16
Mbiame	60.14	28.38	11.49	60.81	27.03	12.16	58.78	29.05	12.16
Nkor	90.00	10.00	0.00	87.33	10.67	2.00	90.00	8.67	1.33
Nkum	14.84	84.38	0.78	13.28	85.16	1.56	11.72	86.72	1.56
Ako	54.67	44.67	0.67	46.67	52.67	0.67	35.33	64.00	0.67
Misaje	76.19	16.33	7.48	80.27	9.52	10.20	64.63	25.17	10.20
Ndu	81.76	12.16	6.08	78.38	14.19	7.43	67.57	23.65	8.78
Nkambe	84.56	12.75	2.68	84.56	12.75	2.68	83.89	13.42	2.68
Nwa	92.67	4.67	2.67	93.33	4.00	2.67	76.00	11.33	12.67
Benakuma	65.33	33.33	1.33	56.00	42.67	1.33	52.67	46.00	1.33
Furu-Awa	62.00	36.67	1.33	61.33	37.33	1.33	37.33	44.00	18.67
Wum	63.09	33.56	3.36	61.07	29.53	9.40	59.73	30.87	9.40
Zhoa	53.98	32.74	13.27	55.75	30.97	13.27	53.98	33.63	12.39
Andek	5.15	93.38	1.47	5.15	93.38	1.47	4.41	94.12	1.47
Batibo	32.85	64.23	2.92	8.03	89.05	2.92	3.65	8.76	84.67
Mbengwi	27.52	52.35	20.13	34.90	48.32	16.78	22.82	52.35	24.83
Njikwa	67.33	23.33	2.67	77.33	20.00	2.67	57.33	37.33	5.33
Widikum	74.83	25.17	0.00	30.61	23.81	45.58	27.21	21.09	51.70
Babessi	84.00	16.00	0.00	81.33	18.67	0.00	77.33	22.67	0.00
Balikumbat	69.33	29.33	1.33	82.67	16.00	1.33	82.00	16.67	1.33
Ndop	54.00	44.67	1.33	72.00	25.33	2.67	56.67	35.33	8.00
TOTAL	61.61	33.12	5.08	60.00	31.97	8.03	50.47	33.89	15.55
Average	61.26	33.41	5.14	59.61	32.33	8.06	50.17	34.05	15.68
Max	98.67	93.38	35.51	93.75	93.38	50.00	91.96	94.12	84.67
Min	5.15	1.33	0.00	5.15	1.45	0.00	3.65	1.45	0.00

Generally, it was observed that above 50% of respondents from all councils agreed that councils still collected money from citizens for the establishment of either birth, marriage or certificates of death. According to the responses, 61.26% of respondents (27 councils), affirmed that councils collected money for birth certificates, 59.61% of respondents (23 councils), affirmed that councils collected money for marriage certificates and 50.17% of respondents (20 councils), reported councils collected money for certificate of death, while 13.36% reported they had no idea particularly in the councils of Bali (71.74%) and Fonfuka (52.35%).

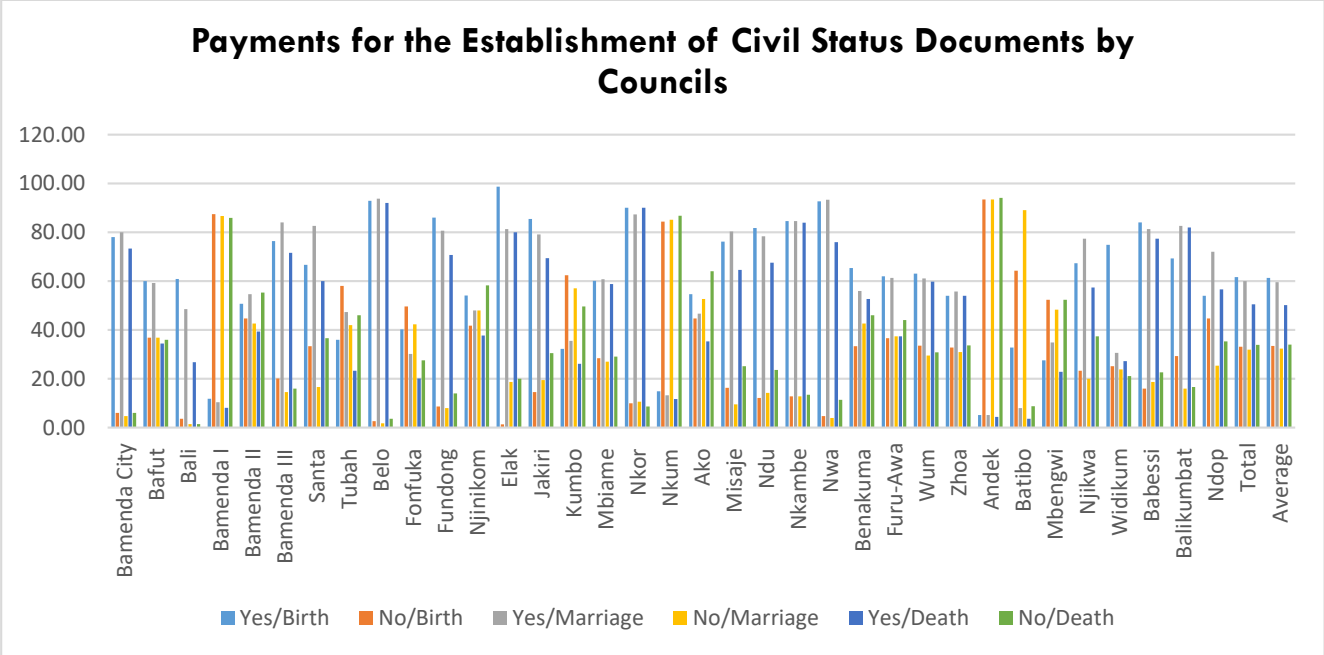




Among the leading councils indexed for the collection of money for the establishment of birth certificates were Elak (98.67%), Belo (92.86%), Nwa (92.67%), Nkor (90.00%), Fundong (86.00), Jakiri (85.42%), Nkambe (84.56%), Babessi (84.00%), Ndu (81.76%), Bamenda City Council (78.00%), Bamenda III (76.39%) and Misaje (76.19%).

Regarding the collection of money for the establishment of marriage certificates, the leading councils included Belo (93.75%), Nwa (93.33%), Nkor (87.33%), Nkambe (84.56%), Bamenda III (84.03%), Santa (82.67%), Balikumbat (82.67%), Babessi (81.33%), Elak (81.33%), Fundong (80.67%), Misaje (80.27%), Bamenda City Council (80.00%), Jakiri (79.17%), Ndu (78.38%), Njikwa (77.33%) and Ndop (72.00%).

Meanwhile, Belo (91.96%), Nkor (90.00%), Nkambe (83.89%) and Elak (80.00%) took the lead in the collection of money for the establishment of certificates of death.



However, it is important to note that in 2024 respondents of Andek, Bamenda I, Nkum and Batibo reported a significant drop in the collection of money for the establishment of civil status documents as compared to 2023.

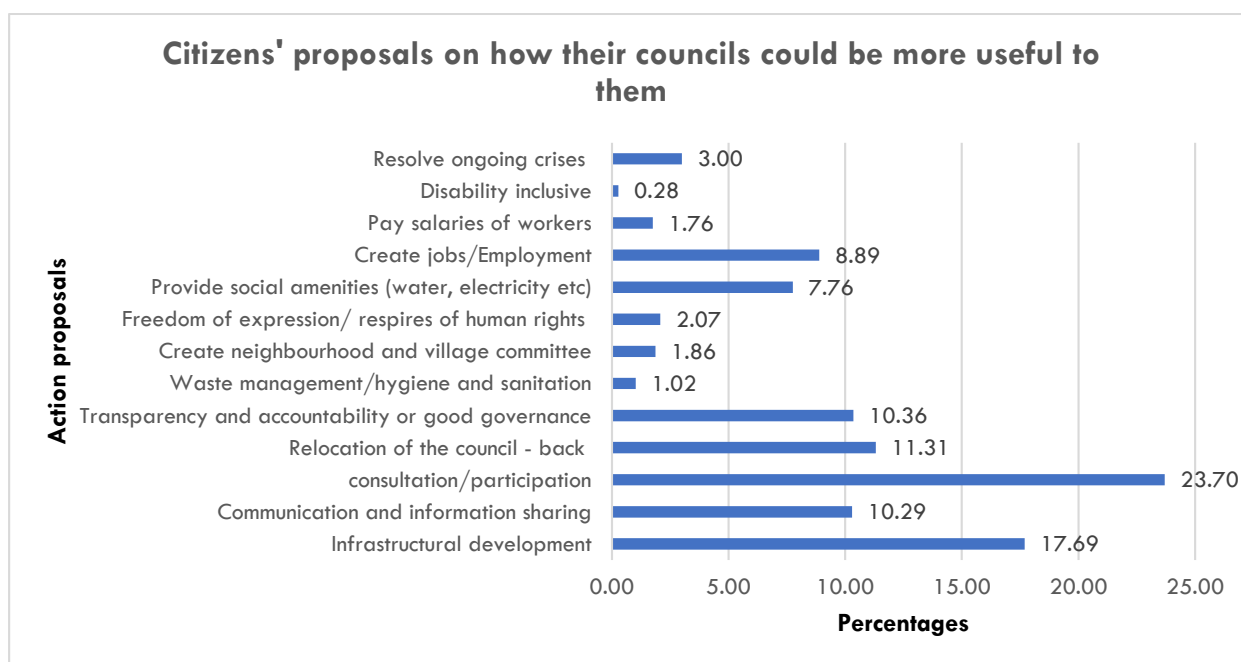
Given the high number of respondents who affirmed that councils still collect money for the establishment of civil status documents, we can insinuate that a lot still has to be done to educate the councils and stakeholders, as well as sensitise the population on the free establishment of civil status documents.

vi. COUNCIL ADMINISTRATION AND MANAGEMENT

Question: How could your council become more useful to you?

The survey also sought to know from the perspective of citizens how their councils could be more useful to them and their responses were as follows:

Council	Infrastructural development	Communication and information sharing	consultation/participation	Relocation of the council - back	Transparency and accountability or good	Waste management /hygiene and sanitation	Create neighbourhood and village committee	Freedom of expression/ respect of human rights	Provide social amenities (water, electricity etc)	Create jobs/Employment	Pay salaries of workers	Disability inclusive	Resolve ongoing crises
Bamenda City	14.50	20.75	21.75	0.00	11.25	10.25	0.00	0.00	10.00	10.25	1.25	0.00	0.00
Bafut	0.00	10.42	54.86	5.56	13.19	0.00	15.97	0.00	0.00	0.00	0.00	0.00	0.00
Bali	15.87	2.38	26.98	50.79	2.38	0.00	0.79	0.00	0.79	0.00	0.00	0.00	0.00
Bamenda I	52.54	18.64	0.00	0.00	10.17	0.00	0.00	0.00	0.00	18.64	0.00	0.00	0.00
Bamenda II	25.81	8.39	43.87	1.29	15.48	2.58	0.65	1.29	0.00	0.00	0.00	0.00	0.65
Bamenda III	0.00	28.57	36.51	0.00	33.33	1.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Santa	40.00	7.59	33.10	0.00	11.72	3.45	1.38	2.76	0.00	0.00	0.00	0.00	0.00
Tubah	28.25	15.82	16.95	0.00	9.04	7.91	0.00	0.00	10.73	10.73	0.00	0.00	0.56
Belo	10.58	0.00	29.81	24.04	8.65	0.00	3.85	2.88	0.96	6.73	0.00	0.00	12.50
Fonfuka	8.82	11.76	59.80	0.00	8.82	1.96	5.88	0.00	0.98	0.98	0.00	0.98	0.00
Fundong	30.22	12.89	10.22	0.00	9.78	1.78	0.89	0.44	16.89	8.00	3.11	5.78	0.00
Njinikom	8.90	0.00	32.88	13.01	11.64	0.00	3.42	9.59	0.00	4.79	0.68	0.00	15.07
Elak	8.00	11.33	22.67	0.67	28.67	0.00	1.33	3.33	0.00	22.67	1.33	0.00	0.00
Jakiri	1.05	0.00	3.16	38.95	11.58	0.00	0.00	0.00	8.95	0.00	0.00	0.00	36.32
Kumbo	27.15	3.97	20.53	0.66	7.95	1.32	0.00	0.00	5.96	24.50	0.00	0.00	7.95
Mbiame	41.67	10.71	11.90	0.00	0.00	0.00	0.00	33.33	0.00	0.00	0.00	1.19	1.19
Nkor	9.63	5.19	8.15	58.52	0.74	0.00	0.00	0.00	5.19	9.63	1.48	0.00	1.48
Nkum	18.90	7.09	11.02	20.47	11.02	1.57	0.00	0.00	14.17	8.66	2.36	0.00	4.72
Ako	37.50	0.78	7.81	0.78	2.34	0.00	2.34	0.00	19.53	25.78	3.13	0.00	0.00
Misaje	17.86	17.14	16.43	3.57	11.43	0.71	0.00	0.00	17.14	15.00	0.71	0.00	0.00
Ndu	17.20	0.00	25.81	17.20	1.08	0.00	2.15	0.00	16.13	10.75	9.14	0.00	0.54
Nkambe	10.38	0.00	48.11	0.00	3.77	0.00	1.89	0.94	9.43	25.47	0.00	0.00	0.00
Nwa	16.57	0.00	26.52	0.00	22.65	0.00	2.21	0.00	0.55	16.57	14.92	0.00	0.00
Benakuma	10.07	0.00	10.07	33.56	14.77	0.00	3.36	6.04	5.37	13.42	0.00	1.34	2.01
Furu-Awa	19.47	6.19	23.01	7.08	14.16	0.00	0.88	0.00	1.77	19.47	0.00	0.00	7.96
Wum	31.20	7.20	28.80	1.60	1.60	0.00	0.80	3.20	22.40	3.20	0.00	0.00	0.00
Zhoa	5.21	90.80	2.00	0.78	0.11	0.11	0.00	0.00	0.00	0.55	0.00	0.00	0.44
Andek	26.32	0.00	0.00	0.00	2.92	0.00	0.00	0.00	50.29	20.47	0.00	0.00	0.00
Batibo	26.62	0.00	20.14	20.86	0.00	0.00	0.72	0.00	15.11	5.76	10.07	0.00	0.72
Mbengwi	21.43	17.14	30.71	0.00	8.57	2.14	14.29	0.71	0.00	3.57	0.00	0.00	1.43
Njikwa	4.05	0.00	26.59	52.02	8.09	0.00	1.73	2.31	2.89	1.73	0.00	0.00	0.58
Widikum	1.41	7.75	47.89	0.00	35.21	0.00	0.70	4.23	0.70	2.11	0.00	0.00	0.00
Babessi	10.00	0.00	26.67	0.00	16.67	0.00	0.00	0.00	23.33	0.00	13.33	0.00	10.00
Balikumbat	15.88	0.00	16.47	38.82	11.76	0.00	0.00	0.59	12.35	4.12	0.00	0.00	0.00
Ndop	6.13	37.74	28.30	5.66	1.89	0.47	0.00	0.94	0.00	17.45	0.00	0.47	0.94
Total	17.69	10.29	23.70	11.31	10.36	1.02	1.86	2.07	7.76	8.89	1.76	0.28	3.00



Answering this question, respondents in their majority said their councils could be useful in the following ways:

1. providing them with platforms for consultation and participation (24.14%);
 2. relocation of councils back to their municipalities (11.49%);
 3. enforcing good governance (10.38%);
 4. creation of jobs and employment (9.01%);
 5. communication and information sharing (8.23%);
- provision of social amenities including water (8.60%);
 - electricity and others (7.76%);
 - creation of neighbourhood and village committee (1.86%);
 - freedom of expression and the respect of human rights (2.07%);
 - payment of council workers' salaries (1.76%);
 - resolving the socio-political unrest in the region (3.10%);
 - waste management (1.05%);
 - disability inclusive (0.28%).

This was in contrast to 2023 where citizens' priorities included:

1. Enhancing living standards (24.18%);
2. Providing information and opportunities to participate in council affairs (19.87%);
3. Providing infrastructural development (roads, markets, and others (18.86%); and
4. Enforcing good governance in councils.

Putting priority on communication and information sharing, respondents underlined the need for greater involvement of the population in council affairs to guarantee optimal popular participation in local governance and development. Respondents were also preoccupied by the socio-political situation in the North-West Region that has also affected infrastructural development, accessibility to their councils, job creation and availability of social amenities, making them priority deserving council attention.

From the foregoing, we can conclude that the population have diverse needs which will require the council to exercise active and effective consultation of the population in order to respond to these needs.

APPRAISAL OF THE STATE OF RELATIONS BETWEEN REGIONAL AND LOCAL AUTHORITIES AND THE CITIZENS OF THE REGION.

An interpretation of citizens' perception of the functioning of regional and local authorities reveals a number of observations on the state of relations between citizens and these authorities in the year 2024.

The most striking observation of the survey revealed similar trends and patterns in 2024 as was in 2023, further confirming the conclusions of the 2023 survey findings, even though the survey cohort of 2024 doubled that of 2023.

As in 2023, it could clearly be seen from the 2024 survey that council administrations poorly rated for their performances were in their majority those councils which were either not operating in their municipalities or those whose mayors were regularly out of touch with the population.

Regarding various aspects of council functioning, there was apparently a slight improvement in individual council performances but the overall situation remained much on the down side. Service delivery remained poor, citizens' participation was still low, extortion of money for the establishment of civil status documents still prevailed in almost all councils across the board though in a covert manner, council management of resources were still opaque and accountability remained a taboo in many councils.

Generally, there has not been much change in the ways regional and local authorities' functioned and how they related with citizens in 2024 from what was the case in 2023. However, viewing individual council situations, it could be seen that some councils made significant improvement in the way they related with their populations including Andek, Mbiame, Njikwa and Njinikom, whereas, some councils like Balikumbat, Furu-Awa, Bafut and Batibo have instead retrograded from the situation in 2023 and some are adamant to change including Nkor and Babessi Councils. However, it was observed that there is growing consciousness

amongst regional and council administrations on the need to improve the relations with their citizens through effective functioning and service delivery.

DIFFICULTIES AND CHALLENGES

The realisation of the survey continued to encounter the same difficulties and challenges in 2024 much as in 2023. These included:

1. Security challenges due to the active presence of separatist armed groups in many parts of the region;
2. Accessibility challenges as some remote and distant communities of the region remained physically unreachable, roads had not been maintained;
3. Insufficient number of scrutineers to effectively cover the municipalities given their vast nature;
4. Biases on the part of some scrutineers who attempted to falsify data to improve the ratings of their councils; and
5. Threats and attacks of scrutineers including one case of kidnapping for ransom.

LESSONS LEARNT AND RECOMMENDATIONS

The most important lesson the Office of the Public Independent Conciliator learnt since the inception of the survey on the relations between regional and local authorities and their citizens was that, citizen's perception about their councils is very important in determining how they related with their councils. Their perception was largely determined by the availability of their mayors, the accessibility of their councils and the quality of services councils provided to citizens. Council administration and management only came under citizens' scrutiny when they were not informed or associated with what councils were doing. Hence, transparency and accountability were vital to council performance.

To enhance the relations between regional and local administrations and their citizens, the following actions are therefore recommended:

1. Organisation of a feedback session to provide feedback on the survey findings to regional and local authorities during which councils shall be presented their report cards on individual performances and engaged in discussions on how they could improve on their perception and functioning;
2. Multiply avenues for interaction to enable councils share best practices;
3. Encourage performing councils through awards to boost performances and motivate those lagging behind; and
4. Collaboration with the National Institute of Statistics could improve the quality of the Public Independent Conciliator surveys.

**PART SIX
GENERAL APPRAISAL**

A. CIVIL STATUS REGISTRATION

Concerning the free issuance of civil status documents, it was observed that in spite of the 2023 Public Independent Conciliator campaign to promote the free establishment of civil status documents, citizens continued to complain that councils still obliged them to pay money for these documents. This practice, which was prevalent in all councils, was facilitated by the following challenges:

1. Citizens are not versed with the procedure of establishing civil status documents;
2. Artificial scarcity of civil status booklets created by some council authorities;
3. Some civil status secretaries, in complicity with council authorities, acted as middlemen, charged exorbitant fees for court judgments on birth certificates;
4. Irregular supply of civil status booklets by BUNEC; and
5. Delays in the opening and closing of booklets by magistrates.

B. SALARIES AND FINANCIAL SOURCING

Other areas where councils faced challenges were in the payment of salaries and sourcing for finance. The late approval of an official salary scale for staff at the Regional Assembly and the existence of multiple salary scales for local councils which needs harmonization. The situation led to:

1. Disparities and discriminatory practices in the payment of salaries, missions, and allowances to staff; and
2. The imposition of a salary grill meant for state agents on council workers.

Faced with these difficulties, some local councils engaged in:

3. Unfair and irregular tax collection;
4. Illegal collection of charges for certain services such as the establishment of civil status documents;
5. Siphoning into their private pockets revenue collected from market sheds; slaughter houses, cattle (jangali) taxes, park fees etc.

C. COUNCIL PROJECTS

The conception, execution and monitoring of council projects constituted another area of challenge. This was manifested via the following:

1. Some councils executed previous contracts only on paper. This was mostly the case with rehabilitation of buildings and road maintenance;
2. Uneven distribution of projects was common in most councils;
3. Many council projects were reported to be poorly executed or abandoned largely due to lack of effective follow up and control by the technical teams as a result of insecurity;
4. Some council executives asked for compensation from contractors before awarding contracts;
5. Some council vote holders awarded contracts parochial considerations;
6. Some councils encountered delays on the authorisation of their council deliberations from their supervisory authorities for undeclared reasons;
7. Payment of public investment budget projects suffered delays due to late payment of the credit cards at the level of the state treasury; and
8. Fluctuating public investment funds from ministries led to ineffective project preplanning.

D. INFORMATION SHARING AND COMMUNICATION IN COUNCILS

Information sharing and communication in councils were plagued by:

1. Inadequate collaboration within the council executives and staff;
2. Prolonged absences of some mayors in their council offices without delegation of signature;
3. Absence of notice boards for public information; and
4. Poor connectivity or absence of social media handles.

E. RECEPTION AND TREATMENT OF COMPLAINTS AT THE OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR

For its part, the Public Independent Conciliator faced challenges in complaint management because of the following:

1. Some mayors did not respect invitations for complaint treatment;
2. Non implementation of Conciliatory agreements by some mayors; and
3. Service users preferred denunciations to complaints.

F. CHALLENGES AND DIFFICULTIES

REGIONAL AND LOCAL AUTHORITIES

Regional and local authorities in 2024 encountered some challenges and difficulties:

- i. The absence of a local public service code to guide recruitment, classification, remuneration, treatment of workers and appointment of staff;
- ii. That 38% of workers had irregular salary payments confirmed the perception that discriminatory treatment of workers persisted at the Regional Assembly in 2024 as was the case in 2023;
- iii. Issues with Section 417 of the General Code of Regional and Local Authorities which introduces contradictions with the French version of the Code, concerning investment and recurrent budget ratios;
- iv. Delays in the transfer of state subvention thereby hampering timely budget execution; and
- v. Provisions in the General Code of Regional and Local Authorities that centralize approval of deliberations, which slows down decision-making and implementation.

THE OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR

The Office of the Public Independent Conciliator also faced its own share of challenges and difficulties:

- i. The inability to carry on regular field visits to councils because of the prevailing insecurity situation;
- ii. The continuous lacklustre collaboration of council authorities in the treatment of complaints rendered it difficult for the Public Independent Conciliator to respect the 60-day statutory deadline for the treatment of complaints; and
- iii. The late disbursement of the budget.

G. RECOMMENDATIONS

The Office of the Public Independent Conciliator should continue to uphold its autonomy, stand firm to promote the values and missions of the institution and as the incarnate of the institution. In order to redress the above cited challenges, the State is expected to effect the following recommendations.

For the Public Independent Conciliator:

1. The early disbursement of the funds of the Public Independent Conciliator will help in the timely execution of its annual activities;
2. Grant the population's yearning for the creation of Divisional Representations and Sub-Divisional Satellite Offices of the Office of the Public Independent Conciliator; and
3. Accord the population's wish for the expansion of its missions and competence beyond regional and local authorities.

For regional and local authorities;

1. Finalize implementation texts for the Special Status to clearly define competences and responsibilities;
2. Regional Assembly budget allocations with other regions having only Regional Executive Councils is not commensurate to its needs under the Special Status;
3. More resources need to be transferred to the Regional Assembly to match devolved competencies;
4. The law should review the attributes of the House of Chiefs and grant it an annex functional budget consistent with the functional needs of the House;
5. Ministries that have not yet devolved competencies to the Regional Assembly should do so while those that have already devolved competences should accompany such with adequate financial and human resources to ensure their effective implementation;
6. The timely transfer of funds for the smooth functioning and timely execution of planned activities by regional and local authorities.



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