



**OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR
SOUTH-WEST REGION**

**2025 ANNUAL REPORT SUBMITTED FOR THE
HIGH ATTENTION OF H.E. THE PRESIDENT
OF THE REPUBLIC OF CAMEROON**

DONE IN BUEA, FEBRUARY 2026

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**H.E. THE PRESIDENT OF THE REPUBLIC,
HEAD OF STATE
C/O THE MINISTER OF STATE, SECRETARY-GENERAL
PRESIDENCY OF THE REPUBLIC OF CAMEROON
YAOUNDE**

SUBJECT: FORWARDING LETTER

Your Excellency,

In conformity with the concluding provision of Article 4(1) of Decree N° 2020/773 of 24 Dec 2020 to lay down conditions for discharge of the duties of Public Independent Conciliator in the North-West and South-West regions;

I have the honour, most respectful, to forward here-enclosed, for the very high attention of H.E. the President of the Republic, a copy (original) of the **Annual (Administrative) Report for the fiscal year 2025**, of the Office of the Public Independent Conciliator South-West Region on the **State of Relations Between Citizens and Regional and Council Administrations within the South-West Region**.

Kindly accept, Your Excellency, the assurances of my esteem for your High Office and person.

Public Independent Conciliator
South-West Region

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GENERAL OVERVIEW

An evaluation of the state of relations between citizens, viewed in their entirety and Regional and Local Council administrations of an administrative unit as vast and diversified as the Region is both a difficult and complex task considering that there is no single instrument of measurement or universally approved mechanism that could enable one to draw a conclusion with scientific accuracy from such an evaluation. Such an evaluation consequently draws relevance from an aggregate of several individual appreciations and opinions.

Consequently, as demanded by the exigencies of this task, the elaboration of this Annual report on the state of relations between citizens and the Regional and Local Collectivities of the South-West Region cannot be dependably carried out on the basis of personal opinions or evaluations done in our offices by our personnel alone. In order to ensure its credibility, the elaboration of this report requires a combination of approaches; ranging from the meticulous observation of various actions by Local authorities, a rigorous analysis of data and responses obtained through our field survey as well as an objective interpretation of feedback and information gathered during conventional activities and town hall interactive meetings.

In this connection, in a bid to ensure the execution of its laid down duties, the Public Independent Conciliator and her collaborators once again deployed themselves during the year 2025 in multi-faceted activities or assignments, each of which either provided relevant information or useful indications regarding the state of relations between citizens and the Regional and Local Authorities of the Region.

As it has become an established practice, during the preparation of this report, I once again deemed it helpful to conceive and supervise the administration of an opinion-sampling questionnaire to a total of 2928 respondents throughout the

South-West Region. The primary objective was to eliminate or, in the impossibility to achieve total elimination, to significantly reduce the margin of subjectivity and eventual bias from personal assessments. Out of the total number of questionnaires administered across the local collectivities of our Region, we effectively received 2882 representing over 96%. Naturally, the number of questionnaires administered or submitted to respondents varied from each collectivity to another and was essentially determined on the basis of available demographic data or its projected population.

Structurally, the questionnaires were conceived under several sub-sections; each devoted to cover a specific aspect or range of services provided by the Regional/ Council administrations to citizens. As regards the practical modalities of its administration to respondents, a conscious effort was made to also reach a diversified and representative sample of respondents, each approached independently of the other in order to avoid collective-type responses or one respondent eventually influencing the answers or view of other respondents.

This was intended to ensure the relative sincerity of responses provided which is best guaranteed when citizens or services Users answer without seeking the opinion or assistance of friends or third parties. Some of the questionnaires were discreetly administered within the premises of the Council administrations to Service Users coming into or leaving the offices; others to various categories of citizens frequently in contact with or usually seeking the services of the decentralized collectivities such as market vendors, occupants of council stores, taxi drivers as well as to numerous citizens without knowing their professions or socio-economic category to which they belong.

Beyond the administering of questionnaires, the examination of various complaints brought before the Public Independent Conciliator and attempts at an

amicable settlement of disputes remains a major and reliable indicator on the state of relations between citizens and the Regional or Council administrations as it entails both discreet and overt enquiries or discussions and even a contradictory listening to the parties from which pertinent feedback is usually provided about the nature of relations nurtured between citizens and their collectivities.

The same observation could be made about the outcome of town hall interactive meetings which have the added advantage of preoccupations being usually expressed in the presence of the concerned Municipal authority. Quite often, the applause that accompanies some questions and preoccupations or the murmurs that follow the responses or clarifications from the Municipal authority are a pointer to the general state of relations between the Council administration and its Service Users.

Overall, on the basis of the information or indicators obtained through these approaches, either separately or in conjunction, it was observed that as it was the case in the two previous years-2023 and 2024, a majority of citizens continue to view the domain of the disposal or management of garbage and urban waste as one of the weakest areas of performances for most local collectivities. Indeed, over 60% respondents consider that whereas the situation was already disturbing in 2024, it became more deplorable during the year 2025 followed by similar evaluation as regards the absence of public toilets in markets and motor parks as well as the preoccupying hygiene and sanitations in numerous markets.

On the other hand, over 70% of citizens consider the performances of their Council administrations as globally satisfactory in the domain of the deliverance of various civil status documents, the allocation or management of commercial spaces in the markets, the management of motor parks or the issuance of building permits although some citizens also deplore some malpractices in this domain.

Another domain which remains problematic in the state of relations between citizens and Regional and Local collectivities is the payment of bills from Service providers who continue to complain about delays that are detrimental to their businesses. Such complaints or sentiments of disappointment can obviously not militate in favour of positive relations between this category of citizens and the decentralized local collectivities concerned.

On the strength of the analysis above, it can be observed that the state of relations between citizens and the Regional and Council administrations of the South-West Region is a picture of mixed feelings characterized, on the one hand by sectors in which citizens have a positive rating of the performances of their collectivities and, on the other hand, domains of lingering or outright dissatisfaction about what citizens view as the inability of the local council services or Regional Assembly administration to meet their legitimate aspirations, especially as regards the provision of conventional or routine services.

However, it would be misleading to assume that the picture of relations between citizens and Regional or Local collectivities is a homogenous one reflecting the same level of approval or dissatisfaction. Indeed, the situation varies not only across the Region but even as regards municipal administrations of the same Division. These variations or disparities are understandable and largely influenced by the peculiarities in the social and security context within which these collectivities functioned during the year 2025. Although it could be casually considered that the entire region was exposed to the same security or social atmosphere, a more meticulous analysis reveals that the reality actually differs from one council to another more especially between councils within the relatively better secured urban agglomerations and the collectivities of the peripheral areas or the hinterlands.

In this vein, whereas the year 2025 witnessed a visible improvement in the operationality of virtually all local collectivities of the Region, it was also noticeable that most councils of FAKO Division, the urban collectivities of MEME, MANYU and KUPE-MUANENGUBA Divisions were able to function at close to 80% of their projected capacities. Under the circumstances, the municipal services of these collectivities were able to receive a higher number of Service Users as well as provide various services sought by citizens. As observed in the previous years, the simple ability of Council administrations to receive Service Users, listen to them and be seen as paying attention to their preoccupations is a contributing factor to a positive or healthy state of relations between any collectivity and its citizens.

Following from this analysis, it can also be deduced that the relative or high-level non-functioning of several collectivities has negatively impacted the state of relations between citizens and such council administrations, at times bringing disenchanted citizens to make sweeping reactions such as “we don’t even know whether the council exists because we benefit nothing from it”. In this regard, while some observers have attributed the inability to meet the aspirations of Service Users to inadequate financial resources, most local authorities of the affected councils blame their weak performances on insecurity, arguing that in an atmosphere of insecurity, not only is the council unable to raise any revenue from local taxation, it is often equally hazardous to envisage the execution of pertinent projects in highly insecure or “red” zones.

Beyond the aspect of insecurity considered as the biggest obstacle to the effective functioning of some collectivities is another daunting drawback represented by severe inaccessibility to and within localities of some collectivities such as 80% of the Councils of Ndian Division, Akwaya in Manyu, parts of Nguti council in Kupe-Muanenguba or zones of Wabane Council in Lebialem Division. In some of these councils, due to the high level of inaccessibility or some localities being practically

cut off from their headquarters, it has also become difficult to follow-up or verify the effective realization of envisaged projects which serve as important indicators about the state of relations with the citizens.

It also is important to point out from our analysis of feedback received, in addition to the usual factors known to negatively impact the optimal functioning of some local collectivities such as insecurity, inaccessibility or inadequate financial resources, that other non-negligible factors emerged during the year 2025. In the course of the year 2025, preparations leading up to and following the holding of the 12th October Presidential elections created a significant shift in the attitude of an important segment of the population. Indeed, beyond the usual expression of scepticism or silent dissatisfaction about several situations, the general atmosphere prior to and after the said elections saw the emergency of more overt or relatively aggressive forms of expression of preoccupations which have a visible influence on the perceived state of relations with citizens.

RESUMÉ EXECUTIF

RAPPORT ANNUEL DES SERVICES DU PUBLIC INDEPENDENT CONCILIATOR SUR L'ETAT DES RELATIONS ENTRE LES CITOYENS ET LES ADMINISTRATIONS DES COLLECTIVITES TERRITORIALES DECENTRALISEES

Une appréciation de l'état des relations entre les citoyens, pris dans leur globalité, et les collectivités décentralisées d'une circonscription aussi vaste et diversifiée que la Région est une tâche à la fois hasardeuse et complexe; tant il n'existe aucun instrument de mesure ou mécanisme officiel permettant de tirer une conclusion revêtant le sceau de l'objectivité scientifique. Cette appréciation convoque ainsi une analyse qui représente la somme des appréciations ou opinions des individus.

C'est pourquoi l'élaboration du présent rapport annuel consacré à l'état desdits rapports exige, pour être crédible, d'éviter toute complaisance ou risque de subjectivité. Ainsi, cette importante tâche ne saurait être menée ou conduite sur la base des seules appréciations de nos collaborateurs à partir de nos services. Dans le souci d'assurer sa crédibilité, nous avons adopté, dans notre démarche, une combinaison de plusieurs éléments d'appréciation; associant nos propres observations des actions ou qualité des rapports entretenus avec les citoyens par les autorités locales; une analyse rigoureuse des données recueillies à travers nos questionnaires administrés sur le terrain ainsi que l'exploitation des informations obtenues lors de nos activités classiques et à l'occasion des différents ateliers ou réunions de sensibilisation organisées par notre institution avec la participation effective des élus locaux.

En effet, dans le cadre de l'accomplissement des missions dévolues à l'institution, nous nous sommes déployés avec les collaborateurs à l'exécution de plusieurs tâches et activités nous permettant au passage de glaner des informations ou renseignements utiles relatifs à l'état des relations existantes entre les citoyens et nos collectivités locales.

Au regard des données fiables recueillies l'année dernière à travers l'administration d'un questionnaire dans l'ensemble des communes et mairies de ville de la région, nous avons estimé utile de maintenir cette démarche. Cette fois, nous avons élaboré et distribué 2928 questionnaires au total; ce qui représente une augmentation sensible sur le plan quantitatif par rapport à l'année 2024.

L'objectif recherché demeure le souci de ramener à sa plus simple probabilité, la marge de subjectivité en élargissant l'échantillon et le nombre de points de vue pris en compte. De ces 2928 questionnaire administrés, nous avons pu collecter et recevoir en retour 2882 soit plus de 96%. A l'évidence, le nombre de questionnaires distribués a varié d'une collectivité locale à l'autre, mais essentiellement déterminé par le chiffre de la population pour chacune des collectivités.

Sur le plan structurel, le questionnaire a été élaboré en plusieurs parties, chaque partie consacrée à un domaine précis d'intervention ou des prestations de l'assemblée régionale ou des collectivités locales. En ce qui concerne les modalités d'administration dudit questionnaire sur le terrain, un effort a été fourni afin d'aborder les répondants de manière individuelle en vue d'éviter des réponses collectives ou l'influence éventuelle des autres en dictant des réponses.

Cette méthode nous a semblé indiquée en vue d'assurer la fiabilité et l'objectivité des données recueillies lorsque les usagers ne sont pas influencés dans leurs réponses. A cet égard, quelques uns des questionnaires ont été administrés dans les locaux des collectivités aux usagers; soit au moment de leur arrivée dans lesdits

services, soit à leur sortie. D'autres catégories de répondants abordés sont constitués des citoyens sollicitant régulièrement différents services ou prestations auprès des communes à l'instar des occupants et locataires des boutiques, des commerçants divers, chauffeurs de taxis, usagers rencontrés dans les gares routières ou encore de nombreux citoyens sans identification de leurs catégories socio-professionnelles.

Au delà des questionnaires, il importe de signaler qu'à évidence, l'examen et traitement des diverses plaintes portées à l'attention de l'institution permet d'avoir une idée de la qualité des rapports entretenus par les collectivités locales concernés et les citoyens au sein de celle-ci.

De même, les échanges avec les citoyens à travers l'exercice des questions\ réponses à l'occasion des ateliers (town hall meetings) organisés dans différentes localités de la région nous fournissent également des informations utiles relatives à l'état des relations avec les citoyens. A cet effet, les applaudissements qui suivent certaines questions ou réponses ainsi que des réactions de désapprobation lors de cet exercice en sont, à nos yeux, une illustration palpable. Ce d'autant plus qu'à chacun desdits ateliers, les Maires, leurs adjoints et conseillers municipaux sont régulièrement conviés et y prennent part.

Dans l'ensemble, il ressort des différents indicateurs et des éléments d'appréciation qu' à l'instar du constat dégagé au cours des deux années précédentes-2023 et 2024, une majorité des citoyens considèrent le domaine de l'hygiène et salubrité notamment l'enlèvement et le traitement des déchets ménagers comme celui dans lequel les collectivités locales sont le plus défaillant. L'analyse révèle que plus de 60% des citoyens estiment que cette situation, déjà dénoncée l'année dernière a connu une ampleur plus préoccupante. Le constat est identique en ce concerne l'absence criarde des toilettes publiques au sein des espaces collectifs

que sont les marchés et gares routières regroupant un nombre très important de personnes au quotidien.

En revanche, plus de 70% des citoyens expriment une appréciation positive au sujet des performances de leurs communes dans l'établissement ou la délivrance de divers actes d'état civil.

Un autre domaine considéré comme à l'origine des relations peu cordiales entre les communes ou l'assemblée régionale et les Usagers desdits Services est le non-paiement ou retards constatés dans le règlement des factures de nombreux prestataires qui se plaignent de l'impact négatif de cette situation non seulement sur leurs activités ultérieures mais également sur leurs capacités à honorer des engagements bancaires ou à assumer même des responsabilités sur le plan familial.

Des analyses ci-dessus, il ressort qu'au cours de l'année 2025, l'état des relations entre les citoyens et leurs collectivités aura été relativement positif, caractérisé d'une part, par des secteurs où l'action desdites collectivités a suscité l'adhésion des populations et d'autre part, par des domaines où les défaillances des autorités municipales et l'administration de l'assemblée régionale ont attiré des réactions de désapprobation au sein de l'opinion locale.

Toutefois, il serait erroné de conclure que cet état des rapports avec les citoyens est une image homogène à travers la région, reflétant le même niveau de satisfaction ou de désapprobation au sein des différentes communes.. En effet, la situation varie d'une municipalité à une autre même au sein de la même circonscription administrative qu'est le département. Ces variations sont du reste compréhensible compte tenu des particularités dans le contexte social et sécuritaire de chaque collectivité. En effet, l'environnement opérationnel de ces administrations communales impose souvent des contraintes propres à chacune, variant notamment

entre les municipalités des zones urbaines relativement plus sécurisées et celles de la périphérie ou des zones rurales.

Dans le sillage d'une évolution globalement positive du contexte de leur fonctionnement relevé sur l'ensemble de la région, il a été constaté que les collectivités locales des circonscriptions urbaines des départements du FAKO, de la MEME, MANYU et KUPE-MUANENGUBA ont pu réaliser un niveau de fonctionnement estimé à près de 80% des prévisions.

Dans ces circonstances, ces communes ont pu accueillir un nombre plus important des citoyens sollicitant des prestations diverses. A l'observation et indépendamment du niveau de satisfaction exprimé par les usagers au sujet desdites prestations, il ressort que le simple fait de l'ouverture effective de ces services et leur accessibilité aux citoyens constituent souvent un indicateur positif dans l'état des relations.

De ce constat, il est tout aussi compréhensible que le non fonctionnement prolongé ou le fonctionnement périodique observé auprès de certaines collectivités affecte négativement les relations entretenues avec les citoyens; certains affirmant: "étant totalement négligé, nous avons déjà oublié que la commune existe car, nous ne voyons aucune de ses réalisations autour de nous".

Par ailleurs, alors que certains observateurs attribuent l'incapacité de répondre aux attentes des citoyens à des contraintes budgétaires, un nombre important d'autorités municipales l'expliquent davantage par des considérations d'ordre sécuritaire, soulignant que dans un contexte sécuritaire précaire, l'administration communale est non seulement incapable de collecter tout impôt ou taxe locale, il est également très risqué d'envisager la réalisation d'un projet dans une zone reconnue "rouge" même lorsque l'on est persuadé de la pertinence d'un tel projet.

En marge des considérations relatives à l'aspect sécuritaire, nous relevons que le fonctionnement de nombreuses communes a été plombé par l'enclavement ou l'inaccessibilité avérée. Cette situation s'est appliquée à 80% des collectivités du département du Ndian ainsi que celle d'Akwaya (Département de la Manyu), des localités relevant de la commune de Nguti, Kupe-Muanenguba et Wabane, département du Lebialem. Dans certains cas, l'inaccessibilités affecte non seulement la dotation des projets au profit des communautés concernées, mais entrave également suivi et contrôle de l'exécution effective des projets lorsque ceux-ci ont été attribués.

Aux éléments d'appréciation sus-évoqués qui interviennent dans le bon ou piètre fonctionnement de certaines administrations communales, il convient d'ajouter les pratiques peu orthodoxes de corruption dénoncées par des citoyens. De même, dans le sillage des préparatifs pour la tenue de l'élection présidentielle du 12 Octobre 2025, il a émergé une évolution significative des comportements d'une frange importante de la population, caractérisés par des contestations assorties des velléités d'actes de violence et le défi des autorités.

Cette nouvelle forme d'expression et d'agissements a contribué, à plus d'un titre, à la dégradation de la qualité des rapports et relations entretenues entre les citoyens et les collectivités dont ils dépendent. Même si dans certains cas, les motifs de la contestation sont pertinents, la démarche adoptée a suscité des interrogations quant au sens de civisme des citoyens et Usagers des Services.

PART 1

STATE OF RELATIONS WITH THE SOUTH-WEST REGIONAL ASSEMBLY

In contrast to the decentralized local collectivities that are in close interaction with citizens through the provision of various services such as the establishment of marriage or birth certificates, the issuance of building permits or the allocation of shops and market spaces and where these proximity relations constitute a factor in determining their state of relations with Service Users and citizens, the South-West Regional Assembly does not, by its status and missions, entertain similar proximity interactions.

Consequently, an assessment of the state of relations between citizens and the South-West Regional Assembly is, as revealed by feedback from most respondents, a function of the reaction of citizens to projects realized in various localities of the Region upon funding of this institution. In this light, in pursuance of its actions implemented in numerous localities of the Region during the past four years, this Regional authority envisaged the execution of over one hundred projects across the Region under sectors such as potable water supply, electrification, roads maintenance, health care delivery and education which are known to have a direct positive impact on the daily lives of citizens.

Whereas a superficial appreciation of these globally commendable efforts could give the misleading impression that citizens are all satisfied and express appreciation throughout the different localities of the Region, the reality is not exactly so. Indeed, in spite of the consistent actions of the South-West Regional Assembly at seeking to improve the living conditions of the populace through a fair allocation of earmarked projects, responding to identified needs expressed by the

population of different communities through their Regional Councillors, there still exist communities wherein only a few preoccupations have been resolved out of the numerous expressed.

In the evaluation of the state of relations between citizens and Regional and Local authorities of the Region, recurrent expectations paint a tricky picture because as it is obvious, the scope of action of the Regional Assembly or any collectivity is inevitably determined or limited by the availability of financial resources to respond to ever increasing and even competing preoccupations from citizens.

From the operational context of the South-West Region in 2025, three main reasons could explain the relative disparities in project allocation between localities whose population may nurse sentiments of neglect and those considered as amongst frequent beneficiaries of Regional Assembly projects. First amongst these factors is the element of insecurity as officials of this institution explain that it would be a deliberate waste of scarce financial resources to earmark and cause the execution of a project such as the rehabilitation or equipment of a school only to observe the facilities either quickly vandalized or have workers kidnapped on the project site thereby triggering the indefinite abandonment of works.

The other two main considerations influencing the allocation of projects are the population size of various localities and constraints of enclavement or inaccessibility which are not only limitations to mobility but also a security concern considering the prevailing socio-political environment. To these aspects, it is also important to take into account administrative considerations. Indeed, it would be very difficult for a Regional authority like the South-West Regional Assembly to envisage the realization of projects in any specific year without including a single project within the six municipalities that host the headquarters of the six Divisions of the Region.

It was thus observed that whereas segments of the population in some localities may express sentiments of relative dissatisfaction about the interventions or field actions of the Regional Assembly in their communities, such sentiments are more of a misunderstanding due to inadequate sensitization on the part of this institution than actual neglect of some parts of the Region. This assessment is corroborated by data collected from the field which reveals that over 75% of citizens of the Region living outside FAKO and MEME divisions indicate that they have never physically seen or met any Bureau Member of the South-West Regional Executive Council, even in the headquarters of their native municipality, talk less of their locality or residence.

This perceived absence of the Regional Executive on the field within the region coupled with inadequate information or sensitization of the population about the actions of the institution has considerably affected the state of relations between citizens and their institution in spite of its commendable performances on the ground in various domains of intervention. Regrettably, this observation of absence on the field was not only expressed about Bureau Members of the South-West Regional Assembly but also for Regional Councillors in several localities, leaving the impression of “elected officials” who are either cut off from the population they are expected to be representing or actually unaware of the daily challenges and realities of their livelihoods.

One of the most observable results of this information gap or of the absence of Regional Assembly officials on the ground has been the relatively generalized tendencies for citizens to attribute laudable projects carried out by this institution to their local collectivity or Mayor, some of whom equally take advantage of the information vacuum to claim credit for such positive actions even though fully aware that their council has played no role therein.

Further analysis shows that this perceived absence or distance between citizens and officials elected into their Regional collectivity impacts the quality of relations they entertain. An interpretation of feedback from field data reveals that citizens were also disappointed in several cases about the virtual abandonment of commenced projects in various localities or the poor quality of some executed or completed projects. Citizens attributed their disappointment to what they observe as lack of proper follow-up of the execution or acts of complacency and irregularities such as the reception, on paper, of projects wherein the supervising engineer may never have been to the site to attest to its effective and proper execution.

As regards the project choice or selection proper, a structural examination on the basis of relevant domains of intervention shows that out of a total of one hundred and eight (108) earmarked projects for execution in 2025, close to 75% fell in the social domain in sectors such as health care delivery or infrastructure, education, provision of potable water or community electrification. On the other hand, attention was also paid to some pertinent projects falling in the economic domain such as roads maintenance, both within some township streets and in rural communities as well as the construction of a few bridges across streams that previously either cut-off regular interactions between communities or became a threat to human lives with sad experiences of drowning or being carried along by strong currents in the rainy seasons.

This is the case with the construction of a bridge over the NHE River in Lower MBO, NGUTI sub-division which attracted favourable reactions not only from the population of the immediate communities linked up through this bridge but beyond from citizens of the entire area who were still disturbed by the sorrowful incident of the death of a Priest of the MAMFE Diocese in their area a few months before, swept along by torrents while trying to cross a river to pursue his pastoral duties.

From this example, it could be understood that the reactions of citizens to the realization of beneficiary projects cannot be homogenous or portray exactly the same level of appreciation. The expression of joy or dissatisfaction by citizens continued to vary from one community to another, depending on what they perceive to be the pertinence of the realized project or in other words, the severity of the preoccupation and need resolved by the concerned projects. It was observed that where projects were properly identified in response to an urgent need expressed by the beneficiary population, the approval rating was consistently higher and ushered brighter relations with citizens.

Overall, the pattern observed in 2024 seems to have been closely reflected in the reactions of citizens to the execution of projects in their respective communities. In this light, the realization of projects with an impact on the improvement of health care delivery received over 80% appreciation followed by the execution of road infrastructure or a potable water supply project, with a 75% approval rating from beneficiary citizens with a weak percentage expressing preference for a different project within the same community.

On the other hand, while also receiving a relatively high endorsement from the citizenry, projects in the domains of education-construction of classrooms or the provision of equipment such as benches received approximately 65% appreciation, some within the population claiming that notwithstanding these realizations, parents will still pay PTA levies to these institutions. The installation of Community Solar electrification panels attracted an over 70% approval although some alert residents with economic aspirations point out that they would prefer a more stable electricity supply from ENEO through the national electricity grid or its extension to unconnected communities because they could use this for petty business purposes such as a documentation center, sewing or hairdressing shops, grinding mill etc.

The recapitulative table here-below presents or highlights some of the high impact projects of the Regional Assembly per Division.

DIVISION	PROJECT DESCRIPTION	OBSERVATION
FAKO	<ul style="list-style-type: none"> - Construction of a block of 2 classrooms at GTC Ekona Mbenge in Muyuka sub-division. - Limbe I sub-division: Rehabilitation of Limbe District Hospital. - Supply of a lot of 175 benches to GTC Bwitteva (Lot 1). - Supply of a lot of 200 benches to BGS and GTHS Molyko (Lot 2). - Buea sub-division: Equipment of the pediatric unit of the Buea Regional Hospital Annex. - Limbe I sub-division; completion of maternity block in Limbe Regional Hospital, phase 2. - Construction of a pedagogic block of 08 classrooms, 04 offices and 04 toilets at GTHS Molyko Buea, phase 1. 	
KUPE MUANENGUBA	<ul style="list-style-type: none"> - Supply of 300 benches to GSS Muabi, Mueba and GBHS Bangem, Bangem sub-division (Lot 1). - Tombel sub-division: GBHS Muambong, supply of equipment at the Biology, Chemistry and Physics Laboratories. - Construction of a bridge over the Nhe River at Lower Mbo, Nguti sub-division. - Supply and installation of 52 solar streetlights in Kack Ndibenjock, Mahole, Basseng, Mbomekogid villages, in Tombel sub-division (Lot 2). - Construction of a pegagogic block of 08 classrooms, 04 offices and 04 toilets at GTHS Bangem (phase 1). 	

LEBIALEM	<ul style="list-style-type: none"> - Supply of benches (74) at GHS Magha, Wabane (50) at GTC Abebuo Fontem sub-division and (50) at GBSS Mbelenka Alou (Lot 3). - Construction of a pedagogic block of eight (08) classrooms, four (04) toilets at GTHS Alou (phase 1). - Construction of solar powered boreholes with a tower at Fon's Palace at Emolah Nwangong. -Installation of solar lights at three corners Alou Emallah (Lot 2) - Installation of solar street lights at Njenawung and Menji Fonjumetaw. 	
MANYU	<ul style="list-style-type: none"> - Construction of two classrooms at GHS Nchang (Lot 2) - Construction of two classrooms at GHS Akwaya (Lot 2) -Rehabilitaion of Bakogo water supply (phase II) - Supply of medical equipment to the mother and child unit of the Mamfe Distric Hospital. -Construction of two classrooms at GSS Egbekaw (Lot 1) -Construction of two classrooms at GHS Nchang (Lot 1) 	
MEME	<ul style="list-style-type: none"> - Completion of pedagogic block of 08 classrooms, o4 offices and 04 toilets in GHS Fiango, Kumba II sub-division. - Kumba I sub-division; construction of concrete gutters from AZI motel junction to Anglican church Kumba (phase 1). - Kumba I sub-division; construction of hospitalization block at the Kumba District Hospital phase 2. -Kumba I sub-division: construction of a cement paved road in Kumba town from Presbyterian church to Asong garage phase 	

	<p>5.</p> <ul style="list-style-type: none"> - Kumba III sub-division: construction of a cement paved road from Mabanda junction to Mabanda Native phase 2. - Konye sub-division ; supply and installation of 20 standalone solar streetlights at Kokobuma (Lot 2). - Mbonge sub-division; supply and installation of 20 standalone solar street lights at Mofako Bokondo. - Construction of a pegagogic block of 08 classrooms, 04 offices and 04 toilets at GHS Kumba Mbeng (phase 1). 	
<p>NDIAN</p>	<ul style="list-style-type: none"> - Construction of a suspended footpath from the fish market to creek 100 meters long in Isangele sub-division phase 1. - Purchase and installation of ICT equipment (12 computers and accessories, photocopy, printer and 6.5 KVA generator) for GBHS Ekondo-Titi. - Construction of a solar farm of 32 megawatts for rural electrification in Dikome Balue (phase 1) - Supply of delivery kits for the Isangele Bakassi District Hospitals. - Ekondo-Titi sub-division: Construction of a bridge over river Mah between Lipenja Narombi and Bekatako Balue. - Construction of a pegagogic block of 08 classrooms, 04 offices and 04 toilets at GBHS Mundemba (phase 1). 	

Overall, during the year 2025, relations between the South-West Regional Assembly and citizens was observed to be very positive within some localities or major agglomerations where the population is relatively better informed about its interventions but a mitigated picture in the semi-urban and rural areas as a result of some factors highlighted above such as near total absence of officials on the field or

perceptions of the institution as being distant and timid in its proximity engagement with citizens in such localities.

The abandonment, protracted delays in execution or poor quality of some realized projects was another strong cause for some sentiments of dissatisfaction especially in communities which nursed positive expectations upon important projects being earmarked or execution commenced before enthusiasm gave way to disappointment. To the credit of the Head of this institution were some decisions and appropriate action initiated against persons considered as delinquent contractors or enterprises.

Against this backdrop, the South-West Regional Assembly received very favourable reactions across the Region for what was considered as consistency and the pertinence of several selected projects; prominent amongst which were the following:

- The equipment of the Mamfe District Hospital after funding construction in 2024 of some key departments unfortunately destroyed in tragic circumstances almost three years ago;
- The construction and equipment of the Pediatric Center at the Buea Regional Hospital thus rendering this facility functional;
- The construction of the Emergency and Casualty departments of Kumba Regional Hospital Annex, that also suffered destruction over six years ago;
- The continuous efforts to ensure an improvement in healthcare delivery in health facilities within other administrative units of the Region;
- The construction of several pedagogic blocks in thickly populated schools where schools administrators, students and teachers had been long struggling with over-crowding and inadequate facilities due to an influx of new students from still unsafe localities;

- The maintenance of some roads in neighbourhoods of the City of Kumba which viewed such actions as a huge relief and an instant improvement on living conditions as well as the obvious convenience of movements.

Naturally, citizens continue to aspire to see the institution not only pursue its commendable initiatives but look forward, in 2026, to a reinforcement and amelioration of its performances.

PART II

STATE OF RELATIONS BETWEEN USERS AND COLLECTIVITIES OF THE REGION

STATE OF RELATIONS BETWEEN CITIZENS AND COLLECTIVITIES OF FAKO DIVISION

Against the backdrop of a now more normalized socio-security context prevailing in Fako Division throughout the period under review, municipalities in the Division continued to implement their tasks in attending to citizens and the execution of projects to the benefit of the population. The general appreciation of the municipalities in Fako division is that the municipalities performed their responsibilities in the execution of projects to the benefit of a greater population and consequently established in general terms a positive relationship with the population of their respective municipalities.

Away from general appreciation and in order to depict reality in individual municipalities in terms of the obligations of services delivery and the execution of projects, the presentation here gives a comprehensive evaluation of the state of relations between the users and the individual collectivities.

THE LIMBE CITY COUNCIL

The Limbe City council encompasses territory and citizens of the LIMBE I, LIMBE II, LIMBE III municipalities. Although these municipalities did envision and provided services and/or executed projects for the citizens of their specific municipality separate from the services carried out and projects executed by the

LIMBE City council, the state of relations will be evaluated for citizens of the entire City; because facilities provided in one municipality are usually beneficial to citizens residing in other parts of the city because of their regular interactions.

Based on this standpoint, one of the domains in which the administration of the LIMBE I council's efforts was commended is the digitalization of the civil status registration documents. This saw all civil status documents for the council digitalized thereby distinguishing itself in this regard. The council also took first place in the 6th edition of the FEICOM National Award for Councils and Local Development Practices. The LIMBE II and LIMBE III councils also attracted appreciation from citizens in terms of civil status registration as the population acknowledged that most civil status documents were established free of charge within stipulated time period.

A perennial issue however with the establishment of birth certificates in the City remains the fact that some dwellers in LIMBE II and LIMBE III municipalities preferred to move to LIMBE I council or the LIMBE City council for the establishment of birth certificates because council personnel charged with their establishment in LIMBE II and III are often not regularly available to offer this service. At the City or LIMBE I councils sometimes the Users met with "middlemen" who charged them exorbitant sums of money ranging from FCFA17,000-FCFA25,000 for the document. It is established that some of these so called "middlemen" are council personnel. In different occasions the attention of the Lord mayors have been drawn to this illegal act but sadly, this problem has not been addressed. This situation of middlemen extorting money from Users to establish birth certificates is also an experience reported to be common with all the municipalities in the LIMBE City council area. Emphasis has always been made by

the Office of the Public Independent Conciliator in town hall meetings held in these municipalities that issuance of birth certificates are free of charge.

The LIMBE City council also continued the effective use of elements of its municipal police to maintain urban order in the town. In keeping urban order, the municipal police agents' actions were felt in all domains within the Limbe I and Limbe II municipalities that allowed the Authorities to make use of their services, with the exception of LIMBE III. The actions of the agents were most noticeable in the transport domain where they not only relocated some motor parks from very busy or crowded areas of the city center to areas where their activities were less disruptive to the regular movements or activities of other city inhabitants, but also encouraged a well-coordinated arrangements on how to carry out their activities. Once again city dwellers saluted the measures from the councils for having contributed to a better flow of circulation in previously crowded streets thereby providing a feeling of security and orderliness.

In the domain of socio-economic services provision, the LIMBE CITY council is applauded for maintaining good relations between the City dwellers and the council. Prominent among the very laudable efforts of the City Council are the following:

- The Limbe City Council entered into partnership with the National Employment Fund (NEF) that saw 50 youths instantly recruited within the framework of the Urban Special Employment Program (USEP).
- Still with socio-economic services provision, the council in its drive to empower youths, offered fully -funded scholarships to some 50 youths aged between 15 to 35 years old who are holders of the First School Leaving Certificate in the municipality. They were trained in welding, motor mechanics, computer studies and tailoring.

Also, in the domain of socio-economic services provision, the LIMBE I council engaged in the construction of low-cost housing at Busumbu that saw the construction of blocks A and B with block B just recently completed. However, residents of the LIMBE I council occupying block A apartments complain of poor sewage system and drainage. There is equally the construction of low-cost housing projects currently ongoing in the LIMBE III municipality. The LIMBE I and LIMBE II councils have completed the construction of additional market stores at the new market, Isokolo and Batoke respectively but the LIMBE II council is yet to rehabilitate the Ngeme market as promised.

The LIMBE City municipalities were praised for the encouraging rate of implementation of their investment budget in projects. The councils made giant strides in the domain of construction projects particularly in the opening up of streets in some communities in LIMBE II and LIMBE III. Although the LIMBE City council is the last on the list in Fako in terms of the execution of public investment budget, LIMBE II and LIMBE III municipalities came in second and third places respectively while LIMBE I featured prominently amongst municipalities with the highest percentage in the execution of their earmarked Public Investment Budget.

A disturbing preoccupation expressed with respect to the socio-economic services provision in terms of constructed market stores at the new market in the LIMBE I municipality and the Isokolo market in LIMBE II is that, months after the newly constructed stores, they are said to be still locked up while traders continue to sell by the road side. Users decry the fact that the award of these stores to users who duly apply for the stores for business purposes usually delays and it is often done through contractors who later charge exorbitant payments from Users.

In the domain of education and the execution of the minimum package, the LIMBE I council donated over 100 benches, teachers tables and chairs to GS SAMCO, GS Moliwe, Ecole Publique Francophone Bonadikombo and GS Busumbu. In the LIMBE II municipality, the roofs of classrooms of Government Nursery School Botoland are in a deteriorating state as rain water filters into the classrooms whenever it pours. The school was also reported to lack a playground, as well as benches and a fence. The LIMBE III council also constructed an extra classroom at the Mabeta Government Primary School.

As regards civil protection service to the population, the firefighting service of the LIMBE City Council was equipped with a modern firefighting truck to boost interventions in the field when fire incidents occur. Added to this the special corps of the LIMBE City firefighting service received a two-weeks training, upgraded their know-how for rapid response to emergencies and eventualities. Regrettably, the population expressed utter disappointment that when a fire break-out was recorded at the Limbe New town market consuming shops, the response was late.

As concerns the health domain, the population of the LIMBE city area commend the efforts of the municipal authorities in ensuring that integrated health centres are constructed across the municipalities. In LIMBE III there is an integrated Health centre at Man O' War Bay and Chop Farm. While the population is happy about the presence of this health facility, residents indicated that for both integrated health centres, the personnel are hardly present at the health centres to provide the services required at the early hours of the day and when eventually available, by 3;30pm they are all gone from the premises thereby preventing the patients from fully benefiting from the healthcare services in these facilities. Any demand for their services after 3pm will always meet with the premises void of any personnel.

The provision and supply of potable water is another domain that attracted attention from both the local authorities and the residents of the municipalities in the LIMBE City area. Localities such as Bobende, Mokundange, Lower Bwaondo communities in the LIMBE II municipality are all suffering from the lack of supply of portable and/or a functional water point at public spaces such as the motor parks and public squares. Although the LIMBE III council makes laudable enough efforts in constructing boreholes for the provision of portable water at Man O' War Bay and water boreholes at Chop Farm, Bimbia, Motondo, Mbonjo and Mangan, many communities in the municipality notably Bonagombe, and Mabeta still face serious challenges with the availability of potable water.

Perhaps the domain that attracts serious criticism from the population on the shortcomings of the Local Authorities is the domain of hygiene and sanitation. Disappointment about the nosedive deterioration of hygiene and sanitation is a major concern across the LIMBE City council area. In LIMBE I and LIMBE II municipalities, despite what citizens describe as sporadic efforts, garbage continues to be littered indiscriminately along the main streets and residential quarters. This situation is further exacerbated by the absence of suitable trash cans for garbage, the irregular evacuation of garbage piled on the streets and roads. Lamentation from city dwellers who are witnesses of the once cleanest city in the nation now reduced to decaying heaps of garbage by the road from the entrance to the city to the beaches is loudest now.

Invariably, the poor hygiene and sanitation condition ushers in another major preoccupation to inhabitants of the city of Limbe: flooding which affects large parts of the city. Recurrent floods at the Manga Williams Avenue and Church Street unavoidably spill into the new market and on various roads in the LIMBE I municipality, leading to inundation in the down beach community. The city council

has continued to take palliative measures in an attempt to curb the challenge. However, the severity of the aftermath of flooding recorded during the rainy season often leaves the victims and inhabitants of affected localities both bitter and angry at what they consider as a failure on the part of the City Council administration to be proactive to the existence of this well-known challenge.

The City council administration has a tradition of organizing some sporting and cultural events within the city, which establishes warm relations with citizens. In this light, the council organized a football tournament with the active participation of various communities as well as the cultural festival; named “Maloko ma Mboa” alongside sporting activities such as the canoe race that witnessed communities in the LIMBE I, II, and III Municipality participating.

Notwithstanding the shortcomings observed in some domains or complaints recorded from segments of the population, the general overview of the state of relations between the population and the city dwellers of the LIMBE City Council areas is considered to be good. Indeed, the actions of the sub-divisional municipal administrations contributed to establishing cordial relations in some localities through positive remedial action to some previously identified preoccupations.

THE BUEA MUNICIPALITY

During the period under review, the state of relations between the BUEA Municipality and its Users of council services was a mitigated picture as citizens expressed disappointment, either concerning the inability of their collectivity to live up to expectations or what they view as the poor quality of services rendered by the council except for few domains mentioned here below.

Citizens extolled the sustained efforts of the council administration in the delivery of conventional services such as the issuance of various civil status documents. For instances the

council administration organized periods of approximately three (03) months whereby over two hundred (200) birth certificates were offered to children; particularly children from IDP homes, whose documents had been lost as a result of the prevailing socio-political unrest affecting the North-West and South-West Regions, as well as for children whose parents failed to establish birth certificates. Notwithstanding, some citizens of Buea municipality are sometimes said to be demanded to pay an amount ranging from FCFA2500 to FCFA10000 for the establishment of birth certificates particularly at the secondary civil status registration center at Soppo.

With regards to secondary civil status registration, the population in the Bonjongo court area deplore the absence of this council service that causes them to travel long distances to obtain council services. Not only does the population decry the absence of council services that were existing before, they also denounce the neglect of development of the Bonjongo court area by the council. This situation had some citizens ask questions as to whether the Bonjongo court area is part of the Buea Municipality because very few council projects are earmarked in these areas.

With regards to Municipal Policing the council administration received positive reactions regarding the actions of the Municipal Police agents in implementing measures that enabled the flow of traffic especially along the stretch of road commonly referred to as “OIC market area” and the crossing of the BGS Molyko stretch of road during early rush hours for students rendering it very fluid. The municipal police agents worked in collaboration with regular police agents to control traffic at major traffic jam points too. Similar action by agents of the municipal police was equally observed around the Bwitingi market area and around the Bomaka- Mile 17 round-about where, acting once again in conjunction with the regular state police, they were observed deploying efforts to curb irresponsible parking of cars and obstruction of the highway in this vicinity which serves not only

as the gateway into the Municipality but also plays host to the Buea motor park and a number of travel agencies.

Perhaps the most remarkable and commendable socio-economic effort of the council has been the rehabilitation and improvement of the Muea market. This project installed some solar lamps for the lanes within the market to provide for security, a market gate as well as a plan to provide pavement that will salvage the permanent problem of mud that has plagued the Muea market for years. As a result, the Users and market vendors expressed joy with the council administration concerning the vision to improve upon the market place for the benefit of the Users. Similar initiatives were also carried out at the Bokwoango and Bwitingi markets that saw the construction of more shops through Build Operate Transfer (BOT) initiative.

Once again, in 2025, the Buea council organized holiday job initiative especially for the benefit of students of higher education and within the secondary school bracket. This socio-economic initiative has always received favourable reactions not only from the beneficiary students and their parents but also from a segment of local opinion who considered it as likely to provide assistance to needy and relatively vulnerable parents who usually face challenges handling back to school preparations.

For the second consecutive year and in conformity with the directives of government in view of ensuring more effective citizen participation in identifying local development priorities, the Mayor of the Buea Municipality again organized public town hall orientation discussions to listen to and better identify the priority preoccupations of inhabitants of the municipality. These actions once again attracted favourable comments from the public. Beyond the favourable comments from the public, one of the fallouts from such an orientation discussion was the outcry of the deteriorating waste management challenge faced by the Municipality, a

preoccupying situation that saw the representative of the State in the region and other stakeholders in the Municipality commune to chart ways to ensure better waste management.

It is consequently almost no surprise that the domain of hygiene and sanitation has been one in which the Buea council administration has received the lowest approval rating this year. Indeed, inhabitants of neighbourhoods largely affected by this regrettable situation in the municipality repeatedly drew attention to what they consider to be a total neglect of the responsibility of the council administration with piles of dirt usually requiring weeks to be evacuated. Regrettably this is the situation in a major round about in the municipality such as Bomaka-Mile 17 round-about, Bomaka-Mile 18 junction and other densely populated areas such as the OIC-Soppo market, Bokwango market, Bonduma and Ndongo-Molyko stream which has become a dumping site of refuse.

A major preoccupation of the population in Buea is the challenge faced with prolonged traffic jams in some parts of the town to which many have blamed the situation on the lack of interconnected or alternative roads in Buea. The situation was made worse as existing roads suffered serious deterioration with pot holes appearing on numerous spots of roads that connect several neighbourhoods such as the Soppo-Old GCE Board road destroyed by run-off to the extent that the road became impassable at a point; as well as the stretch in front of the permanent site of the GCE Board. To many, the council administration is doing almost nothing to open up new streets that can interconnect the existing roads which could help decongest traffic.

Concerning the execution of public investment budget and execution of projects, the council administration was rated amongst the last together with LIMBE City council in the execution of PIB in Fako. Except for the execution of the bridge

at Moki garage that was widened and reconstructed to ease traffic, the supply of water project in the Bonjongo court area and the Sasse water project of which the population already started benefiting from the investment.

In a nutshell, the disappointment of service Users of the Buea council was felt in all the domains of council responsibilities. Accordingly, citizens disapprove of the failure of their collectivity to live up to prospects in what the population evaluated as poor quality of services rendered. Although the council mitigated in some domains, the state of relations between the citizens and the population of Buea is judged to be poor as citizens expressed dissatisfaction in general regarding the provision of services and execution of projects.

MUYUKA MUNICIPALITY

Muyuka Municipality continues to be the council area amongst the councils of Fako Division most negatively impacted by the prevailing socio-political crisis. Naturally, as a result of this situation, the sphere of intervention of the council administration in the provision of council services and execution of projects was significantly limited to the urban center of the municipality.

Notwithstanding the adverse effects of this situation the Muyuka Municipality actually tops the chart in Fako in terms of the provision of civil status documents; birth certificates are issued free of charge to its population and more specifically in situations where parents approach the council administration within stipulated periods. The beneficiary population of Muyuka municipality are quite satisfied with the provision of civil status registration services.

Despite the prevailing situation in the Municipality, the council administration was commended for the efforts towards pushing hard for the return of the population and the revival of the activities like before the advent of the socio-political crisis.

This effort is most noticeable in the organization of the cultural festival baptized “Molatako” which brought together the population of all 18 villages in the municipality and created a platform for exchanges and concertation on how to bring Muyuka back to its usual state again.

The Muyuka council administration did manage to engage in some investment projects such as the opening of streets to interconnect the town particularly in the New layout neighbourhood. The council administration also got engaged in the construction of a building for the integrated health center and the construction of a council guest house at the premises of the Muyuka council. Whereas both projects are still to be completed, they are already a source of favourable reactions from segments of residents.

The hygiene and sanitation situation in some key public places in the Municipality has continued to be a cause for concern. The vendors and buyers of the Muyuka main market decry the hygiene and sanitation situation with heaps of dirt disturbingly close to food vendors in some points where the council has taken no action for a very long time. Some market spaces to display goods are uncomfortably close to the non -functional market toilet while some vendors display goods on the floor.

The council administration promised during a town hall interactive meeting to seek a permanent solution to this very worrying issue not only within the market, but also in some neighbourhoods where dwellers had cited similar hygiene challenges. The statusquo remains sadly the same months after the council administration pledged to remedy the situation.

In terms of the provision of security as general protection services, the market vendors cited frequent instances of theft in the market, attributing the burglary of their goods mostly at night to the absence of lighting at the market. Feedback from

vendors and shop owners reveal disappointment about the inaction of the council administration in spite of several assurances after receiving complaints.

In an attempt to explain its inability to provide solutions to such preoccupations which are at the center of relatively poor relations with citizens, some within the council administration indicate that one of the major challenges faced by the Muyuka council is tax evasion making the council among the least in Fako in terms of revenue collection with a weak revenue generating base especially as they hold that the lone vibrant company present within the Municipality- “Source du Pays” does not pay anything in taxes to council coffers.

IDENAU MUNICIPALITY

On account of its relatively peripheral location, Idenau Municipality enjoyed relative peace that ought to serve as a strong factor for the provision of expected services to the citizenry during the period under review.

An assessment of the state of relations between the Idenau council and the population indicates that most service Users were generally satisfied with the provision of civil status documents as well as the issuance of building permits. Users attest to not only the availability of council personnel in providing services but also what they describe as good faith exhibited by the Lord Mayor in achieving the goals of the council for the good of the population. This is illustrated by the close collaboration between the civil status unit and the health center in the establishment of birth certificates.

In the socio-economic domain, the council administration was commended for its low-cost housing project, the construction of the Idenau Banquet Hall, the provision of boreholes at Debundscha and Njonji, the construction of a borehole and

the fish market in Last Combo, the construction of a slaughter house still at Last Combo, the construction of toilets at the motor park in Bibunde and the pavement of streets at block 20, Bibunde.

From observation during field activities, a major challenge of the Idenau council administration during the period under review was in the domain of hygiene and sanitation, especially the disposal or removal of domestic waste which was the source of complaints. Citizens attest that waste removal is always almost inexistent and that garbage is frequently dumped beside streams and carried into the ocean. On the other hand, whereas the Idenau main market at Bibunde has got a functional toilet and water point, the garbage disposal and waste management at this market continued to trigger concerns about the overall sanitation situation of the market.

TIKO MUNICIPALITY

During the year 2025, the Tiko council administration was able to function in a relatively satisfactory manner, allowing it to provide routine services and basic amenities to a cross-section of inhabitants.

Generally, the population praised the council for its provision of the services of civil status registration services including the establishment of free marriage certificates to numerous beneficiaries under what is commonly known as collective marriages. In this regard, on the occasion of the International Day of the Family, the council offered free marriage certificates to 53 couples and on the commemoration of the 8th edition of the African Civil Status Day, the council once again offered free marriage certificates to 50 couples. During the commemoration of this event, free birth certificates were established for some 200 IDPs, students and pupils of examination classes. However, this bright light in the provision of civil status documents had bleak spots in regular hours of work whereby council personnel

acting as middlemen collect the sum of FCFA2000 under falsehood that the amount is to provide stamps.

The Tiko council stamped its Authority on the respect of urban order by working in collaborations with the Local administrative authority to put an end to illegal construction and the establishment of businesses on sites not permitted by the council. Many businesses occupying spaces unlawfully were forced to evacuate with the use of the municipal police agents whom in conjunction with market masters and mistresses formed a patrol team to ensure that users and vendors do not violate the regulations put in place by the council.

Although this initiative has received positive reactions amongst a cross section of citizens, some also point to persistent cases of irregular constructions within the municipality citing cases such as a purported hotel constructed at the roundabout of the ongoing Tiko-wharf road covering part of an area expected to be the roundabout and significantly narrowing this important and acclaimed road to the Tiko wharf. Another similar case is the construction of a permanent residence of an individual on the water way of the Ndonggo stream. Dwellers at the neighbourhood are making a case that this could lead to potential flooding into surrounding areas during heavy rains.

However, the council received positive approval from the population for the execution of certain projects like the maintenance of the Mutengene market motor park, the pavement of stretch between Standard Pharmacy and the Town Green Stadium in Tiko town, the construction of two classrooms at Government Primary School Upper Constain, the construction of a bridge at Motombolombo linking street 7 and New layout, the Likomba main market, the Tiko town market, thereby contributing to local urban development and mobility.

The issue of some market vendors making complains about discriminatory practices in the allocation of market space and stores such as described at the Mutengene market was a source of relatively conflictual relations between the collectivity and some citizens. A well identified official complained of instances whereby the market master collected money from would-be vendors and later reassign the same stores to some other would-be vendors on the basis of “man know man” or to those who pay higher than the previous vendors. Some of the discriminated vendors who were unable to retrieve their money even after the market master has failed to allocate them a store, decry the situation as both an injustice and a feeling of impunity or possible complacency from the Municipal authority.

In the domain of hygiene and sanitation, the Lord Mayor during the course of the year mobilized together with bike riders a team that carried out cleaning of drainage system at the Mutengene roundabout. Thus, overall, the state of relations between the population and the Local Authority of the Tiko Municipality is regarded as relatively acceptable in spite of the persistence of some preoccupations which continue to jeopardise these relations notably the lack of the Mayor’s good will to pay some contractors who executed their projects even during his tenure of office. This leads to frustration and creates a very uncordial relationship between the council and this group of individuals.

STATE OF RELATIONS BETWEEN CITIZENS AND THE DECENTRALIZED LOCAL COLLECTIVITIES OF KUPE- MUANENGUBA DIVISION

The period under review unfolded within a context marked by evolving governance frameworks, demographic pressures and increasing demands for accountability, equity and tangible services delivery at the local level.

Kupe–Muanenguba Division presents a diverse administrative and socio-economic landscape shaped by geographical constraints and uneven development patterns. While notable strides were recorded in certain councils toward improving governance practices, strengthening institutional presence, and responding to community needs, other areas continued to grapple with structural deficiencies that limited the effectiveness of local administration. These disparities underscore the broader challenge of translating decentralization policies into measurable improvements in citizens’ daily lives.

Indeed, the above-mentioned constraints, coupled with infrastructural deficits and the lingering effects of socio-political instability, have significantly influenced the performance of decentralized governance structures. Access to essential public services such as civil status registration, education, health care, potable water, sanitation, and road infrastructure remain uneven across localities. These disparities have shaped public perceptions of effectiveness of services delivery and have, in some instances, strained the relationship between local authorities and the populations they serve.

Nevertheless, the period under review also revealed encouraging signs of institutional engagement and closer attention to the preoccupations of citizens. Across the Division, local councils demonstrated varying degrees of responsiveness

through initiatives aimed at improving services delivery, strengthening community participation and enhancing accountability. Though uneven in impact, these efforts reflect a growing recognition of the importance of participatory governance, transparency, and responsiveness as foundational pillars of sustainable local development.

This analysis therefore seeks to provide a comprehensive and balanced assessment of governance and services delivery in Kupe–Muanenguba Division. It examines achievements and shortcomings, captures community experiences, and highlights structural and operational challenges confronting local authorities. Through a council-by-council analysis, the report offers a nuanced understanding of governance dynamics, while situating local realities within the broader framework of decentralization and development.

BANGEM COUNCIL: A BEACON OF HOPE IN SERVICE DELIVERY

The year under review marked a defining phase in the socio-administrative evolution of Bangem Municipality. Emerging from a context of a still fragile post-crisis recovery and heightened public expectations, the Council demonstrated a laudable commitment to strengthening governance, enhancing services delivery, and restoring public confidence. Bangem Council distinguished itself through proactive engagement, visible interventions, and a growing culture of accountability.

Throughout the year, the Council pursued an approach rooted in proximity, responsiveness, and citizen inclusion. Continuous engagement with traditional authorities, community leaders, and civil society actors enabled the Council administration to align policy actions more closely with local priorities. This participatory orientation fostered a sense of shared responsibility and reinforced

public trust in municipal institutions. While challenges persisted, particularly in service reach and operational capacity, the overall governance posture reflected a deliberate shift toward citizen-centered administration.

A major highlight of the year was the Council's investment in education and human capital development. The distribution of didactic materials such as exercise books, registers, and first-aid kits significantly improved learning conditions across several primary schools. These interventions were particularly impactful in underserved communities where educational resources had long been insufficient. While infrastructural gaps such as overcrowded classrooms and limited teaching personnel remain, the Council's commitment to supporting education marked a substantial step toward improving learning outcomes and reducing disparities.

In the domain of health and social welfare, the Council undertook targeted initiatives aimed at supporting vulnerable populations. Outreach activities in communities such as Nyan village, including the provision of essential supplies to pregnant women, nursing mothers, and vulnerable households, reflected a compassionate and inclusive governance approach. These interventions not only alleviated immediate hardships but also strengthened social cohesion and trust between citizens and local authorities. Nonetheless, the uneven geographic coverage of such initiatives highlighted the need for broader and more systematic programming.

Significant progress was also recorded in the area of child welfare and social development. The construction of a modern children's recreational park equipped with play facilities and solar lighting represented a forward-looking investment in contributing to the welfare of young citizens.

Environmental sanitation and urban management were another important aspect of the Council's agenda. Through collaboration with the Ministry of Housing

and Urban Development, notable improvements were achieved in waste management, public cleanliness, and environmental awareness. Organized waste collection, community sensitization campaigns, and improved refuse disposal mechanisms contributed to enhanced urban hygiene. Nonetheless, challenges persist, particularly in peri-urban zones where infrastructure gaps and informal settlements continue to undermine sanitation efforts.

Infrastructure development constituted another pillar of the Council's performance. The construction of lock-up stores, improvement of farm-to-market roads, rehabilitation of water supply systems, electrification of previously underserved communities such as Mbat, and rehabilitation of health facilities significantly enhanced economic activity and service accessibility. The construction of a modern community hall in Nkack further strengthened social cohesion and provided a venue for civic interactions. While these achievements are commendable, sustainability concerns related to maintenance were expressed by an informed fraction of the beneficiary population.

Despite these accomplishments, certain deficiencies persisted. Some schools continued to operate under substandard conditions, while access to potable water and reliable electricity remained inconsistent in several localities. These gaps underscore the need for sustained investment and enhanced inter-sectoral coordination.

Overall, Bangem Council in 2025 stands as a collectivity striving to preserve its relative progress within the Division. Its achievements in education, social welfare, infrastructure, and environmental management illustrate what is possible through committed leadership and resourceful action. However, enduring challenges highlight the necessity for continuous institutional strengthening, equitable resource

distribution, and long-term planning to consolidate gains and ensure inclusive development.

TOMBEL COUNCIL: STEERING RESILIENCE AND INCLUSIVE PROGRESS

The year 2025 for Tombel Council was characterized by conscious but not properly coordinated efforts to consolidate governance, enhance services delivery, and boost public confidence. Operating within a context of post-crisis recovery and infrastructural constraints, the Council demonstrated an attitude of resilience and determination in navigating administrative and socio-economic challenges.

The Council administrative operations in Tombel witnessed a commendable degree of stability, with functional civil status services, town planning units, and hygiene and sanitation departments maintaining regular operations. Improvements in civil registration processes enhanced accessibility and reduced procedural delays, thereby strengthening public trust. These gains reflected an encouraging institutional commitment to efficiency, transparency, and responsiveness.

Services delivery outcomes, however, revealed a mixed picture. While certain sectors recorded progress, others continued to face systemic limitations. Water supply systems, though operational, remained inadequate due to long utilized and relatively unreliable infrastructure and increasing demand.

In education, the distribution of learning materials and modest infrastructure improvements contributed to better learning environments, yet persistent shortages of classrooms, teachers and equipment in the urban centers with a high number of pupils constrained overall impact. The Council's performance in this sector can thus

be characterized as relatively satisfactory, marked by modest gains but constrained by structural challenges.

Health and social welfare services similarly exhibited uneven outcomes. Support to health facilities and vulnerable populations demonstrated the Council's attempts to social protection, yet with a limited scale and consistency of interventions. In many communities, inadequate equipment, insufficient staffing, and unreliable utilities continued to impede quality services delivery.

Economic life in Tombel remained largely anchored on agriculture and small-scale trade. Market infrastructure improvements, including the construction and rehabilitation of stalls, enhanced trading conditions in several localities. However, deficiencies in sanitation, water supply, and maintenance limited the population enjoying optimal benefits from these investments.

Environmental management and urban mobility presented additional challenges. While waste management initiatives and sensitization campaigns produced visible improvements, uncontrolled dumping and limited enforcement persisted in some areas. Transport services, largely dependent on commercial motorcycles, continued to provide essential mobility but were constrained by safety concerns and the virtual absence of any regulatory or coordination mechanism to better organize the sector.

The state of relations between the citizens and the Tombel council was fragile in 2025. This is due to the periodic and irregular presence of the Mayor. This has had a visible corrosive effect on the relationship between the Tombel council and its population. Local governance thrives in proximity, constant engagement and the symbolic reassurance that elected authorities are physically and administratively available to the people they serve. Where the Mayor's presence is occasional rather than consistent, decision-making becomes distant, community grievances remain

unattended for long periods and the council gradually appears abstract and unresponsive. This intermittent leadership has fostered frustration among the population, weakened participatory governance and created a perception of neglect, thereby straining trust and undermining the state of relations between the citizens and the council.

Overall, Tombel Council's performance in 2025 reflects a municipality striving to balance recovery with development amid structural constraints. The Council's initiative in the domain of social welfare, and service provision is evident, yet sustained progress will depend on strengthened institutional capacity, strategic investment and enhanced coordination capable of enhancing the trust and confidence of citizens.

NGUTI COUNCIL: ASPIRATIONS AMIDST GAPS IN SERVICES DELIVERY

The year 2025 represented a critical period for Nguti Municipality, marked by heightened civic awareness, growing public expectations, and persistent challenges in translating administrative intent into tangible development outcomes. Across communities, residents articulated a strong desire for responsive governance, equitable services delivery, and meaningful engagement in local decision-making processes.

Notwithstanding the population's resilience and civic commitment, a recurring theme throughout the municipality was the perceived disconnect between council administrative structures and the expectations of many residents expressed a sense of frustration over what they viewed as limited tangible improvements in local infrastructure, services delivery, and economic opportunities.

Field observations and community consultations revealed relative dissatisfaction with the accessibility and efficiency of administrative services. Delays in obtaining civil status documents and inconsistent services delivery contributed to a sense of disillusionment. Such challenges undermined public confidence and highlighted the gap between policy intent and implementation.

Infrastructure deficiencies emerged as a dominant concern. Rural road networks in many localities were found to be in poor condition, restricting mobility and economic activity. This can be exemplified with the Nguti main market with modern structures but abandoned due to poor accessibility, with traders often operating in facilities lacking sanitation, good road network and security.

Water supply remained unreliable in several communities, compelling residents to depend on unsafe or seasonal sources, even the newly constructed borehole in Manyemen has been revealed by the residents to be not functional.

Health and education sectors mirrored these challenges. Several health facilities were observed to be under-equipped and understaffed, limiting their capacity to provide quality care. As evidence of this preoccupation, citizens cited the relative abandonment of the Nguti district hospital and Government high school Nguti due to inaccessibility. These constraints collectively hindered human development and perpetuated socio-economic vulnerabilities.

Despite these challenges, there were notable positive developments. The Regional Assembly contributed to improvements in electrification as seen in the road leading to Government Bilingual High School Manyemen. Also bike riders expressed satisfaction with the provision of reflector jackets to them by the council which has improved identification and a safety upgrade.

This may explain why community members consistently expressed a strong desire for constructive engagement with authorities. The field visit of the Public Independent Conciliator was widely acknowledged as a vital channel for dialogue, improvement of services delivery and conflict resolution.

In sum, Nguti Municipality in 2025 stands at a crossroads. While structural deficiencies and services delivery gaps remain significant, the resilience of its population and the existence of institutional frameworks provide a foundation upon which progress can be built. Addressing existing challenges will require strengthened administrative capacity of the council administration thereby enhancing transparency and sustaining investment in critical sectors.

The state of relations between the Nguti council and the citizens is seen not to be cordial in 2025 just like in 2024. This is evident with the Nguti council being largely non-functional and the absence of the Mayor in the municipality affects the state of relations between the citizens and the council. This prolonged absence has created an institutional vacuum in which municipal administrative continuity services delivery and civic engagement are severely compromised. The lack of a functioning council structure deprives the population of a credible platform for dialogue, grievance redress and local development planning. Consequently, a widespread perception that local governance has become symbolic rather than effective.

In conclusion, the year 2025 reflects both challenges and the promise of decentralization in Kupe–Muanenguba Division. Across Bangem, Tombel, and Nguti, local governments have demonstrated varying degrees of progress in services delivery, governance, and community engagement. While some achievements have been made, persistent structural and operational constraints continue to limit the realization of inclusive and sustainable development.

In this regard, several cross-cutting observations emerge from this assessment.

First, the principle of proximity governance remains central to effective decentralization and must be reinforced through consistent community engagement and participatory decision-making.

Second, while progress has been made in infrastructure and social services, disparities in access and quality persist, particularly in rural communities.

Third, the council's administrative efficiency and coordinated efforts in addressing the preoccupation of citizens remain major determinants of public trust and service effectiveness.

STATE OF RELATIONS BETWEEN CITIZENS AND THE DECENTRALISED LOCAL COLLECTIVITIES OF LEBIALEM DIVISION

The year 2025 represented an important period in the governance, social recovery, and services delivery landscape of Lebialem Division. Emerging from years of socio-political instability that significantly weakened administrative presence and local development efforts, the Division experienced a relatively fragile but noticeable shift towards stabilization. Compared to previous years, 2025 was characterized by improved security conditions in several localities, increased mobility of persons and goods, and a renewed capacity for decentralized local collectivities to re-engage with their statutory responsibilities. This relative calm created a more enabling environment for councils to reconnect with citizens and progressively restore essential public services.

During the course of the year, it was observed that relations between citizens and decentralized local collectivities in Lebialem Division evolved within a context of cautious optimism tempered by persistent challenges. Councils increasingly reasserted their institutional presence through the implementation of development projects and the gradual resumption of administrative services that had been disrupted by the crisis. Access to civil status services, basic health infrastructure, educational facilities, potable water, rural roads, agricultural support initiatives, and local economic activities showed measurable improvement in comparison to the preceding year. These interventions, though uneven across municipalities, contributed to rebuilding public confidence and reviving community life.

It became clear during the course of the year that the dividends of relative peace were not uniformly distributed across the Division. While some communities benefitted from visible infrastructural investments and improved services delivery,

others continued to face constraints linked to limited council resources, inadequate logistics and the enduring effects of prolonged insecurity. In this regard, citizen expectations increased alongside improvements in stability, resulting in greater scrutiny of council performance and a growing demand for performance, equity and transparency in local governance.

During the course of this assessment, it was also observed that decentralization in Lebialem Division increasingly moved from a largely theoretical perception to a more practical and community-oriented process. Councils were no longer perceived merely as administrative structures but as major actors in post-crisis recovery and grassroots development. Interventions in healthcare rehabilitation, potable water supply, rural electrification, school infrastructure, sanitation, and farm-to-market road maintenance underscored a renewed commitment to addressing immediate community needs. This practical engagement contributed to a gradual strengthening of citizen–council relations, particularly in areas where projects directly impacted daily livelihoods.

However, it became evident that the overall relationship between citizens and decentralized local collectivities in Lebialem Division remained transitional. While progress recorded in 2025 signaled a departure from the stagnation of previous years, structural and operational challenges continued to hinder the delivery of vibrant, responsive and inclusive local governance.

Against this background, the state of relations between citizens and decentralized local collectivities in Lebialem Division in 2025 can be described as one of cautious recovery and rising expectations. The year under review laid important foundations for improved services delivery and citizen engagement. It is within this context that this end-of-year assessment examines the performance of Wabane Council, Menji Council and Alou Council, with a view to highlighting

progress made, raising concerns where necessary, and situating council actions within the broader objective of consolidating the implementation decentralization and sustainable local development in Lebialem Division.

WABANE COUNCIL: PRESERVING THE GAINS OF RECOVERY;

During 2025, the Wabane Council effected transition from survival-oriented governance to a phase of palpable recovery and structured services delivery. Compared to 2024, when lingering insecurity, population displacement and limited institutional mobility severely constrained council action, the year under review benefited from improved security conditions and established administrative presence. This relative stability enabled the council to pursue meaningful engagement with communities and to progressively implement development-oriented interventions that responded to well identified social, economic and infrastructural deficits.

During the course of the year, it was observed that Wabane Council prioritized health service recovery as an important pillar for restoring citizen confidence and improving human security. The rehabilitation of the Bechati and Bangang Health Centers represented a suitable response to the fragile healthcare situation inherited from previous years. These facilities, which had suffered from neglect and reduced functionality during the height of the crisis, were brought back into operational capacity through infrastructural upgrades and improved accessibility. The provision of a dedicated water supply at the Bechati Health Center further reinforced the council's commitment to quality healthcare delivery and improving hygiene standards. Compared to previous years, when access to functional health facilities was severely limited, these interventions significantly reduced the burden on residents who previously travelled long distances for basic medical services.

Within the education sector, the year under review revealed a renewed emphasis on restoring learning environments and supporting school infrastructure. The supply of benches to Government Schools in Bangang, Folepi, and Bamumbu significantly improved classroom conditions, addressing a period of prolonged neglect. The construction of two classrooms at Government School Folepi further demonstrated the council's intention to expand educational access and reduce pressure on existing facilities. Although the rehabilitation of two classrooms at Government School Bangang remained incomplete by the end of the year, the initiative itself signaled institutional re-engagement with educational development. Compared to 2024, when educational infrastructure interventions were minimal, 2025 reflected measurable progress towards rebuilding a functional learning ecosystem, especially as the pupil and student population is reported to have been on a steady increase over the past two academic years.

Economic sustenance and rural livelihood support also emerged as one of the main features of Wabane Council's performance in 2025. The supply of farm materials to Common Initiative Groups was a targeted response to the predominantly agrarian nature of the municipality. This intervention contributed to revitalizing agricultural productivity, strengthening household incomes, and contributing to food security at the local level.

Infrastructure development, particularly road rehabilitation, could be considered as one of the most impactful areas of council intervention during the year under review. The rehabilitation of roads linking Magha to Mbechou, Mbechou to Banteng, and Nkongle to Marita significantly improved intra-municipal connectivity. These roadworks reduced travel time, facilitated the movement of farm produce to markets, and enhanced access to health and educational services. Compared to 2024, when many of these road networks were barely passable due to

neglect and insecurity, the improvements recorded in 2025 restored a sense of community cohesion and economic normalcy.

The extension of electricity from Mbechou to Banteng and from Mbechou to Talung further underscored the council's commitment to inclusive development. These developments represented a notable improvement over the past years, when limited energy infrastructure constrained economic growth and social life. By transforming these rural communities into more attractive social environment, the actions of the council administration could cause the return of more previously displaced persons as well as reduce rural exodus especially of the youths.

Overall, the performance of Wabane Council in 2025 reflected a municipality in transition, moving from isolated initiatives towards structured and people-centered services delivery. The improvements recorded during the year were largely attributable to the relative decline in insecurity and the visibility of the council, through a more regular physical presence of the Mayor. While some challenges remained, particularly in ensuring project completion and sustaining services delivery across all communities, the council's interventions in health, water, education, agriculture, energy and road infrastructure significantly strengthened relations between citizens and the decentralized local collectivity.

MENJI COUNCIL: REINFORCING EFFECTIVE FUNCTIONING OF THE COUNCIL ADMINISTRATION

For the Menji Council, the year 2025 witnessed an important phase in the administrative and developmental trajectory for the Council, as the municipality continued its gradual transition from crisis-induced stagnation to more effective local governance and services delivery. Compared to previous years, when insecurity and weak infrastructure impacted council action, the year under review

benefitted from improved stability, enhanced institutional presence and renewed citizen engagement. This context allowed the council to pursue visible infrastructural, social, and economic interventions, even as certain structural deficiencies continued to generate public concern.

Against this backdrop, it was observed that Menji Council placed emphasis on institutional renewal and urban management as foundations for long-term governance effectiveness. The ongoing construction of a new council edifice, with the first phase completed in 2025, emerged as a powerful symbol of administrative rebirth and public confidence. Citizens widely expressed optimism that a modern council edifice would ensure better services coordination, improve working conditions for staff and enhance accessibility for the public

However, in the domain of civil status administration, the year under review revealed persistent challenges that continued to affect citizen trust. Several residents reported being charged for the issuance of birth certificates for children less than three months old, despite statutory provisions guaranteeing such services free of charge. These complaints highlighted persistent gaps in regulatory compliance, transparency, and oversight within civil status services. Compared to 2024, when access to documentation was severely hampered by insecurity and administrative disruptions, 2025 reflected improved availability of services on the ground in Menji but underscored the need for stronger compliance and follow-up mechanisms to protect citizens from unethical practices.

Economic development initiatives during the year reflected a conscious effort to stimulate local production and value addition. The construction of a cassava processing center with an attached storage facility in Njoagwi, Fotabong III, represented a pioneer investment in agro-industrial development. This project

offered new opportunities for farmers to process and preserve produce, reduce post-harvest losses and increase household incomes

Education and youth development also featured prominently in the council's social agenda in 2025. The completion of a block of two classrooms at Government Primary School Fossung alleviated classroom congestion and improved the learning environment. Additionally, the production and distribution of 175 benches to Government Primary Schools in Fontem I, Fong and Fossung significantly enhanced pupil comfort and learning conditions. The ongoing construction of a sports complex in Menji further demonstrated commitment to youth empowerment, social cohesion and healthy community engagement.

Also, the rehabilitation of water schemes in localities such as Mamnkem, Agong Azi, the Azi Palace area and Njieh Lebang improved access to potable water for both domestic and institutional use. Internal projects targeting water points at administrative quarters, around Menji, behind the council premises, Befua and the public tap at CETIC further expanded water availability. Notably, drinkable water was made accessible at the Menji motor park and the Three Corners Mveh market, enhancing hygiene and convenience in high-traffic public spaces. These interventions represented a clear advancement from 2024, where water shortages and dysfunctional schemes were frequently cited grievances.

Urban cleanliness emerged as one of Menji Council's most visible achievements during the year under review. Menji town was generally observed to be clean, with functional garbage disposal points contributing to improved sanitation and aesthetics. This progress culminated in national recognition, as the Ministry of Housing and Urban Development awarded Menji Council the prize for the cleanest municipality in Lebialem Division. This distinction not only validated local

sanitation efforts but also reinforced civic pride and confidence in municipal leadership.

Despite these gains, the assessment of 2025 also revealed unresolved gaps in basic urban services. The absence of a functional slaughterhouse and the lack of public toilets in the market continued to pose public health and hygiene risks. Poor electricity supply remained a recurring complaint among residents, limiting economic activity and undermining quality of life. These challenges, though less severe than in 2024, highlighted areas where infrastructural expansion had not yet kept pace with citizen expectations and the already realized actions of the council administration.

Overall, the performance of Menji Council in 2025 illustrated a municipality consolidating recovery gains while confronting the complex demands of urban administration. Compared to 2024, the year recorded tangible improvements in infrastructure, sanitation, education, agriculture and institutional capacity. At the same time, persistent concerns regarding civil status administration, electricity supply and market facilities underscored the need for sustained efforts in targeted investment. The evolving relationship between citizens and the council reflected cautious optimism, grounded in visible progress but tempered by expectations for further projects and comprehensive services delivery, especially with the persistent and often unavailability of the Mayor in Menji. This has over time generated a palpable strain in the relationship between the municipal authority and the very citizens mandated to serve.

ALOU COUNCIL: REBUILDING ADMINISTRATIVE PRESENCE AND COMMUNITY LIFE AT THE GATEWAY OF LEBIALEM

During the year 2025, it was observed that through the actions, the Alou Council increasingly tried to affirm its status as both an administrative anchor and a socio-economic gateway to Lebialem Division. Alou Three Corners, widely regarded as the entrance point into the division, once again earned admiration for its improved cleanliness and revived commercial activity. The orderly state of this area, coupled with the resumption of petty trade and transport services, conveyed a symbolic message of progressive recovery, contrasting sharply with the subdued and insecure atmosphere that characterized much of 2024.

Administrative services delivery, particularly in the domain of civil status registration, however, continued to present stubborn challenges. Many citizens reported persistent difficulties in procuring birth certificates, largely due to the unavailability of civil status registrars and the absence of dedicated office spaces. The practice of hosting registry centers in private homes, combined with the fact that many registrars are subsistence farmers, resulted in irregular service hours and prolonged delays. While these constraints were already evident in 2024, their continued presence in 2025 demonstrates the urgent need for institutionalization of civil status services through permanent offices, clearer schedules and enhanced supervision to safeguard citizens' right to legal identity.

In contrast, the year under review recorded meaningful progress in health infrastructure and community welfare. The rehabilitation of the Ndungated District Health Center significantly improved access to healthcare services for surrounding communities, enhancing service quality and restoring public confidence in the health system. This intervention marked a substantial improvement over previous years,

when many health facilities operated under severe limitations due to insecurity, staff shortages and deteriorated infrastructure. Complementing this effort, the provision of potable water through council initiatives, implemented in partnership with UNDP, ensured that most communities within the municipality had access to safe drinking water. Projects in areas such as M’mockmbie and Mouck Leteh not only improved household water security but also supported agricultural activities, reinforcing livelihoods and public health simultaneously.

Market development and local economic revitalization also featured in the council’s 2025 agenda. The construction of a modern market slaughterhouse at M’mock Fossimondi and the ongoing development of market stores at the M’mockmbie market represented commendable efforts to modernize trading infrastructure and enhance hygiene standards. These projects responded directly to long-standing concerns over informal trading conditions and lack of regulated slaughter facilities, issues that were already identified in 2024.

Road infrastructure development further illustrated Alou Council’s focus on reconnecting communities and revitalizing the rural economy. The execution of farm-to-market roads linking M’mockmbie market to Metangang, alongside maintenance works on the Alou–M’mockmbie road, significantly eased the movement of agricultural produce and reduced transportation burdens on farmers and traders. Compared to 2024, when poor road conditions led to sentiments of isolation and economic hardship, 2025 reflected tangible gains in mobility and connectivity.

The social and cultural life of the municipality also benefitted from some infrastructural investments. The completion of a grandstand at the M’mockmbie Fon’s Palace reinforced traditional authority structures and provided a dignified space for cultural and communal events. Similarly, the construction of a community

hall at Ndungated Three Corners created a multifunctional venue for meetings, social gatherings, and civic engagement, strengthening social cohesion at the grassroots level.

Institutional renewal could also be cited as an aspect that boosted relations with citizens. The ongoing construction of a new Alou Council building symbolized the council's determination to ensure effective administrative presence and improve services coordination. Although still in progress, the project is a source of optimism among citizens, who associated it with improved accessibility, professionalism, and responsiveness in local governance.

Observations conducted during this year on council services delivery, including the issuance of civil status documents, building permits, market facilities, and hygiene conditions, revealed a municipality striving to perform its duties amidst some drawbacks. While demand for building permits remained low, largely due to lingering effects of the crisis and customary practices of most residents in remote areas, sensitization efforts helped raise awareness of the legal necessity of such permits. The reconstruction of markets and the emphasis on sanitation further reflected gradual normalization of Council oversight and public order.

In this vein, the relationship between citizens and the council in 2025 was characterized by renewed engagement, cautious optimism and rising expectations that the visible gains recorded during the year would be consolidated into sustainable, inclusive and accountable local governance. This will only be visible with the active presence of the Mayor in the municipality, because the pattern of irregular availability of the Mayor not only disrupts the services delivery efficiency but also symbolically distance the council from daily realities of the community, thereby affecting the state of relations between the citizens and the council.

WHAT PROSPECTS FOR THE COUNCILS OF LEBIALEM DIVISION

The year 2025 stands as an optimistic year in the local governance and development trajectory of Lebialem Division. Across Wabane, Menji, and Alou Councils, the end-of-year assessment reveals a consensus on gradual recovery, renewed institutional presence and encouraging efforts to restore citizen confidence after years of socio-political disruption. While the pace and depth of progress varied from one municipality to another, a common thread emerged: compared to 2024, the operating environment in 2025 was acceptably more stable, enabling councils to refocus on services delivery, infrastructure, and community wellbeing.

During the course of the year, it became clear that the councils of Lebialem are no longer operating solely in a crisis-management mode. Instead, they are transitioning toward reconstruction, consolidation and forward-looking initiatives of local governance. Investments in health facilities, water supply schemes, road rehabilitation, educational infrastructure, markets, and administrative buildings reflect tangible commitment to rebuilding the social contract between citizens and decentralized local collectivities.

Notwithstanding these gains, the assessment equally brought to the fore persistent structural shortcomings that continue to undermine optimal services delivery. Civil status registration remains a major point of friction across the three councils. Delays in the issuance of birth certificates, inappropriate charging of fees for legally free services, absence of permanent registry offices and reliance on registrars operating from private residences collectively weaken trust in the capacities of their council administrations and expose vulnerable populations, especially children, to legal and social exclusion.

Basic urban and market infrastructure also emerged as an area demanding sustained attention. The absence of slaughterhouses in some main markets, public

toilets and organized sanitation facilities in certain municipalities, particularly in Menji, poses public health risks and limits the economic potential of markets.

Electricity supply and road infrastructure, though improved in some localities, remain uneven and fragile. Poor or unstable electricity continues to affect households, businesses and social services, while incomplete or deteriorating road networks constrain mobility and access to markets and health facilities.

From an institutional perspective, the ongoing construction of new council buildings in Menji and Alou symbolizes more than physical expansion; it represents an opportunity to professionalize administration, improve inter-service coordination, and enhance accessibility for citizens.

Looking ahead, the prospects sustained positive relations between citizens and the councils of Lebialem are intrinsically tied to their ability to consolidate the relative peace observed in 2025 into long-term stability and development.

RELATIONS BETWEEN CITIZENS AND THE COUNCILS OF MANYU DIVISION

Local collectivities in Manyu Division experienced a more peaceful environment compared to previous years. As a result, it was expected that councils in Manyu would improve their services delivery and foster a positive relationship with the community. Among the four councils in Manyu Division, Mamfe, Eyumojock and Tinto councils have demonstrated notable improvement. This was largely attributed to the relative stability they experienced, with minimal disruptions to their activities, which enabled them to effectively implement projects and deliver services within their respective municipalities.

RELATIONS BETWEEN CITIZENS AND THE MAMFE COUNCIL

During the period under review, Mamfe Council consistently delivered essential routine services, such as the issuance of civil status documents and building permits. The turnaround time for the delivery of these services witnessed a very commendable improvement, earning remarkable feedback for the council's civil status and town planning departments.

Despite the council's efforts to enhance town planning, field observations indicated that a significant number of residents constructed without obtaining the requisite permits and failed to adhere to established building restrictions, by not providing adequate distances from roadsides. These resulted to obstructions and restricted access to some neighborhoods and individual properties, hence undermined the council's planning initiatives and posed challenges to urban management and safety, thereby creating frustration among the inhabitants of such areas which obviously leads to poor relationship with the council.

On a positive note, the Council demonstrated significant improvement in fostering inclusiveness of the local population. This was evident in their collaborative efforts with the twenty-nine (29) neighborhood/village committees in Mamfe, as they worked closely to drive community development. The council provided these committees with necessary tools and materials to support local development initiatives. Furthermore, WhatsApp groups were established to facilitate communication and feedback between these committees and the council, enhancing overall citizen engagement and participation.

Mamfe Council also made notable strides in infrastructural development. Key achievements include the opening of farm-to-market roads at Laterite Pit, Lala Quarters which facilitated connectivity between Mamfe and Besongabang. Additionally, the council opened new streets in Bachuo Ntai, undertook rehabilitation works at Mamfe's main street, improved roads in Hausa Quarters, and upgraded the access road to the slaughterhouse around John Holt.

Additionally, further enhancement was made on the municipality's infrastructure by installing street lights in some areas, thereby improving nighttime illumination and contributing to increased safety and security for citizens. This initiative enhanced the overall quality of life and promoted a safer environment for residents and visitors alike.

The challenge posed by limited space at the Mamfe public cemetery was effectively addressed. In a significant development, the council inaugurated a new public cemetery at Laterite Pit Quarters at the beginning of 2025, thereby enhancing burial services and providing a dignified solution for the community's needs in this domain wherein residents had been expressing worries about the eventuality of digging up old tombs during new burials.

In the domain of hygiene and sanitation, key initiatives included the strict respect of "Keep Mamfe Clean" days, observed on the first Thursday of every month. Council personnel also conducted regular on-the-spot checks at food vending areas, the slaughterhouse, and dumping sites, where posters are displayed to discourage illicit dumping of waste.

Conscious of the absence of the GARBAGE DISPOSAL COMPANY (HYSACAM) services in Mamfe, the council allocated a truck that transports waste from several parts of the municipality to the main dumping site in Okoyong at regular weekly intervals, thereby ensuring selectively prompt waste disposal in Mamfe Town. This move by the council is greatly appreciated by the denizens and leads to a cordial relationship.

To productively engage students during the holidays, holiday jobs and sporting activities were initiated by the council, prioritizing inclusiveness in the locality. In another stride towards revitalizing educational infrastructure, Mamfe Council undertook a commendable initiative to rehabilitate the Eyanchang Government Primary School, which had been rendered non-functional and abandoned due to the prevailing unrest in the area. The rehabilitated project was saluted as an action that will provide a conducive learning environment, thereby enhancing the overall educational prospects for several pupils of the municipality.

Notwithstanding these efforts, certain shortcomings were noted, prompting disappointment and dissatisfaction among a segment of the population. Notably, farmers in the municipality, particularly those in Bachuo Ntai and Egbekaw, faced significant challenges due to the lack of farm-to-market roads in their villages. This infrastructural gap severely hampered their ability to transport harvested produce to markets, adversely affecting their livelihoods.

In the same vein, the transport sector was severely handicapped by the deteriorated condition of the Mile 2 motor park, exacerbated by muddy conditions during the rainy season, posing significant operational challenges for drivers and negatively impacting their mobility and overall productivity.

The business communities in Mamfe, Okoyong, and Besongabang markets also voiced concerns over inadequate market stalls, as they struggled to keep up with growing demand due to the increasing population. Additionally, Okoyong residents were frustrated with their market master's frequent absence, leaving them without accessible leadership on many occasions.

Despite the council's efforts to ensure effective waste management, citizens expressed discontent as certain areas were neglected. The dumping ground behind the Mamfe main market, colloquially referred to as "dirty market", has been a persistent issue, with refuse accumulating for over two years without resolution. This site, which receives all market waste, resulted to a blocked drainage and caused significant inconvenience to vendors. Furthermore, the bridges over Nchang river and at John Holt, adjacent to the slaughterhouse, were used as informal dumping sites, with waste ultimately emptying into the Manyu River, exacerbating environmental concerns. Concerns were raised by numerous residents regarding the adequacy of the Mamfe Council's sanitation department staffing levels. Many argued that the current workforce was insufficient to effectively manage the town's waste, given the growing population and increased waste generation resulting from the influx of internally displaced persons and rising household waste volumes.

The communities of Bachuo Ntai, Obang Bachuo, Eyanchang, and Besonabang expressed disappointment with the absence of health centers in their localities, which resulted in limited access to healthcare services and reliance on local clinics. Added to this, the Nchang Health Center also faced challenges,

including inadequate staffing, notably a lack of a laboratory technician, and insufficient medical equipment, such as maternity beds.

Research indicated that the municipality faced a significant water crisis in 2025, with a good number of boreholes being non-functional due either to dryness, poor execution or inadequate maintenance. This resulted in water shortages at critical locations, including the Mamfe and Okoyong markets, as well as several primary schools, thereby posing health risks to pupils and the general public. The water shortage resulted in the abandonment of several public toilets in the municipality, further aggravating environmental and public health concerns. Similarly, the Mamfe slaughterhouse lacks running water, forcing butchers to use an unsanitary stream for operations. To compound the issue, the absence of raised slabs also compromised hygiene, as meat was handled on the same floor where personnel walk.

During the period under consideration, some contractors voiced significant concerns regarding the council treasury's payment practices, citing undue delays and protracted settlement of invoices for works satisfactorily completed.

Communities such as Eshobi and Berore have expressed feelings of marginalization. They alleged that the council disproportionately allocated developmental projects to other areas, despite their contributions to local revenue through the payment of local taxes. These communities perceived a lack of equitable representation and benefit from council-led initiatives, sparking concerns about uneven development and neglect.

The state of relations between Mamfe Council and citizens was strained in 2025 due to widespread dissatisfaction with the inadequate garbage disposal services in some parts of the municipality, particularly the severe and unresolved waste

disposal problems at the Mamfe main market which significantly fueled community discontent and frustration among residents.

RELATIONS BETWEEN CITIZENS AND EYUMOJOCK COUNCIL

During the period under consideration, it was observed that there was a noticeable improvement on the peace situation in Eyumojock municipality as compared to previous years. This relative calmness fostered a more serene atmosphere that enabled the council to effectively carry out its activities and make a positive impact on the lives of the residents. As a result, the Council maintained its commitment to delivering essential regular services, including the issuance of birth certificates and building permits, consistent with its performance last year.

The council also prioritized road rehabilitation in the year under review, leveraging its recent acquisition of heavy equipment including a grader, tipper truck, and front-end loader. This strategic investment facilitated the opening of important farm-market roads in Ntenako, Mfuni, Nsanaragati, Ndebaya, and Ndekwai. Additionally, in a significant stride towards bolstering the municipality's infrastructure, comprehensive construction work was successfully launched on the Afap Bridge, aimed at substantially enhancing mobility and connectivity within the area. This project is anticipated to yield multifaceted benefits, including the facilitation of smoother and more efficient movement of goods and people.

In the health sector, the council addressed the prolonged absence of electricity supply in several integrated health centers by installing solar systems in Otu, Ajayukndip, and Bakogo. These installations, supplying a minimum of 5 KVA, enable the health centers to operate effectively, leveraging the municipality's high temperatures to optimize solar energy generation.

Regarding education, the council made visible progress in promoting school attendance and accessibility. Previously, schools were only functional in Eyumojock and Ekok due to security concerns, with pupils hesitant to wear school uniforms. The Mayor's initiative to wear an elementary uniform helped alleviate these fears, led to the reopening of schools in Ndebaya, Mbatop, Ajayukndip, and Kembong in 2025. In a concerted effort to catalyze advancements in the educational sector, the council proactively initiated and implemented a series of strategic projects. To this effect, the council oversaw the construction of a perimeter fence at Government Nursery School Ekok, a timely intervention aimed at significantly enhancing the security environment for pupils, thereby fostering a safer and more conducive learning atmosphere. Concurrently, comprehensive rehabilitation works were undertaken at Government Nursery School Eyumojock, which underscored the council's commitment to not only ensure the safety and well-being of pupils but also to elevate the overall quality of educational infrastructure within the municipality.

In the area of hygiene and sanitation, Eyumojock Council sustained efforts by creating a safe and healthy environment for its citizens. The cleanliness of the municipality is the collaborative effort between the citizens and the council, overseen by the Hygiene and Sanitation Department. Monthly cleanup campaigns were organized to sustain this initiative. In recognition of these efforts, the council emerged 1st in the clean city contest for councils in Manyu Division, an award presented on May 12, 2025, by the Senior Divisional Officer for Manyu Division.

In a further demonstration of its unwavering commitment to addressing the socio-economic needs of its residents, Eyumojock Council expanded its infrastructural development portfolio to include initiatives aimed at enhancing housing accessibility. Specifically, the council embarked in the construction of low-cost housing units in Eyumojock town, a strategic intervention designed to provide

affordable and decent shelter options for the local population, particularly targeting the lower-income bracket and vulnerable groups.

Actions were also taken to stimulate agricultural productivity and bolster the local economy. The council implemented targeted support measures for farmers by providing them with essential working tools and donating livestock. These initiatives were particularly pronounced during the 2025 cocoa boom, a period that presented significant opportunities for agricultural growth and economic empowerment.

In a bid to galvanize community engagement and promote a vibrant social fabric, the Council took a significant stride in fostering sports development and social cohesion by successfully organizing the 2025 Eyumojock Football Championship. This landmark event served as a catalyst for inter-village participation, drawing together talented individuals and enthusiastic supporters from a myriad of villages across Eyumojock, united by a shared passion for football. By providing a platform for healthy competition, social interaction, and mutual celebration, the championship not only contributed to the advancement of sports in the area but also played a pivotal role in nurturing community spirit and reinforcing social bonds.

Notwithstanding these efforts, the council's developmental aspirations were being hampered by prevailing insecurity in certain areas of the municipality. The resultant limitation on movement and access effectively restricted the council's revenue collection efforts to the relatively safer localities of Eyumojock and Ekok. This constraint on revenue mobilization correspondingly curtailed the council's capacity to undertake a broader range of developmental activities.

Despite the commendable efforts of the Eyumojock council in driving development initiatives, a multitude of concerns have been voiced by residents, highlighting pressing needs that require urgent attention. Foremost among these is

the protracted wait time for the delivery of civil status documents, a situation that occasioned considerable inconvenience, particularly for individuals hailing from remote and enclaved localities who must travel significant distances to access these essential services. This behaviour obviously strains the relationship between the council and this group of citizens.

Furthermore, specific infrastructural deficits were underscored by various village communities. Residents of Otu village and Ayaoke village emphatically expressed the imperative need for bridges to facilitate movement and commerce, a plea that underscores the critical role of connectivity in fostering socio-economic development.

Also, the inhabitants of Ayaoke are facing a significant educational challenge, with their children compelled to traverse long distances to attend school, highlighting the urgent requirement for a school to serve this locality.

Some residents have also voiced concerns regarding the absence of street lights in their areas, which created an environment conducive to insecurity, particularly during nocturnal hours.

Additionally, a palpable water crisis afflicted the municipality, with a substantial proportion of the population lacking access to potable water. This issue has been particularly highlighted by residents of Effiom village, Etemetek, and Ekpe Etta.

Overall, the state of relations between citizens and the municipality is highly mitigated with most residents unsatisfied with the actions of the Mayor.

RELATIONS BETWEEN CITIZENS AND TINTO COUNCIL

During the period under review, Tinto council experienced notable improvement in its operational environment, mirroring the positive developments observed in Mamfe and Eyumojock councils. This enhanced calmness was expected to have a ripple effect and fostered an atmosphere conducive to effective governance, improved services delivery, and overall development in the Tinto council area, thereby enhancing the quality of life for its residents. As a result, the council was able to deliver routine services more effectively, including the provision of civil status documents. The council made significant strides in community engagement, as evidenced by its involvement in the organization of mass marriages, underscoring its commitment to serving the needs of its residents.

As part of the efforts to enhance accessibility and facilitate movement within its jurisdiction, the council undertook road rehabilitation initiatives in Tinto town. Further progress was made in the education sector, as the council initiated the construction of a nursery school block at Government Nursery School Bachuo Akagbe, demonstrating its commitment to enhancing educational infrastructure and opportunities for young learners in the area. The council also embarked on the construction of a Community Education and Action Centre (CEAC) in Nfianchang, further expanding its efforts to bolster community facilities and support local development initiatives.

In a bid to foster unity and community spirit, the council oversaw the organization of the 2025 edition of the Tinto Council Solidarity Tournament, which drew participants from various villages across the council area, promoting inter-village camaraderie and encouraging healthy competition. In spite of these advancements, some residents expressed dissatisfaction with certain aspects, notably the uneven distribution of street lighting, with street lights concentrated mainly in

Tinto town and Bachuo Akagbe, leaving other areas vulnerable to darkness and associated risks. This disparity understandably raised concerns among residents in the outlying areas, who feel they were being left in the dark.

In the same vein, vendors operating in the Bachuo Akagbe market area encountered challenges related to waste disposal, stemming from the area's growing population and the insufficient provision of waste management facilities. Similarly, residents of Nchemba II, Manga-Tinto, Mbio, Defang, Mbinjong, and Nfianchang echoed concerns regarding inadequate waste disposal services, mirroring challenges faced in other areas. This suggests a broader need for comprehensive waste management strategies to address the issue across these communities.

The water crisis in Tinto remained a critical issue, with a significant proportion of communities lacking access to potable water as areas with existing water supply faced challenges of intermittent service or compromised water quality.

The absence of adequate access roads to certain hinterland communities created a barrier, hindering their access to essential council services. Moreover, the lack of farm-to-market roads in many areas impeded agricultural productivity, as farmers struggled to transport their produce on motor bikes, leading to potential losses and economic hardship.

The state of relations between Tinto Council and its service users was unsatisfactory in 2025. This could be attributed to the fact that residents in enclaved areas, who live far from the municipal headquarters, felt neglected and marginalized in development initiatives and decision-making processes. This perceived exclusion contributed to dissatisfaction among these residents, hindering overall progress in council-community relations.

RELATIONS BETWEEN CITIZENS AND AKWAYA COUNCIL

The state of relations between Akwaya Council and citizens in 2025 was regrettably poor, reflecting a similar situation observed in 2024. A significant factor that contributed to this circumstance was the substantial absence of the Mayor and his deputies from the municipality, which critically exacerbated gaps in addressing the needs and concerns of service Users, ultimately impacting the quality of service delivery and causing dissatisfaction.

In contrast to the other municipalities in Manyu Division, Akwaya's path to stability was a mitigated picture, with intermittent tensions which undermined the Municipality's calm. As a result, the council faced challenges in delivering essential services to the local population, a situation that continues to hinder overall development and support to productive activities. Owing to this, the council established a temporary office in Mamfe town, from which it continues to operate. Despite these challenging circumstances, the council was credited with notable progress, having successfully issued over 800 birth certificates in 2025.

Additionally, the prevailing instability rendered the collection of taxes by the council an unfeasible endeavour, primarily due to the inherent risks associated with operating in the area and the challenging, inaccessible nature of the terrain. The combination of these factors effectively precluded council officials from safely accessing various communities, thereby disrupting the revenue collection process and impacting the council's ability to generate vital income necessary for funding essential public services and infrastructure projects.

In order to enhance access to potable water for the residents of Kesham village, the council embarked on a positive initiative by constructing a solar-powered water borehole supply system, designed to provide a reliable and sustainable source of clean water.

In a laudable move to bolster educational infrastructure, the council oversaw the construction of a government nursery school block in Akwaya town. This development was helpful to enhance access to early childhood education, providing a conducive learning environment for the young.

The council's initiative to host a holiday football tournament aimed at fostering a conducive social environment was commendable. However, the event's turnout was disappointing, with distant villages facing challenges in registering and participating, likely due to prevailing security concerns and infrastructure limitations. Despite the council's efforts, segments of the population remain dissatisfied, particularly regarding the perceived absence of their Mayor and his deputies. Residents express frustration, with some claiming they have never had the opportunity to meet or interact with them, fueling perceptions of disconnection and neglect.

The lack of farm-to-market roads in certain areas of the municipality posed significant challenges to local farmers, hindering their ability to transport produce to markets thereby negatively impacting their livelihoods.

Regrettably, the deteriorated state of the health center in Kesham has left the population without access to essential healthcare services, as the facility remains abandoned and devoid of staff and equipment, exacerbating health concerns and vulnerabilities in the community.

RELATIONS BETWEEN CITIZENS AND COLLECTIVITIES OF MEME DIVISION

During the period under consideration, the state of relations between the local collectivities of Meme Division and its service users underwent a progressive evolution towards enhancement. The prevailing atmosphere of increasing stability also being observed in Mbonge and Konye municipalities afforded the councils the opportunity to operate without undue disruptions or interruptions, thereby facilitating a more effective delivery of essential services to the populace.

WITH REGARDS TO THE KUMBA CITY COUNCIL AND ITS THREE ATTENDANT COUNCILS:

Similar to Fako Division, Meme Division serves as the administrative hub for one of the two City Councils within the South-West Region. The Kumba City Council specifically encompasses the municipalities of Kumba I, Kumba II, and Kumba III, which operate under its purview.

Taking into consideration their inherent inter-connectedness and the impact the activities and decisions of the Kumba City Council have on the operations and development of the three municipal councils, it is deemed logical that they be examined and analyzed collectively, as a unit, unless specific circumstances or observations necessitate a more nuanced or individualized approach.

Throughout 2025, the municipal councils of Kumba I, Kumba II, and Kumba III made positive strides in the provision of civil status documents at virtually no cost to the public, while also adhering to established delivery timelines.

For its part, the Kumba II council carried out targeted sensitization seminars in collaboration with local health centers for expectant mothers, focusing on the

importance and procedures for obtaining birth certificates. To streamline this activity, the council adopted a proactive approach by conducting monthly visits to health centers to collect birth declarations, thereby facilitating the establishment of birth certificates. They subsequently returned the processed documents to the health centers during scheduled vaccination periods, enhancing convenience in the acquisition process by eliminating bottlenecks.

In pursuit of its commitment to civic engagement, the Kumba I Council initiated a program to commemorate the 14th African Day of decentralisation and the 8th African Day of Civil Status. This platform enabled the council to reaffirm its dedication to fostering citizen awareness and encouraging active participation in decentralisation and civil status reforms.

Commendable actions were also taken in the domain of hygiene and sanitation as the councils implemented a range of measures such as the organization of regular "keep clean days" aimed at promoting community-wide sanitation efforts. It was observed that, the streets of Kumba I, Kumba II, and Kumba III were satisfactorily clean and well-maintained, with trash bins conveniently located at strategic points throughout the municipalities. In this vein, the Mayor of Kumba I spearheaded the distribution of 50 trash cans to strategic public locations as part of "Operation No Littering". This initiative significantly improved waste management in key areas, including schools, hospitals, markets, and other public spaces within the municipality.

In recognition of these laudable initiatives, especially with the extra effort put in by the Kumba I council, it came as no surprise that the Kumba I municipality was officially conferred with the title of cleanest municipality in the South-West Region on Thursday, 22 May 2025, in Buea, as part of an initiative led by the Regional Delegation of Housing and Urban Development.

The councils also conducted unannounced inspections to verify that food vendors possessed valid medical certificates and adhered to proper hygiene standards in their operating environments. In order to ensure compliance, penalties such as fines or confiscation of items were administered to defaulters.

The council's efforts to environmental management and community engagement were further observed on August 4, 2025, when the Mayor of Kumba I collaborated with residents of Nkamlikun Down Hill in a joint effort to clear the water passage beneath a bridge that had been obstructed by plastic waste, an action that restored the flow of water and prevented subsequent incidents of eventual flooding.

Also, the Mayor of Kumba I purchased a brand-new Caterpillar Grader on August 9, 2025, a strategic investment aimed at facilitating the maintenance and rehabilitation of road infrastructure such as the street from Azi Motel Junction through Anglican church to Krama Junction. Road rehabilitation efforts continued in Kumba Mbeng, Kumba 1 as part of its infrastructure development initiatives.

Similar rehabilitation works were undertaken on the main road network in Bonakama, Kumba III, specifically on the stretch of road leading to the Presbyterian Church, attracting positive reactions from residents of these neighbourhoods.

In another domain, progress was also made in the education sector as Kumba I Council completed the construction of a two-classroom block at Government Bilingual Primary School, situated behind Gendarmerie Up Station. This development addressed the school's longstanding space constraints, enabling it to accommodate its pupils in improved conditions.

In the same light, the Kumba III council initiated the construction of a nursery school block at Government Nursery School Barombi, this initiative was

complemented by the provision of essential furniture, including chairs and tables, for the teaching staff, thereby enhancing the teaching-learning environment for pupils.

In furtherance of educational development in the Kumba II municipality, rehabilitation works were undertaken on seven classrooms and four offices at Government Primary School Kosala Group III.

Encouraging developments were also made in the health sector, specifically the Kosala Integrated Health Center in Kumba II which underwent renovation and the incorporation of solar-powered systems aimed at enhancing healthcare delivery in the area.

Kumba I Council also made another highly applauded stride in enhancing municipal infrastructure in the year 2025, by receiving 35 solar panels and poles. These were used to illuminate strategic points across the municipality.

Concurrently, efforts to improve access to potable water were sustained, with the Kumba City Council extending pipe-borne water supply to Kang Barombi and surrounding areas. The Kumba I Council also constructed a new water point at Government Practicing School Kumba Mbeng, providing a vital source of the precious liquid for hundreds of pupils.

On January 14 2025, Kumba I Council made a significant contribution to the Women's Empowerment Center of Kumba, that comprised a consignment of equipment aimed at enhancing vocational skills. The donation included cooking, tailoring, and computing equipment, intended to support the educational and training programs for students at the center.

In order to support persons with disabilities, the Mayor of Kumba City Council engaged with some disabled persons at the Kumba City Council Hall on

June 20th 2025. During the meeting, which drew over 200 individuals, the Mayor reaffirmed his commitment to promoting inclusivity. He presented a donation of 1 million FCFA and committed to covering certain support initiatives for the disabled.

Additionally, in a bid to promote social cohesion, the Kumba City Council successfully organized the 2025 Kumba City Festival, held at the Kumba Amusement Park in December 2025. The event aimed to foster community spirit and camaraderie. It provided a platform for local businesses, companies, and entrepreneurs to showcase their goods and services. The festival also generated temporary employment opportunities, with the council recruiting personnel to support the event's operations.

In spite of the commendable efforts of the City Council and its attendant councils to improve the quality of life for residents, some individuals remain dissatisfied with certain services, notably.

The lack of adequate space in key markets such as the Kumba Main market, Mabanda, Fiango, Teke, and Ntam markets which caused vendors to display goods on the ground and this raised concerns about sanitation and hygiene. This situation highlighted the need for urgent attention to address the infrastructure gaps and ensure a healthier trading environment for vendors and consumers alike. The situation was further exacerbated by the inhygienic conditions prevailing in parts of some markets, stemming from irregular waste removal schedules.

Additionally, the markets' muddy terrain during the rainy season posed significant challenges for both vendors and customers. This situation is further worsened by absence of toilet facilities at the Teke and Ntam markets. The slaughterhouses at Kake II and Mabanda face a common predicament, having

remained non-functional due to the lack of reliable water supply. This led to considerable difficulties for both local butchers and consumers.

Also, users of Mbonge Park expressed dissatisfaction with the non-functional toilet facilities, which have been out of order for over a year as a result of the absence of water supply. Since no subsequent action was taken to address the issue, users resorted to relieving themselves behind the park building. Residents of Kossala V in the Kumba III municipality expressed dissatisfaction with the persistent issue of uncollected waste in their area, stating that waste often remains unattended to for several months. This led to overflowing waste, posing significant health risks to the local population thereby highlighting the need for more frequent waste collection services.

Furthermore, a significant concern affecting the overall quality of life and safety in Kumba I, II, and III is the non-provision of street lighting in some areas of the municipalities. The absence of adequate illumination in some neighborhoods not only renders the streets and surroundings dark and foreboding at night but also creates an environment conducive to crime and insecurity.

Inhabitants of Metta quarters continue to face significant challenges due to the deplorable state of their roads, exacerbated by the absence of drainage gutters which contributes to widespread potholes. The rough terrain of the roads poses navigational difficulties in both dry and rainy seasons, fostering a sense of neglect among the community.

Regardless of great strides made by the city Mayor and the Mayors of Kumba I, Kumba II and Kumba III, there still remains a lot of grievance to some of the salient issues mentioned in the preceding paragraphs that clearly indicate the

uncordial relationship between these collectivities and some segments of their population.

RELATIONS BETWEEN CITIZENS AND THE MUNICIPALITY

Citizens-council relations in the Mbonge municipality could be considered as being in a satisfactory standing in 2025, characterized by the council's implementation of various initiatives and projects geared towards improving the quality of life for local inhabitants, with advancements observed in the education sector, accompanied by donations and support extended to small-scale enterprises and youth initiatives.

This perceived improvement could be partly attributed to the relative calm that characterized the municipality last year, in contrast to preceding years. This environment enabled the council to effectively deliver routine council services, including the timely issuance of civil status documents and building permits to a significant portion of the population.

The Council took a significant step in combating corruption in local governance by convening a meeting on July 11, 2025 which brought together councillors, traditional leaders, religious authorities, and the general public to raise awareness about the detrimental effects of corruption in local governance. During the meeting, a five-member Anti-Corruption Unit was elected for a two-year term, renewable once. This Unit was tasked with promoting transparency, accountability and good governance practices within the council administration and the municipality at large. This move was highly applauded by the denizens who saw this as proof of the council's efforts to promote good governance.

In a bid to enhance road infrastructure and accessibility, the council acquired heavy-duty machinery, including a front-end loader, excavator, and compressor. This equipment is expected by the population to facilitate the rehabilitation of existing roads and the opening of new streets. This was witnessed in the rehabilitation work carried out on the Ekondo-Ngbandi road, aimed at improving movement and boosting economic activities in the area. Beyond these actions, the council completed backfilling works at the newly constructed Eyonde Bridge geared towards enhancing infrastructure and accessibility within the municipality.

In the education sector, the council initiated key infrastructure projects, such as the construction of a nursery school block at Government Nursery School Ediki. In the same breadth, the council constructed a vocational training center at Big Bekondo, aimed at enhancing local skills development and promoting vocational training opportunities. In a demonstration of support for local youth entrepreneurship, the Mayor personally donated 5 sewing machines and hair dryers to a few dynamic young individuals within the municipality.

Notwithstanding the council's positive initiatives in 2025 to improve the quality of life for residents of Mbonge municipality, a portion of the population remains disgruntled, largely due to the unavailability of certain essential amenities highlighting ongoing development needs in the area. Residents in some enclaved areas from the chief town expressed frustration over the lack of street lighting, alleging that their neighborhoods have been virtually neglected, exacerbating safety and security concerns. Similarly, during 2025, Government Primary School Dieka Bafaw continued to grapple with inadequate benches, consequently hindering pupils comfort and learning conditions.

Feedback equally indicates that, the municipality continued to face challenges with its water supply infrastructure, as significant proportions of residents were

dependent on streams as their primary water source, a situation which renders such persons dissatisfied with the municipal authority.

COUNCIL-CITIZENS RELATIONS IN KONYE MUNICIPALITY

The state of relations between Konye council and its citizens has shown a relative improvement compared to the year 2024. Despite occasional tensions, the municipality experienced a more stable environment, enabling the council to deliver essential services to the population. In this direction, the council maintained its efforts in providing routine and essential services, particularly the timely issuance of civil status documents, a trend consistent with last year. The council has also made progress on its infrastructure, with ongoing construction of a new council building in the municipality. Despite currently operating from a temporary office in Kumba, some highly solicited departments such as civil status as well as hygiene and sanitation have begun relocating to Konye.

Moreover, the Mayor's presence in the municipality also improved in 2025, with regular visits made to the municipality, addressing concerns from 2024 about his frequent absence. In an effort to foster inclusivity and community engagement, the council extended invitations to diverse segments of the local population to participate in council sessions in 2025, providing a platform for their voices and ideas to be heard. In the education sector, Konye council enhanced the learning environment at Government Nursery School Dipenda by providing 60 chairs and 5 tables for pupils, as well as 2 chairs, 2 tables, and a cupboard for teachers, thereby improving infrastructure to support educational activities. Meanwhile, the council undertook the construction of a community hall at Kombone Bafaw aimed at enhancing social cohesion and providing a convenient venue for local events, meetings, and cultural activities.

The council also constructed a modern slaughterhouse facility at Koba, designed to enhance meat hygiene and safety standards, promote healthy livestock practices while also ensuring compliance with regulatory requirements, thereby contributing to improved public health and economic opportunities for the community.

Notwithstanding the council's commendable efforts to enhance the quality of life for citizens in the locality, some categories of the population remain dissatisfied, citing persistent shortcomings in essential services. An example in point is the feeling of discontent expressed by the people of Konye about the unreliable water supply, which stemmed from the municipality's dependence on two water sources at Telemondo and Brigade. Despite the council's initiatives to extend water distribution networks, the infrastructure had long been compromised by pipe damages incurred during road rehabilitation projects, exacerbating the water scarcity issue. Furthermore, the inadequate street lighting infrastructure remains a preoccupation, with significant portions of the municipality remaining in darkness during nighttime. Residents report that certain areas are insufficiently lit thereby posing potential safety risks.

Residents at Konye also expressed concerns regarding deficiencies at the Konye integrated health center located besides the Konye main market, citing inadequate beddings, including outdated beds, insufficient medical supplies, and a shortage of healthcare personnel, collectively compromising the quality of healthcare services and patient care. Despite the council's initiatives to improve sanitation in the market, including the provision of water for market toilets, waste collection remains sporadically irregular, indicating a need for the council to intensify efforts to address the garbage management situation in Konye market and meet community expectations.

STATE OF RELATIONS BETWEEN CITIZENS AND COLLECTIVITIES OF NDIAN DIVISION

During the period under review-2025, the local collectivities of NDIAN Division carried out their activities in an atmosphere or environment that continues to be significantly impacted in several localities by security considerations. In addition, thereto, the second major challenge encountered by virtually all council administrations of the Division is its severe enclavement or inaccessibility. As it was observed in 2024 and previous three years, Ndian Division was essentially accessible by maritime route which entails several limitative factors namely the risk, high cost of transportation as well as the relatively fewer number of persons or lower volume of goods that could be transported through this means of movement.

From an economic perspective, whereas the collectivities of Ndian Division enjoy permanent accessibility to neighbouring Nigeria as they are in a border administrative unit, this geographical position does not adequately compensate for developmental shortcomings caused by their inaccessibility from other localities of the Region. Indeed, the socio-economic interactions or connectivity to other decentralized local collectivities continues to be negatively impacted by the impracticability of the Kumba-Ekondo Titi-Mundemba-Isangele-Akwa principal road axis whose importance to the entire Division is incontestable.

For purposes of ease of exploitation, this part of the Annual report on the state of relations between citizens and their local collectivities will be presented under three sub-categories as follows: the situation as regards Ekondo-Titi council which was more accessible in 2025 than in the previous years and of Mundemba, the council of the Divisional headquarters will be examined under the same sub-rubric.

The state of relations between citizens and councils of the Bakassi peninsula will be examined within the second sub-category considering the high similarities of their operational environment.

The third sub category will address the state of relations between citizens and the TOKO and DIKOME BALUE councils also on the basis of the similarities observed in their operational constraints.

STATE OF RELATIONS BETWEEN CITIZENS AND THE MUNDEMBA COUNCIL

Functioning within a context wherein the constraints that negatively impacted its activities in previous years are either persistent or not fully overcome, the Mundemba council can be said to have operated in the range of less than 70% of its projected capacity reflected usually by the earmarked budget. Among these persistent constraints were inaccessibility and a weak or low resident population as a significant fraction of its previously displaced population are still in various localities out of the municipality.

Operating against a backdrop of weak economic activity and low revenue collection, the council administration was unable to execute significant projects in several localities of the municipality. However, the maintenance of the highly solicited road from the town center to Bulu beach received very favourable reactions from citizens of the municipality since movement into and out of the town of Mundemba and its satellite localities is almost exclusively by sea from this beach.

In the same vein, the Mundemba council administration functioned effectively from its offices thereby ensuring the provision of conventional services to the population especially the satisfactory delivery of various civil status documents. The citizens also expressed appreciation about what they describe as

the resilience of the Mayor who is permanently resident in his municipality and ensures proximity with residents even if they have some unfulfilled aspirations.

One of such preoccupations which is recurrent is the unenviable hygiene situation of the municipality which does not project a positive image of the headquarters of the Division. Similarly, the population of several localities as well as some quarters of the municipality expressed disappointment about the absence of electricity, calling on the council administration to provide solar panels which will also contribute to security at night. The absence of potable water in various localities is also a source of dissatisfaction as it has a negative impact in the health of citizens.

On the other hand, to the credit of the council administration are its constant efforts in the promotion of education especially at schools' resumption and the renovation of some classrooms in schools with a high number of pupils or students. Overall, the state of relations between citizens and the Mundemba municipality can be considered as relatively satisfactory in spite of some persistent areas of inattention which if subsequently addressed will contribute to the wellbeing of the population.

AS CONCERNS THE EKONDO-TITI COUNCIL

During the period under consideration, the Ekondo-Titi Council administration sought to maintain and further build on the positive relations observed between this collectivity and its citizens towards the end of 2024 through the realization of some impactful projects.

Whereas the realizations of the Ekondo-Titi Council in 2025 may not be quantitatively impressive, the choice of projects reveals the decisions were motivated by the desire to carry out actions with a direct impact on the day-to-day wellbeing of the population. The supply of medical equipment to the Bongongo I and ILOR Balondo Integrated Health Centers was an indicator of

the importance the Council administration accorded to ensuring access to health care by citizens in localities outside the Ekondo-Titi township. This approach naturally received a favourable echo from the beneficiary population who saluted the initiative for providing them access to health care in their native localities instead of being compelled to seek same in Ekondo-Titi as in the past when their facilities lacked the necessary equipment to contribute to health care delivery.

Similarly, the realization of boreholes to ensure water supply to some neighboring communities in Ekondo-Titi or the construction of suspended footpaths between some localities situated in the creeks also contributed to facilitate the movement of persons between the beneficiary communities, especially during the rainy season when regular commuting by foot becomes challenging.

Beyond these actions, the rehabilitation or maintenance of the stretch of road from Ekondo-Titi town to the Beach received general acclaim considering that it had an immediate impact not only on the cost of transportation to and from the Beach but also contributed to convenience of movement at a time when for, over nine months of the year 2025, movement into and out of the municipality was essentially by maritime transport from this beach.

In the administrative domain, the Ekondo-Titi Council administration continued to be credited for ensuring regular functioning of the Services; a situation which enabled Service Users and citizens to seek and obtain various Services from the collectivity. The satisfactory deliverance of various civil status documents is one of the conventional duties which contributed to sustaining positive relations between citizens and the administration of Ekondo-Titi municipality.

However, the municipal council administration was faulted by citizens for what they consider as inadequate attention to the education domain as well as a relative neglect of hygiene and sanitation with visible bushes close to houses or neglected plots and buildings thereby painting a negative image of the town as well as constituting a factor of insecurity in some neighbourhoods.

AS CONCERN THE BAMUSSO COUNCIL

Drawing inspiration from the positive atmosphere which prevailed in the municipal at the close of the previous year-2024, the Bamusso Council administration sought, during the just ended year 2025 to ensure generally cordial relations with citizens.

Feedback from the field reveals that the actions of the Head of the Municipality Executive leaned on four main pillars or domains of intervention namely: Health, Electrification, Education and conventional council services.

In the health domain, the rehabilitation of the Bekumu Integrated Health Center as well as the supply of medical equipment to the Boa Balondo and Iloani Balondo health centers attracted favourable appreciation from the beneficiary populations. Residents of Bekumu highly welcomed this initiative because it provided them a befitting facility for health care delivery and would significantly reduce movement out of their locality to seek medical attention as they expect the medical personnel to work better under improved conditions.

As regards electrification, solar panels were provided in the localities of Ngetame-Barombi as well as from Mbongo-Balondo to neighbouring Bonjari-Balondo. For communities in relatively remote rural communities, the provisions of solar electricity panels have a positive impact on their living conditions as it enables community interactions and socialization in various circumstances in relative security.

Similar commendable actions were recorded in the educational domain with the construction of a complete nursery school block in Iloani Balondo and the rehabilitation of Government School Bekumu 1; initiatives that contributed to providing a more conducive learning and teaching environment for both the pupils and teachers of these schools.

Beyond these realizations in the execution of projects observed to be directly beneficial to the population, the Bamusso Council administration also ensured the satisfactory functioning of its services in attending to Service Users especially for the establishment of various civil status documents. This regular functioning coupled with the proximity of the Municipal Executive who resides in his municipality contrary to the case of some municipal authorities who are only occasionally present, were an important factor in fostering positive relations with citizens.

In the same light, the successful holding, in Bamusso municipality, of the administrative accounts and budgetary sessions open to the participation of interested citizens further reinforced feelings of citizens effective participation in the process and actions concerning local governance.

AS CONCERNS COLLECTIVITIES OF THE BAKASSI PENINSULAR

In an operational environment with well-known and persistent peculiarities, the state of relations between citizens and the local authorities continues to be marked by a mixture of mutual suspicions and conflictual interactions.

In this environment inhabited to the tune of over 90% in virtually all of its municipalities by non-nationals; constituted overwhelmingly of Nigerian origin who manifestly remain in the frame of mind of considering the area as “their natural territory” and viewing Cameroonian institutions and Local authorities as intruders, the spirit of collaboration is not only always a source of social tensions with local

authorities but also, the sense and readiness for civic engagement remains problematic.

Notwithstanding these obvious drawbacks, the Municipal authorities of the Bakassi Peninsula continued, during 2025, to carry out actions and initiatives aimed at responding to major preoccupations of residents. Unfortunately, their capabilities at fully or satisfactorily assuming these responsibilities for the benefit of the populace is seriously constrained by budgetary limitations; especially in their context characterised by a combination of tax evasion or refusal to pay taxes by the same persons for whose benefit envisaged developmental efforts are realised.

However, in conducting this assessment of the state of relations between residents of the Bakassi Peninsula and local collectivities, we deem it important to once again highlight the very commendable complementary actions of the South-West Regional Assembly to reinforce initiatives and projects earmarked by local council administrations.

These initiatives by authorities of the Regional Executive Council give visibility to the actions of the state in pursuit of its policy of consolidating the Cameroonisation of this strategic part of our national territory; emphasizing a progressive but methodic implementation of its vision of development in these Council areas.

Some of the actions that contributed to establishing relatively cordial relations between the Council administrations of the Bakassi peninsula and residents include:

- The construction of a concrete suspended footpath at Idabato;
- The construction of a rainwater harvesting system at Idabato II;
- The construction of Community Hall at Idabato II;
- Construction of a block of two classrooms in Jabane II;

- The construction of a health center at Jabane II and the supply of medical equipment for this health facility;
- The construction of a wharf at Ekeya as well as the construction of a concrete suspended footpath at Kombo Amunja.

Beyond these actions in localities of neighbouring municipalities, residents of Isangele council expressed appreciation and admiration of the initiative taken by their Municipal Executive through the realization of a low-cost housing project block which constitutes a novelty in the Bakassi peninsula and considered as likely to contribute to enabling civil servants posted to the area to be more stable thanks to the availability of decent accommodation.

Similarly, in neighbouring Kombo Abedimo, the citizens expressed satisfaction about the provision of clean water through bore holes, the maintenance of internal roads within the municipality, the relative functioning of the hospital while decrying the absence of qualified staff in this health facility, the absence of a mortuary which is a burden when citizens loose relatives as well as some delays in the deliverance of birth certificates.

AS CONCERNS THE DIKOME BALUE AND TOKO COUNCILS

In conformity with the presentation plan outlined at the beginning of this portion of the report examining the state of relations between citizens and the local Collectivities of Ndian Division, we are conducting this exercise for these two Council administrations as a result of the similarities of their operational environments and even challenges encountered. The most widely recognized of these challenges remains the issue of inaccessibility which also constitutes one of the driving factors for lingering insecurity.

However, thanks to actions taken by the competent government ministerial department, acting in conjunction with the South-West Regional Assembly, Toko's severe enclavement which had rendered impossible almost all positive initiatives intended to improve on the living conditions of its residents, witnessed a laudable improvement during 2025. With renewed accessibility to the headquarters of the municipality, the Council administration endeavoured to carry out a number of projects considered to respond to some urgent preoccupations expressed by the populations.

The Educational domain was granted priority attention in order to once again provide a conducive environment for learning and teaching through the execution of the following projects:

- Rehabilitation of classrooms at GS Beeme Ngolo, GS Meangwe I Ngolo, GS Lipenja I Batanga and GS Bombangi Batanga.
- The construction of a nursery school block at GNS Lipenja I Batanga.
- The construction of a two-classroom block and supply of sixty benches at GS Kilekile Ngolo.
- The construction of a block of four classrooms and an office using local materials at GS Bareka I (ongoing).

In the same light, the purchase of two dump trucks, a 75 HP engine boat and accessories to boost income generation and render the Council more viable as well as the purchase of a pick - up vehicle for Council liaison activities constitute further confirmation of this renewed accessibility and revival of regular Council activities. As it could be easily understood, these actions received favourable reactions from citizens who consider that their Council administration has shown it pays attention to their concerns. From another perspective, these initiatives in several localities of the Council area were observed to be having a positive impact on encouraging the

return of more previously displaced citizens who felt reassured and look forward to a brighter future in which the Council administration would do even more for their benefit in other domains awaiting attention.

In the social domain, some visible actions aimed at improving the livelihoods of the citizens were carried out including:

- The extension of water by gravitation to Bareka I.
- The construction of a water catchment at Bweme/ Mobenge Ngolo to supply water to these two villages.
- Rehabilitation of the catchment at Toko Ngolo to supply water to Toko town.
- The rehabilitation of the Toko health center and residence.

Aware of the need to facilitate social interactions and the evacuation of farm produce, the council undertook:

- The construction of a bridge over river Ekumbake along Babiabanga Tombe stretch of road.
- The construction of a bridge over river Tambile between Bokuba and Iboko stretch of road.

In the domain of support to youths of the Municipality:

- Supply of AMACO to two youth micro income generating CIGs (MOTOMOKOH and SENASE)
- Purchase of equipment in sewing machines for CIGs (BOKEF, TNF and SEBASUSU co-operative)
- Construction of two poultry of 1000 broiler chicken each at Toko Ngolo.

As specifically regards the state of relations between citizens and the Dikome Balue Council administration, the picture was far from satisfactory although the council carried out some actions for the benefit of the resident population. These actions include:

- The handing of agricultural tools and light equipment to four womens group;
- Provision of didactic materials as part of the minimum package to boost the back-to-school drive;
- The handing of symbolic material support to some vulnerable persons.

In addition to these initiatives, the Mayor also organised the Dikome Balue Cultural Festival in December 2025 to boost social cohesion, promote the customs and traditions of the area and through this, progressively convince displaced sons and daughters of the municipality to return to their native land.

It is useful to observe that whereas the council administration made an effort that it should pursue, the impact remained minimal considering the limited number of beneficiaries and the scope of such actions.

For its part, the Council administration blames its weak performances on its severe enclavement which is a major handicap to all development initiatives; pointing out that contractors either refuse to bid for projects in the municipality or where they do and are awarded, the execution of such projects is always problematic with sand having to be brought from far-off Mungo river through Kumba, the absence of local manpower for ordinary tasks and complaints of long delays in the payment of partial bills (décomptes) to ensure the continuation and completion of works.

To further compound the situation, the continuous presence in the area of separatists fighters accompanied by social media propaganda on their actions and

capabilities are reported to have seriously paralyzed many socio-economic activities including the closure of periodic markets and the non-functioning of any health care facility in the area.

PART III

FUNCTIONING AND ACTIVITIES OF THE OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR

The functioning and activities of the Office of the Public Independent Conciliator will be examined under three main components as follows:

- Field activities conducted during the year;
- Activities in the discharge of the statutory missions of the Institution;
- Challenges encountered and recommendations.

Before devoting attention to a presentation of each of these components, it is relevant to underline that as indicated in our examination of relations between citizens and Regional and Local Collectivities, our institution functioned during the period under review in a context characterised by a relative improvement in the social and security atmosphere within the Region.

Taking advantage of this relatively favourable atmosphere, our institution was able to deploy itself not only in the accomplishment of its fundamental missions but also in the organisation of numerous fields activities throughout the Region.

FIELD ACTIVITIES OF THE OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR

In its efforts aimed at taking the institution closer to citizens within their municipalities, the Office of the Public Independent Conciliator organised town hall encounters in over ten (10) Municipalities within four (4) out of six (6) Divisions of our Region.

Although this may seem like a decline in this category of activities compared to what obtained in 2024 during which we conducted similar activities in all six (6) Divisions, this was rather because we continue to give priority to municipalities wherein our office has not previously held a town hall meeting.

One of the peculiarities of the town hall meetings organised during the period under consideration is the fact that most of these interactive workshops were organised in response to invitations received from the Municipal authorities. Our interpretation of these initiatives is that our sensitisation efforts are being rewarded thus an illustration of positive collaboration from the concerned Municipal authorities.

The organisation of these people-driven workshops also enabled us to observe the high degree of enthusiasm demonstrated by citizens through their massive mobilisation and active participation. This was particularly the case in Mbonge, Kumba III, Kumba II and Limbe II municipalities; all of which equally witnessed the personal presence of the Mayors and their Deputies thus heralding an atmosphere of fruitful collaboration in our collective efforts to ensure the delivery of quality services to citizens and an overall improvement in local governance.

In the same light, I would like to indicate that the successful organisation of such regular field activities was greatly facilitated by the usual support and collaboration of the Representative of the State and Administrative Authorities of the areas visited, some of whom frequently assisted in ensuring mobilisation especially of Traditional Rulers and Religious Leaders.

**SYNOPSIS OF MAJOR ACTIVITIES CARRIED OUT BY THE
OFFICE OF THE PUBLIC INDEPENDENT CONCILIATOR (OPIC)
IN 2025**

DATE	ACTIVITY	THEME	TARGET/ PARTICIPANTS	OBJECTIVE	OUTCOME
19 th February 2025	Town-Hall Meeting with Community Stakeholders of Muyuka Municipality Venue: Muyuka Council Hall	“Office of the Public Independent Conciliator: “Working Closely with Community Stakeholders of the Muyuka Municipality to Improve Local Governance through Quality Services Delivery to User”	-S.D. O Fako Division -D. O Muyuka Subdivision -Mayor Muyuka municipality -Deputy Mayors -Councillors -Traditional Rulers -Religious authorities -Quarter heads -Market Vendor -Bike riders -Women/Youth groups	Sensitization of Council frontline actors and Community Stakeholders of Muyuka Municipality on the Missions of OPIC, Obligations of the Council towards users/citizens and the rights and responsibilities of the population towards the council.	Participants elated to know about OPIC and its missions. Community stakeholders delighted to know about their rights and responsibilities. Both the Council and Community Stakeholders agreed to work in synergy to improve services delivery.
13 th March 2025	Town-Hall Meeting with the Population of Tinto Municipality. Venue: Tinto Council Hall	“Office of the Public Independent Conciliator: Building a Bridge Between the Community and the Tinto Council towards Effective Local Governance and Development Through Quality Services Delivery to Citizens”	-S.D. O Manyu Division -D. O Tinto Subdivision -Mayor Tinto municipality -Deputy Mayors -Councillors -Traditional Rulers	Sensitization of Community Stakeholders of Tinto Municipality on the Missions of OPIC, Obligations of the Council towards users/citizens and the rights and	Participants engaged to sensitize other members of the community about the existence of OPIC. The Council and Community agreed to work in synergy towards the

			<ul style="list-style-type: none"> -Religious authorities -Quarter heads -Market Vendors Bike riders -Women/Youth groups 	responsibilities of the population towards the council.	improvement of services delivery.
1 st April 2025	<p>Publication of the 2024 Annual Report</p> <p>Venue: Esplanade OPIC’s Office</p>	<p>“Office of the Public Independent Conciliator: Publication of the 2025 Administrative Annual Report on the state of relations between citizens and Regional and Council Services”</p>	<ul style="list-style-type: none"> -Regional Assembly -City Councils -Municipal Councils -Civil Society Organisations (CSOs) - Media 	Presentation of the Content of the report to stakeholders, the media and the general public.	<p>Stakeholders, media and the General Public aware of the content of the Annual Report.</p> <p>OPIC Visibility enhanced.</p>
3 rd April 2025	<p>Town-Hall Meeting with Community Stakeholders of Mbonge Municipality.</p> <p>Venue: Mbonge Council Hall</p>	<p>“Office of the Public Independent Conciliator: Engaging with the Mbonge Council and its Population to Enhance Effective Services Delivery”</p>	<ul style="list-style-type: none"> -S.D. O Meme Division -D. O Mbonge subdivision -Mayor of Mbonge municipality -Deputy Mayors -Councillors -Traditional Rulers -Religious authorities -Economic operators -Quarter heads -Market Vendors -Bike riders 	Sensitization of Council frontline actors and Community Stakeholders of Mbonge Municipality on the Missions of OPIC, Obligations of the Council towards user/citizens and the rights and responsibilities of the population towards the council.	<p>Participants elated to know about the existence of OPIC.</p> <p>Participants committed to sensitize their peers in the community on the existence of OPIC.</p> <p>The Mbonge Council and the Community stakeholders committed to enhance collaboration.</p>

			-Women/Youth groups		
1st March-31 st May 2025	Communication Campaigns to Sensitize the Public on the Missions and Activities of OPIC Through some Proximity and Local Radio Stations in Buea and Limbe: CRTV, Mount Cameroon FM, DREAM FM, Ocean City Radio Limbe, DASH Radio, Radio Bonakanda, DMRTV.	“Informing and Improving Citizen’s Awareness and Contribution for Quality Services Delivery”	-Local Residents -Community Stakeholders -General Public	Sensitizing the general public on the missions of OPIC, its role in enhancing local governance and the key services of Municipal and City Councils.	General Public informed on the Missions of OPIC and the key services provided by City and Municipal Councils. User/Citizens knowledge of Council services enhanced.
5 th to 9 th May 2025	Field visits to the Buea, Idenau, Tiko, Tombel, Mamfe Central, Kumba I and Kumba III Municipalities.	“Office of the Public Independent Conciliator: Assessing the State of Services Delivery in some Municipalities in the South-West Region”	-Council workers - Service Users -Quarter heads -Bike Riders -Market vendors -Shop owners.	Observation of the different activities especially interactions between users and council staff in services such as Civil Status Registry, Town Planning and Housing. Visit to markets, garbage disposal sites,	Information collected to serve as indicators to follow-up progress made by Councils in service delivery. Information generated to serve as input for OPIC’s 2025 Annual Report.

				slaughter, Houses and observation of food display in the markets. Check toilets, water points in the municipality especially in the markets/parks	
29 th May 2025	Meeting with Community Based Liaison Officers. Venue: OPIC's Conference Room.	“Office of the Public Independent Conciliator: Evaluation of the Sensitization Activities in various Municipalities of the South-West Region”	-Community Based Liaison Officers -OPIC Staff -Media organs	Evaluation of the impact of various sensitization activities by Community Based Liaison Officers.	Feedback provided to serve as indicators on the state of relations between service users/citizens and Local Collectivities of the Region. Data generated to serve as the definition of OPIC's activities in 2026.
1 st June to 31 st August 2025	Communication Campaigns to Sensitize the Public on the Missions and Activities of OPIC through some Proximity Local Radio Stations in Buea and Limbe: CRTV, Mount Cameroon FM, DREAM FM, Ocean City Radio LIMBE, DASH Radio, Radio	‘Informing and Improving Citizen's Awareness and Contribution for Quality Services Delivery’	-Local Residents -Community Stakeholders -General Public	Creation of awareness on OPIC missions and sensitization of Citizens on their role in Local Governance.	General Public informed about the Missions of OPIC and the role of citizens in local governance. OPIC's visibility enhanced. Users/citizens knowledge and understanding of role in local governance upgraded.

	Bonakanda and DMRTV.				
11 th June 2025	<p>Town-Hall Meeting with Community Stakeholders of Limbe II Municipality.</p> <p>Venue: Limbe II Council Hall.</p>	<p>“Office of the Public Independent Conciliator: Strengthening Collaboration with Community Stakeholders of Limbe II Municipality and the Council to Consolidate Local Governance Through Quality Services Delivery”</p>	<p>-S.D. O Fako Division -D. O Limbe II Subdivision -Mayor Limbe II Municipality -Deputy Mayors -Councillors -Council workers -Traditional Rulers -Religious authorities -Economic operators -Quarter heads Market Vendors -Bike riders -Women/Youth groups</p>	<p>Sensitization of Council frontline actors and Community Stakeholders of Limbe II municipality on the Missions of OPIC, the Obligations of the Council towards user/citizens and the rights and responsibilities of the population towards the council.</p>	<p>Participants informed on the existence of OPIC and its missions.</p> <p>Participants promised to relay information to their peers in the community.</p> <p>The Council and Population committed to work in synergy towards the development of the municipality.</p>
3 rd July 2025	<p>Town-Hall Meeting with Community Stakeholders of Limbe III Municipality.</p> <p>Venue: Limbe III Council Hall</p>	<p>“Office of the Public Independent Conciliator: Fostering Collaborative Governance Between the Council and Community Stakeholders of Limbe III Municipality as Pathway to Local Development and</p>	<p>-S.D. O Fako Division -D. O Limbe III Subdivision -Mayor Limbe III Municipality -Deputy Mayors -Councillors -Council staff -Traditional Rulers</p>	<p>Sensitization of Council and Community Stakeholders of Limbe III Municipality on the missions of OPIC, the Obligations of the Council towards user/citizens and the rights and responsibilities</p>	<p>Participants more aware of the existence and missions of OPIC.</p> <p>The Council and population promised collaboration and support for development in the municipality.</p>

		Better Services Delivery”	<ul style="list-style-type: none"> -Religious authorities -Economic operators -Quarter heads -Market Vendors -Bike riders -Women/Youth groups 	of the population.	
31 st July 2025	<p>Town-Hall Meeting with Community Stakeholders of Kumba II Municipality.</p> <p>Venue: Kumba II Council Hall.</p>	<p>“Office of the Public Independent Conciliator: Fostering Collaboration Between the Kumba II Council and Community Stakeholders for Quality Services Delivery”</p>	<ul style="list-style-type: none"> -S.D. O Meme Division -D. O Kumba II Subdivision -Mayor Kumba II municipality -Deputy Mayors -Councillors -Council staff -Traditional Rulers -Religious authorities -Economic operators -Quarter heads -Market Vendors -Bike riders Women/Youth groups 	Creation of awareness on OPIC’s Missions and the enhancement of collaboration between the Kumba II Council and its population.	<p>Council staff and Community stakeholders delighted to know about the missions of OPIC.</p> <p>Community stakeholders engaged to carry out the sensitization of social groups about the existence and missions of OPIC.</p> <p>The Council and Population committed to resolve misunderstanding related to the issuance of Building Permit.</p>
10 th to 12 th July	In-House Capacity	“Office of the Public	-Mme the PIC	Capacity Building of	Staff capacity in Budget Planning

	<p>Building Training Workshop of Personnel of OPIC on Planning Programming Budgeting System (PPBS).</p> <p>Venue: OPIC's Conference Room</p>	<p>Independent Conciliator: Follow-up Training on Planning Programming Budgeting System with Personnel of OPIC"</p>	<p>-Accounting Officer</p> <p>-Controller of Finance</p> <p>-OPIC staff</p> <p>-MINFI officials</p>	<p>OPIC staff on Planning, Programming Budgeting System (PPBS).</p>	<p>and Programming improved.</p>
<p>24th July 2025</p>	<p>Meeting with Community Based Liaison Officers.</p> <p>Venue: OPIC's Conference Room.</p>	<p>"Office of the Public Independent Conciliator: Evaluating the state of progress in services delivery by Regional and Local Authorities"</p>	<p>-Community Based Liaison Officers (CBLO's).</p> <p>-OPIC staff</p> <p>-Media organs.</p>	<p>Evaluation of the state of progress of services delivery by Regional and Local Authorities</p>	<p>Data generated to serve as partial input to OPIC's 2025 Annual Report.</p>
<p>4th to 14th August 2025</p>	<p>Field visits of OPIC staff to Konye, Nguti, Limbe III, and Muyuka municipalities.</p>	<p>"Office of the Public Independent Conciliator: Meeting with Users of Council Services in the Konye, Nguti, Limbe III and Muyuka Municipalities to Assess the state of local Governance"</p>	<p>-Council workers</p> <p>-Service Users</p> <p>-Quarter Heads</p> <p>-Bike rider</p> <p>-Drivers</p> <p>-Market vendors</p> <p>-Shop owners</p>	<p>Observation of the different activities especially interactions between users and council staff in services such as Civil Status Registry, Town Planning and Housing.</p> <p>Visitation to markets, sites of garbage disposal, slaughter Houses and observing food display in the markets</p>	<p>Information generated to serve as partial input for OPIC's 2025 Annual Report.</p> <p>Users of Council services, Bike riders, bus drivers, market vendors sensitized about the existence and missions of OPIC.</p>

				<p>Checking of toilets facilities, water points in the municipality especially in the markets/parks.</p> <p>Assessment of users' satisfaction of services offered by the councils through brief interviews.</p>	
4 th September 2025	<p>Concertation Seminar with Civil Society Organizations.</p> <p>Venue: Buea Mountain Hotel.</p>	<p>“Office of the Public Independent Conciliator: In Synergy with Civil Society Organizations to Enhance Good Governance and Social Cohesion in the South-West Region”</p>	<p>-Executives of over 50 Civil Society Organizations and 02 collaborators each working in the South-West Region.</p> <p>-Media Partners.</p> <p>-Administrative authorities.</p>	<p>Enhancement of Collaboration between OPIC and Civil Society Organizations (CSO's) aimed at sustaining Social Cohesion in the South-West Region.</p>	<p>Collaboration between OPIC and CSOs enhanced.</p> <p>WhatsApp Forum created to facilitate communication between OPIC and CSOs.</p>
12 th November 2025	<p>Concertation Seminar with Regional and Local Authorities.</p> <p>Venue: Buea Mountain Hotel</p>	<p>“Office of the Public Independent Conciliator: Reflecting with Regional and Local Authorities on the Prospects of Consolidating Progress in Local Governance”</p>	<p>-Executive members of the South-West Regional Assembly.</p> <p>-City Mayors of Limbe and Kumba City Councils</p> <p>-Lord Mayors of 31 Local Councils of the South-West Region.</p>	<p>Assessment of the state of progress of Local governance by Regional and Local Authorities.</p>	<p>Regional Assembly and Councils promised to enhance collaboration.</p> <p>Regional Assembly and Councils promised to involve village committees in project selection.</p>

14 th November 2025	Meeting with Community Based Liaison Officers. Venue: Conference Room of the Regional Delegation of Planning (MINEPAT) Buea	“Office of the Public Independent Conciliator: Enhancing the Capacity of Community Based Liaison Officers in the Administration of Questionnaires to Collect Data on the state of Relations between Citizens and the Regional and Council Administration”	-OPIC staff. -Community Based Liaison Officers. -Media Organs.	Enhancement of the Capacity of Community Based Liaison Officers (CBLO's) to Administer Questionnaires .	Distribution of Questionnaires Community Based Liaison Officers’ capacity to administer Questionnaires enhanced.
16 th to 29 th November 2025	Administration of Questionnaire to evaluate the state of Relations between Regional and Local Authorities and Citizens of the South-West Region by Community Based Liaison Officers and OPIC staff.	“Sampling the Opinions of Major Stakeholders on the activities of the Regional Assembly and the Councils”	-Users of Regional Assembly and Council services. -Council workers -Taxi drivers -Bike riders -Shop owners -Market vendors -Farmers Economic Operators -Other citizens	Assessment of the state of relations between Regional and Local Authorities and citizens/users.	Data generated to serve as input for the 2025 Annual Report of OPIC.

<p>1st November to 31st December 2025</p>	<p>Communication Campaigns to Sensitize the Public on the Missions and Activities of OPIC Through some Proximity and Local Radio Stations in Buea and Limbe: CRTV, Mount Cameroon FM, DREAM FM, Ocean City Radio Limbe, DASH Radio, Radio Bonakanda, DMRTV, Tiko Community Radio and Limbe II Community Radio.</p>	<p>“Informing and Improving Citizen’s Awareness and Contribution for Quality Services Delivery”</p>	<p>-Local Residents -Community Stakeholders -General Public</p>	<p>Creation of Awareness on the existence of the Regional Assembly and sensitization on the practice of Hygiene and sanitation and the respect of urban rules of regulations.</p>	<p>Citizens delighted to know about the functions of the South-West Regional Assembly.</p> <p>The general public sensitized on the importance to practice Hygiene and Sanitation and the respect of urban rules and regulations.</p> <p>OPIC’s visibility enhanced.</p>
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ACTIVITIES AND ACTIONS IN THE ACCOMPLISHMENT OF OUR MISSIONS

Besides the complementary field activities outlined above, our institution devoted special attention in the performance of its statutory missions; combining actions undertaken in seeking amicable solutions to disputes brought to our attention and various advocacy actions.

In the course of 2025, our office was solicited through a total of forty-three (43) complaints. From this number, thirty-four (34) were conclusively resolved while the conciliation process remains on-going for nine (9) complaints, some of which were submitted in the month of December making it impossible to exhaust the conciliation process before the preparation of this report. It's worth mentioning that we received and solved some 50 complaints during our outdoor activities.

An analysis of these complaints by category shows that the highest number was submitted by service providers or contractors denouncing protracted delays in the settlement of their bills; spanning years in some cases. It is also useful to point out that many of the yet to resolved complaints also fall into this category with some of the Municipal authorities concerned consistently explaining their inaction by what they describe as general liquidity challenges especially during the second semester of the year.

We also observe that true to the practice recorded in 2024, our institution was solicited for several complaints that do not fall within our domains of intervention. In these circumstances, we employed our services in ensuring the orientation of such complaints to the competent services as well as carry out facilitation by contacting these services to appeal for diligence over such preoccupations. In some of the cases,

the complainants subsequently returned to express their appreciation upon a positive outcome to their preoccupations.

However, in circumstances where the concerns did not require a complex process or the formal intervention of specialised technical services, I personally took the initiative to providing a solution especially to the elderly or persons showing signs of vulnerability.

In addition to this action, we also carried out advocacy for the promotion and defence of citizens rights and freedoms as well as conceiving and implementing measures aimed at combating any forms of discriminatory actions by local authorities.

One of the platforms on which we anchored our advocacy actions was inclusive local governance, a concept intended to promote the spirit of fairness and equity in the decisions of Regional and Local Authorities.

In this regard, I organised a specific seminar in the month of November 2025 bringing together Bureau Members of the Regional Assembly and all Mayors each accompanied by a Deputy. Prior to the presentations done during this seminar, a twenty minutes documentary was screened to further raise awareness about some major preoccupations of citizens requiring immediate attention from Local authorities.

On the other hand, our institution also used the opportunity to highlight some outstanding positive initiatives carried out by some Mayors in a bid to encourage a spirit of healthy emulation. This initiative received favourable reactions from several local authorities including those whose Councils were not highlighted, describing it as an illustration that our institution is balanced in its approach, reprimanding when necessary and also commending as the situation deserves. The low-cost housing

projects executed by the Limbe I Council and various on-going infrastructure projects in the City of Kumba including roads construction, the provision of basic amenities in markets, extension of market shops etc were used as a demonstration of actions likely to have a lasting impact on the population through a visible improvement in their living conditions.

**OTHER IMPORTANT ADMINISTRATIVE OR SECTORIAL
ACTIVITIES: REGIONAL AND NATIONAL IN WHICH THE PUBLIC
INDEPENDENT CONCILIATOR TOOK PART**

DATE	ACTIVITY	VENUE	CONVENOR
15th January 2025	Official opening ceremony of operations on the State Budget for the 2025 Fiscal year.	Pastoral Center Buea.	H.E the Minister of Finance.
20th-23th January 2025	Seminar on the Theme: Decentralisation and Local Development: “The Role of Digital Technology in Modernising Services for Citizens” .	Mt. Hotel Buea Conference Hall.	H.E. The Minister of Decentralisation and Local Development.
11th February 2025	Celebration of the 59 th Edition of the Youth Day in the South-West Regional Headquarters-Buea. Theme: “Youth, Maturity and Responsibility for the Consolidation of Peace, Security, Economic Growth and the Democratic Process.”	Independence Square, Buea.	H.E. the Governor of the South-West Region.

8th March 2025	Celebration of the 40 th edition of the International Women’s Day on the theme: “For all Women and Girls Rights, Equality and Employment” .	Independence Square Buea.	H.E. the Governor of the South-West Region.
22nd – 23rd April 2025	National Workshop on the Modernisation of Decentralised Territorial Collectivities on the Theme: “Unlocking Digital Transformation for an Effective Modernization of Regional and Local Authorities” .	Yaounde Conference Centre	Under the distinguished Patronage of H.E. the Prime Minister and Head of Government and H.E. the Minister of Decentralisation and Local Development.
29th April 2025	- Local Governance and Resilient Communities Projects (PROLOG) Workshop for the Presentation and Validation of Projects selected by the South-West Regional Assembly to beneficiary Communities and Stakeholders. - The Signing of Financial Agreement between PROLOG and the South-West Regional Assembly and Training of Regional Staff.	Mt. Hotel Buea Conference Hall.	H.E. the Governor of the South-West Region.
20th May 2025	53rd Edition of the National Day Celebration in the South-West Regional Headquarters, Buea on the Theme: “Army and Nation United for a Cameroon turned towards Peace and Prosperity” .	Independence Square Buea.	H.E. the Governor of the South-West Region.

27th May 2025	Graduation Ceremony of the first batch of the initial Training Programme of NASLA.	Independence square Buea.	H.E. the Minister of Decentralisation and Local Development.
30th May 2025	6th session of the steering Committee-Presidential Plan for the Reconstruction and Development of the North-West and South-West Regions (PPRD NW/SW).	Mt Hotel Buea Conference Hall.	H.E. the Prime Minister Head of Government.
3rd June 2025	Operationalisation of the activities of the general review of public policies application. AIGLES.	Conference Hall of the Regional Delegation of Public Service and Administrative Reform Buea.	H.E. the Governor of the South-West Region.
4th July 2025	7th Session of the Steering Committee-Presidential Plan for the Reconstruction and Development of the North-West and South-West Regions (PPRD-NW/SW).	Congress Hall Bamenda.	H.E. the Prime Minister Head of Government.
19th December 2025	Cameroon-United Kingdom/ France Cooperation. The Project to supply and install Palm Oil, Margarine and Rubber Processing Plants at the Cameroon Development Corporation (CDC): Signing Ceremony.	Amphi theatre 300 of the MINEPAT's headquarter's Building May 20 Boulevard.	H.E. the Minister of the Economy, Planning and Regional Development.

CHALLENGES ENCOUNTERED IN THE EXECUTION OF OUR MISSIONS

In contrast to previous years and more especially what we highlighted in 2023 and 2024 as persistent difficulties linked to security or insecurity, with the progressive improvement in the general security atmosphere, the single most restrictive challenge encountered during 2025 was the factor of inaccessibility to some municipalities.

In the context of our Region , whereas this inaccessibility remains closely linked to persistent security considerations , it is also a factor on its own and is sometimes considered by the local population as a factor that engenders or fosters sentiments of insecurity because in most cases , non state armed groups or criminal gangs usually take advantage of inaccessibility to infiltrate such communities and perpetrate atrocities or exploit the vulnerable population who cannot regularly receive protection from state security forces whose presence has been more effective in the urban or semi - urban agglomerations.

In cases of severe or total inaccessibility especially by land, our institution was unable to carry out effective or elaborate field activities in various municipalities.

Indeed, similar to the situation observed on the field in 2024, over 70 % of the municipalities of Ndian Division remained accessible exclusively by maritime means which is, in itself, a limitation both in terms of cost of movement and the required security arrangements. In a context wherein local opinion still remembers the kidnapping and subsequent release of the Divisional Officer for Idabato after months in the captivity of pirates, our institution was severally advised to review and

eventually postpone envisaged town hall meetings to municipalities of the Bakassi peninsula. A planned visit to Isangele municipality at the request of its Municipal authority after taking part in many interactive workshops in other localities was postponed twice and it is our desire to finally be able to accomplish this in the course of 2026. The Akwaya municipality in Manyu Division presents an identical picture as a result of its established problems of enclavement and inaccessibility from the Divisional headquarters in Mamfe.

On the sidelines of physical challenges as presented above, one of the persistent challenges encountered in 2025 remained the weak or poor collaboration from some Municipal authorities. Whereas our institution has consistently enjoyed more serene collaboration with officials of the Regional Assembly, some local authorities continue to demonstrate an attitude which can be described as a combination of refusal of collaboration and outright defiance towards any recommendations formulated by the Office of the Public Independent Conciliator.

Conscious that such a negative perception could become hard to subsequently reverse, we have continued to deploy every effort to reassure complainants and citizens by maintaining engagement in our conciliation actions or efforts even where we perceive some indications of non collaboration.

As presented earlier in the portion devoted to an analysis of the different categories of complaints, most circumstances of reluctant or partial collaboration were recorded concerning disputes against municipal authorities for what complainants viewed as " deliberate delays through pretexts or outright refusal to pay their bills ".

In some cases, complainants cited unethical behaviour which they consider as being a veiled strategy of irregular practices aimed at compelling them to concede or negotiate the payment of specific amounts in return for settlement of long pending

bills but fell short of clearly accusing such local authorities of corruption. Rather, we observed nuances and preference in using examples of multiple unfulfilled appointments for payment as an illustration.

Overall, it was observed that while a majority of Municipal authorities demonstrated openness towards more positive collaboration, some exhibited behaviour ranging from silent skepticism to the outright disregard of our recommendations as well as a reluctance to constructively pursue and conclude already undertaken conciliation and mediation initiatives.

Obviously, the persistence of such attitudes within hierarchical circles of Council administrations could not only have the consequence of gradually contaminating other municipal authorities and their collaborators towards similar conduct but could also have the more unpleasant consequence of progressively undermining and dismantling the level of public trust built with complainants and citizens through previous successful conciliation efforts carried out by the institution.

It is our hope that such a pattern does not emerge or is checked because in the event where such behaviour eventually begins creating doubts or sentiments of skepticism within public opinion about the effectiveness of the institution, both its own credibility and the *raison d'etre* of its creation by the state as an official mediation mechanism will be under question.

RECOMMENDATIONS

At the end of a methodic examination and presentation of our assessment of the state of relations between citizens and our Regional and Local authorities as well as a panoramic analysis on various aspects of the functioning of the Office of the Public Independent Conciliator, I deem it a part of our professional responsibility within the framework of this report to conclude it with a few salient recommendations as to how some of the preoccupations or anomalies raised during our analysis could be subsequently addressed.

Our 2024 report highlighted a recommendation suggesting that Government exhorts Senior Divisional Officers in their capacities as Supervisory Authorities of the Councils within their respective Divisions to cause these Municipal authorities to envisage and execute projects seen as a direct response to genuine preoccupations recurrently echoed by citizens.

Further thereto and although there is no formal basis to determine if this recommendation is directly related to what has obtained on the ground during 2025, it can be observed that a laudable effort was made by several municipal authorities in the choice of projects either earmarked or realized during the year.

However, the weak link by comparison between objective project selection and guaranteed benefits for the population is the aspect of the non-effective follow-up of projects execution which is often a source of disappointment to the population. Quite often, not only are citizens finally deprived of quality services but while remaining in a state of non - satisfaction of their expressed needs, they are also faced with the unpleasant reality that public funds were actually committed and have been spent on either poorly executed, incomplete or abandoned projects in their localities.

As regards the nonchalance demonstrated by some Municipal authorities through their refusal to collaborate, these deliberate actions were often illustrated

through refusals to attend conciliation sessions at a stage wherein their presence is required or consistently designating lower placed personnel not cited in the complaint. Beyond this, considering public declarations intended to undermine public trust and the credibility of the institution as a conciliation mechanism, it is important for the state that deemed the creation of the institution useful to envisage a review of the prerogatives granted to the Public Independent Conciliator.

Although such a review may not automatically lead to a significant reinforcement of these prerogatives, owing to the exigency to also avoid abuse of authority, it could take the form of higher enforcement provisions being elaborated beyond the present dispensation wherein the Public Independent Conciliator is limited by the organic text of the institution (Article 14(3) and (4) of Decree N° 2020/773 of 24 December 2020) to summoning the concerned authorities for compliance with the recommendations of the institution or drawing up a report for the attention of the Supervisory authority without any specific provision on binding action thereafter.

Indeed, through benchmarking activities in which the institution has participated out of Cameroon and valuable experiences or lessons drawn therefrom, some countries make provisions for a specialized Parliamentary Committee oversight in ensuring compliance. This usually depends on the gravity of the matter. In other circumstances, the Minister in charge of Local authorities is charged with taking binding measures for the enforcement of the recommendations of the institution upon receiving a " failed conciliation " report in the event where the reasons for the inconclusive settlement of a dispute is obstructive actions of the local authority who is an extension of the state.

These safeguards are laid down to avoid the emergence of behaviours and attitudes of impunity demonstrated at various levels by officials vested with state

authority; a decried practice which usually damages the credibility of state institutions, undermining any public confidence about their stated impartiality or affirmed independence in the accomplishment of their missions.

In the same light of reviewing the laid down prerogatives and missions of the Office of the Public Independent Conciliator, looking at the number of complaints received and examined each year by our institution, it could be concluded that either citizens do not have too many disputes with Regional or Local Collectivities or Cameroonians remain reluctant or timid to bring up individual complaints against officials or authorities. This trend of reluctance to submit complaints against clearly identified officials as laid down in our established procedure is generally attributed by informed observers to entrenched sentiments of fear of " reprisals or revenge ".

Our interactive town hall workshops reveal that citizens feel more comfortable expressing dissatisfaction over the actions of local authorities as regards irregular practices such as the persistent collection of money for the establishment and deliverance of Birth certificates, exorbitant amounts requested for the allocation of market stalls, the aggressive behaviour of municipal police elements, irregularities in the domain of building permits , garbage disposal preoccupations, the absence of public toilets in markets and motor parks etc but are timid to submit any individual complaints mentioning the names of a specific official whose actions constitute an infringement on their rights as citizens or represent an act of undue discrimination.

In a related aspect regarding the continuous non residence of several municipal authorities in their municipalities or territories of jurisdiction, citing security concerns, the upcoming Municipal elections are an excellent opportunity for the ruling party which has the highest number of “invested” municipal authorities within our Region to draw appropriate conclusions therefrom. In keeping with the policy and philosophy of local councils being decentralized local collectivities

intended to ensure the effective participation of citizens at the grassroots in the management of local affairs, non resident Mayors are not only unlikely to ensure the implementation of this policy but also signals their own distance from the population who may not identify with them.

Indeed, if the state and ruling party seriously desire to ensure an end to the prevailing socio - political atmosphere that has continued to affect the Region , severely disrupting socio - economic activities for over 9 years , one of the criteria for the selection of Mayors seeking investiture to contest Municipal elections during a crisis period should be the established capacity to reside within the area and ensure the effective functioning of the Council administration services.

This preliminary step of political screening will have the merit of ensuring that finally retained candidates for Municipal executive positions enjoy established popularity amongst citizens at the grassroots. It will equally significantly cut down on recurrent wastage of public funds through the non execution or non follow -up of envisaged projects due to claims of insecurity in some localities which is actually an acknowledgment of actual control of such localities by individuals different from the officially recognised traditional and elected local authorities.

In a context wherein the state in pursuit of its policy of decentralization is allocating significant financial resources to ensure the functioning of local collectivities, one of the first indicators of the capacity of the Council administration to impulse or drive local development is the effective presence of the Mayor; guaranteeing a relatively prompt response to urgent preoccupations through the effective functioning of these Collectivities. Examples exist within the Region where Deputy Mayors are known to have indicated publicly that during the prolonged absences of the Mayor, they were unable and not authorized, even by delegation, to take any initiative in response to any genuine preoccupations.

Consequently, it is not in the interest of fostering and seeking to improve performances in local governance for the leading political party to continue endorsing the candidacies of absentee or surrogate officials at the helm of municipalities to which they only pay occasional visits or whose period of effective residency within the said territory is far below one hundred (100) days in the course of any specific year; representing less than 30 % of the year whereas the law governing local collectivities provides for residency as one of its mandatory criteria.

Although citizens continued to express deep preoccupations about the inability of their Council administrations to satisfactorily respond to the public exigencies of hygiene and sanitation, since we devoted a section of our recommendations in the 2024 Annual report to this concern, I do not deem it necessary to again dwell elaborately thereupon. However, while the high public authorities continue to reflect on providing a lasting solution to a disturbing situation which has become a national preoccupation observed in most urban agglomerations, it may be useful to also include in such reflections, granting local collectivities autonomy in organizing the collection and disposal of urban waste either by setting up suitable hygiene and sanitation services through the institution of a symbolic annual local hygiene tax of CFA 10.000 per household or slightly more for important commercial or touristic establishments .

CONCLUSION

In spite of the drawbacks identified and highlighted in this Annual Report as part of the reason for the expression of sentiments of relative dissatisfaction from citizens concerning the state of relations between them and Regional and Local Authorities of the Region, it is important to recognize that several of these local collectivities demonstrated commendable performances in specific domains such as hygiene and sanitation, significant innovations in the delivery of birth certificates etc during the year 2025; eventually earning them recognition and awards either at the National, Regional or Divisional levels.

To this end and whereas it has been our reasoned opinion that our institution can not conduct a classification of local councils by performance as a result of their respective specificities and external limitations to their optimal functioning with a globally disruptive socio-political context and persistent security challenges, we are professionally compelled to also commend the Municipal authorities of Councils such as Limbe I, Kumba City council, Kumba I, Eyumojock, Mamfe, Menji and Wabane for the performances that motivated the respective awards granted during the just ended year.

In a category of its own, the actions of the South-West Regional Assembly deserve to be commended for its quest to ensure a palpable improvement in the livelihoods of citizens across numerous localities of the Region which, to our understanding, explains why there have been no loud complaints about discrimination in the allocation of projects either per Division or various parts of the Region. However, this positive performance could be boosted through greater visibility of officials on the field to listen first hand to unsatisfied preoccupations from citizens as well as better technical follow-up and supervision of projects

execution to guarantee not a quantitative allocation but also an effective and qualitative execution for the benefit of citizens communities.

The Public Independent Conciliator South-West Region