



THE NORTH-WESTERNER

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January 2023

PEACE-BUILDING FOR SUSTAINABLE SPATIAL DEVELOPMENT



THE RUGGED PATH TO PEACEFUL CO-EXISTENCE



**CITIZEN PARTICIPATION: KEY TOOL TO
PEACE-BUILDING AND DEVELOPMENT**



**PEACE AND DEVELOPMENT INITIATIVES: GUIDE-
LINES FOR THE EFFECTIVE IMPLEMENTATION OF
COMMUNITY DECENTRALIZED ACTIVITIES**



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EDITORIAL

Peace for Sustainable Spatial Development



Prof. Fru Angwafo III
President, North West Regional Assembly

The second edition of the North-Westerner comes at a critical moment when our communities are gradually, slowly, but surely, rekindling time-honored collective responsibility for ourselves and our salvation. Hopefully, prevailing introspection will anchor sustainable development; for, Africans maintain that anything done for them without them is against them. It is in this regard that the attractiveness of the North-West Region, the return to peace, are primordial for investors and partners to support sustained economic development.

For years now, the development paradigm has laid emphasis mainly on hardcore infrastructure (construction, water, energy, etc). The soft infrastructure, the quality and quantity (critical mass) of human resources, may be just as if not more important. The current emphasis on a broad-based attack on ignorance to include non-traditional schemes such as the Peace and Development Initiative of the North-West Regional Assembly, intends to transform our communities, to curb divisions among religious denominations, traditional rulers, the literate and non-literate populations; thereby bringing the voices of all stakeholders to broadcast.

The focus on security, the drive to sue for peace and development in the Region, are on-going concomitant priorities. The training of Honorable Divisional Representatives and Honourable Royal Majesties of the House of Chiefs, all members of the Regional Assembly, came out as imperative, so as to transmit a cascade of know-how, attitudes and practices to the wider community. The transformation of the impoverished, the illiterate and the needy into Peace Ambassadors, wealth-creators, through community-driven decentralized activities, should develop a local economy through the promotion of pristine arts, culture, science and technology. The promotion of high-intensity labour approaches to community projects is a deliberate, structured attempt, therefore, to increase circulation of currency amongst the rural and urban poor. This pro-poor policy and current drives for import substitution will certainly improve the redistribution of resources and wealth, a lofty social and political economy goal.

In this edition, we welcome contributions from experts, who participated in several capacity building seminars at the Regional Assembly. The guidelines for Peace and Development Committee operations are published to serve as reference documents. The 2014 Prime Ministerial Order on the high-intensity labour approach and other documents should ease generalized Region-wide decentralized community action.

Thus, addressing and diminishing the gap between the wealthy and the abject poor, is a moral imperative of solidarity in the African ethos of «U na Mi, Mi na U, Wi bi Wi;» and this, «non sebi sed omnibus.»

PREFACE TO COVER

The Rugged Path to Peaceful Co-existence

By Hon. J. N. Waindim

Yes! The time to walk peace is now, as rugged as the path to peaceful co-existence may be: more like a mirage, as it were, yet, even more as a datum than a dictum. After all, it is Billy Ocean in *The Jewel of the Nile: Music From the 20th Century Fox Motion Picture Soundtrack*, who intimates that when the going gets tough, the tough get going. Tough, indeed, our ride, deep into the abyss we find ourselves, has been. Indeed, this has been an extraordinary experience that



concomitantly requires extraordinary measures to weather the storms of pogrom, desecration, persecution and self-annihilation; over half a decade of shooting self on the leg, as it were. Trite, asking rhetorical questions on how we found ourselves in such abysmal depravation, isn't it?

By and large, it is our conviction that for us to get out of our current socio-politico-economic quack mire, we must all truly construe that everything we do, and everyone whom we meet, is put on our path for a purpose and not simply by accident; and so we must try to pay attention to the lessons we have learnt, trusting in our positive instincts, and not being afraid to take risks, or only waiting for some miracle to come knocking at our door. No!

Down memory lane, and in a cursory flashback to January 22, 2021, the Inaugural of the first-ever North-West Regional Executive Council of our Special Status Regional Assembly, hallmarked the Region's primordial and permanent quest for sustainable spatial development, anchored on peace and a positive mindset; its triple-pronged index cards being the moral imperative of love, compassion and empathy, translated into a Moral Rearmament Pact; Youth Empowerment and Employment; the collective will to build peace, through a North-West Community Peace Pact (NWCPP).

It was from this backdrop that the Regional Executive Council, aware of the local parlance social logic of moving even while crying, waved through all odds to have peace-building as a major corner stone of its budget from inception. To say that this task was herculean is to say very little; nay, a Carmel had to go through the eye of the needle.

Thus, in line with Programme Four, Action Five, Activity One of the 2021 Budget of the North-West Regional Assembly, ear-marked peace-building missions with local authorities in the Region initially highlighted two essential components:

- A) A seminar to explain the project to stakeholders, who had to recruit youths for the operational second phase.

- B) Human high-intensity labour activities (HILA), decided by the community to suit their priorities; and these priorities drawn up by a Steering Committee representing Regional Assembly members, Divisional Officers of all Sub Divisions, Mayors, traditional rulers, tested community-based organizations, key elite such as clan and quarter-heads of the area, etc.

Taking cognizance that the North-West Regional Assembly set out to be the people's Assembly, participatory stakeholder consultations went underway, and the initial concept of peace-building missions metamorphosed each step of the way. Of course, key recommendations from internal and external North-West elite, local, national and international conflict resolution experts, had to be incorporated into what morphed into a Peace and Development Initiative (PDI) for the Region. It goes without saying, therefore, that the training of those to coordinate and offer technical advice and guidance for the execution of the various Divisional peace and development programmes, became a sine qua non imperative component of the new paradigm; given, especially, the involvement of local micro-finance institutions and time-tested community-based organizations in the economic chain of Divisional and Sub-Divisional PDIs.

The icing on the cake

In an earlier Regional Assembly Deliberation, aimed at giving visibility to the Special Status, Article 266 (2) of the General Code on Regional and Local Authorities had been exploited to make it possible for each Regional Assembly member (Divisional Representatives and Royal Majesties of the House of Chiefs) to carry out decentralized community activities in their most immediate Council Area Constituencies. It

came to pass that on the 2022 Autonomous Budget of the North-West Regional Assembly, CFA three million per member was budgeted to this effect, making a total of CFA two hundred and seventy million for all 90 members.

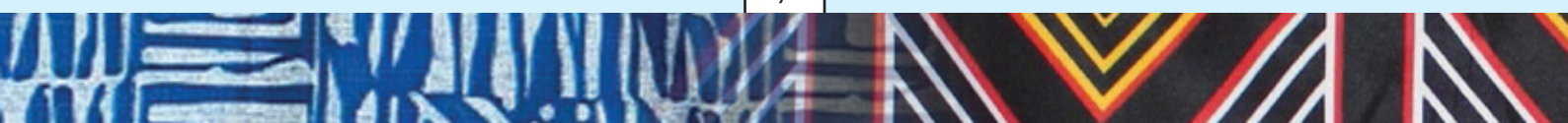
Here we are, with over CFA one hundred and forty million of the 2021 Budget long-committed and ready for disbursement for PDIs; CFA two hundred and seventy million for 2022 decentralized community activities in the process of being committed; and an outstanding CFA eight hundred million for 2022 PDIs. Qui dit mieux?

In concrete terms, therefore, and as a template for subsequent PDI executions, the 2021 allocations are expected to go in for Peace-Building Trainings and Seminars; and to this effect, each Division is expected to receive, through contracted micro-finance institutions and under the supervision of Divisional and Sub-Divisional PDIs, the sum of CFA twenty million. And as has been stipulated in the new guidelines, PDIs shall, together with members of the Regional Assembly, select decentralized community activities, work quantities of which have to be endorsed and certified by a State engineer (Divisional, Sub Divisional Delegate of execution area of competence) and forwarded for the budgetary visa of the Special Finance Controller of the North-West Regional Assembly before transfer of funds through micro-finance institutions.

And the rest of the procedure remains due diligence: doing the needful; cleansing the land; with key coordinating and technical executing stakeholders - Divisional Representatives and Members of the House of Chiefs of the North-West Regional Assembly, whom we are - already properly schooled and equipped with skills in Conflict Analysis; Peace-Building; Peace Process; Best Practices and Peace-Building Measures for Grassroots Peoples; Citizen Participation in Conflict Resolution and Peace-Building; Communication During Crisis; and Active and Creative Peace-Building Activities.

Yes, the path to peaceful co-existence may be rugged and really tough; but not tougher than our individual and collective resolve to overcome!

Our dear people, here we come!!!



INTERVIEW

As year two of the mandate of the North-West Regional Executive Council wraps up, Choves Loh and Gwain Colbert caught up with the President of the Regional Executive Council, who fielded questions on the road covered so far for «The North-Westerner Magazine.» Excerpts below.

Could you size up your performance as the pioneer President of the North-West Regional Executive Council?

President: Your question probably should be addressed to my constituents. I do believe that auto-evaluation is a critical element in performance-based management; but it has its limits. Some think it can be subjective. That is why in that managerial scheme, there are both internal and external audits, and an institutional provision for oversight. Personally, I am happy with the ground covered, notwithstanding the very challenging social and security adversities. As we increase our contacts and communication streams with the wider community, this will become more evident.

How appropriate could the Regional Assembly be in playing the frontline role to fast-track the return to peace and normalcy within North-West Region?

President: Fast-tracking peace and normalcy to the North-West Region is an imperative, and equally one of the three-pronged visions of the Regional Executive Council of January 2021, as you can recall. Through that vision, we engaged the community in a Regional Peace Pact, so to speak. Our ambition was not to be at the forefront; for, we are all about team work, where together (T) everyone (E) achieves (A) more (M). Quite frankly, the quest for peace is not about a political gimmick but an existential, survival issue. Further, our politics is not about us as individuals or a group; it is about everyone in the community. Non sebi sed omnibus! The dedication of the second edition of The North-Westerner Magazine seeks not only to address the primordial imperative for peace, but also sets guidelines on the Peace and Development Initiative of the Regional Assembly.

How much of a blessing was the Regional Assembly conceived to be a frontline institution to fast-track the return to peace and normalcy in the North-West?

President: As already mentioned above, the advent



of the North-West Regional Assembly was not only timely and necessary, but also a huge blessing to the branding the North-West Region in the wake of the socio-economic crisis. You can bear with me that, since its incipience, and through its peace-building and development missions or actions, normalcy is steadily returning to many parts of the Region. So, through our vision, we have constantly been engaging the communities in a Regional Peace Pact, so to speak.

The 8th session of the Regional Assembly featured as theme, the path covered in peace and development efforts. What were the major conclusions of the session?

President: The eighth session of the Regional Assembly followed the standard format, although it was dense in capacity building. You, of course, know that we initiated the information, education and communication (training) format as pre-session activities in our maiden session of June 2021. This was appropriate, as training is an important and compulsory activity, in line with the General Code of Local and Regional Authorities. The session took the character of a seminar on Conciliation, Mediation and Peace-Building. For

three full days, Members of the Regional House of Assembly were drilled on these topics within the context of the present crisis, its drivers and the way forward. The experts in conflict resolution during this interactive seminar, gave concrete ideas on the pathway to peace in our Region through peace-makers, peace ambassadors, etc. These activities will continue through the Peace and Development Committees in all Divisions, Sub-Divisions and villages of the Region as we move on. This action should bring all stakeholders on board to address issues of common interest, of the commonwealth of the community! Peace and development have been identified as being our common goal, unifying all shades of opinion and likely to democratize dialogue at the base. The sourcing of projects from community stakeholders to be funded by the Regional Assembly underscores our conviction that the bottom-up approach not only ensures citizen participation, growth and sustained development but also brings peace!

How far have the North-West Fons gone with their resolve to cleanse communities as a peace-building measure?

President: Our fathers, the Fons, have in our various villages and with varying degrees of success contributed to the peace-building effort. Apart from the standard information, education and communication for behavioural change, they have spiced the project with what you call cleansing! Cleansing means many things to many people; but from what I have seen, libations accompanied by incantations invoking the spirits of our ancestors have been carried out here and there. Some of these have been in the quiet, far from the prying eye of the media; some, like in Menchum Division, with Honorable Royal Majesty, the Fon of Aghem, and in Mendankwe, by HRH the Fon of Mendankwe, recently during the laying of the foundation stone for the Regional gas plant, have been publicized. The royal courts of Mankon, Nkwen, Bafut and Baligham have done same. The disappearance of ANGWAFO III of Mankon has rekindled a region-wide, rather nation-wide traditional cultural awareness; bringing people of all horizons and ethnicities to cherish inter-community cohesion through cultural festivals and jamborees in an

unprecedented communion not experienced in the last six years.

What inspired the concept of peace and development committees? What is their composition and are they already functional?

President: There are truths from time immemorial, captured in the following quotes that impressed us over time, and founded our sensitivity to the fellow human, fully aware that we cannot take pride in or rejoice in the suffering or affliction of fellow human beings:

“War does not determine who is right, only who is left,” Bertrand Russell.

“The two most powerful warriors are patience and time,” Leo Tolstoy.

“There is no hunting like hunting of men, and those who have hunted armed men long enough and liked it, never care for anything thereafter,” Ernest Hemingway.

“The more you sweat in peace, the less you bleed in war,” Norman Schwarzkopf.

The Peace and Development Initiative was, therefore, born from the existential imperative to stop the conflict in our Region; the promise to develop a Region-wide Peace Pact, and call out to the humanity of our fellow citizens. Through Peace and Development Committees, we hope the proverbial African paradigm of community life will prosper, thereby sustaining peace through community actions, community projects, community theatre, revival of national languages, cultures as opposed to community conflicts and all. The guidelines for peace building missions, published in this edition, give us the detailed composition and functions of the peace and development committees. This is an operational scheme to enact the Special Status of the General Code of Local and Regional Authorities for the North-West Region. That is why all stakeholders are part and parcel of the Peace and Development Committees.

Which are some of the peace and development committee projects initiated by communities and how soon will their implementation start?

President: Through the Peace and Development Initiatives (PDI) and Peace and Development



Committees (PDCs), the NWRA engages youth in community labour, social education to fight the scourges of ignorance, dogma, drugs, crime, abject poverty and other drivers of conflict and war. This programmatic approach to peace through high labour intensity projects and behavioral change entails five managerial actions: coordination; partnerships; political and regulatory advocacy; community engagement (all stakeholders); information, education and communication for adaptability; interpersonal and mass communication.

The committees are functional to varying degrees, depending mostly on the level of commitment of the actors, relative also to the level of security and especially to the level of understanding and ownership by stakeholders. Where the projects have been approved, the Region has committed the means.

What else has the Regional Executive Council achieved since inception?

President: It should be recalled that, on pages 7-8 of the first edition of this magazine, in our special report, we elaborated PREC's Annual Performance Report, wherein we published the state of execution of Deliberations of the NWRA for June, September and December 2021 sessions, factoring in on the NWRA and citizen participation (a premium Non Sibi Sed Aliis - not for self, but for others).

Further into 2022, the NWRA has carried out actions and activities in the domains of the Economy, Health, Education, Sports, Culture, etc. The NWRA's performance dashboard for 2022 is published on page 11 of this edition of The North-Westerner Magazine.

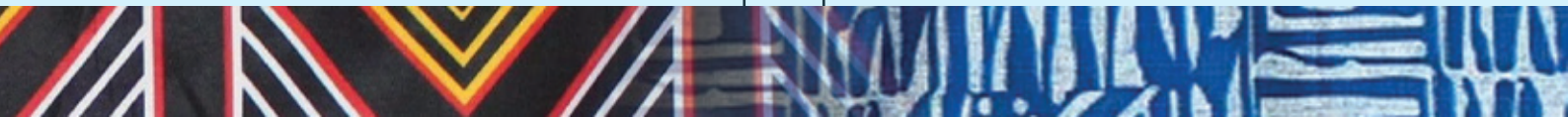
How does the Regional Assembly intend to deal with the security challenges to deliver peace and development projects?

President: The security challenges come from a complex mix of psycho-social, socio-economic and socio-political disparities that have led to isolation, a sense of despair, loss of self-confidence, self-esteem, value and not the least driven by a permissive culture where drugs and delinquency are exploiting ignorance. This is a social burden

that calls for a multifaceted approach that puts man at the center of the PDI concern. The committees are called to work with the administration and the forces of law and order, who are a necessary part of the community I must add. The process of involving the individual (intrapersonal, the family (interpersonal) and the community (collective) should promote not only dialogue but also diminish conflict, foster harmony (living together) and diminish insecurity. The Regional annual end of year festivals and sharing lives with needy, cultural jamborees in our villages assuage conflict situations and foster social cohesion and subsequently peace. We are committed with our partner UNDP to decentralizing these annual events to divisional level. In so doing more vulnerable persons will be uplifted!

As far as peace-building and local development are concerned, what is your message to the very expectant population, whose endeavours have been frustrated by the on-going, socio-political and security crises?

President: Fundamentally, the Peace and Development Initiative is a clarion call to one and all, to one and sundry, to shun collective suicide, ruin and self-annihilation. No reason can justify the loss of our dignity, our identity, let alone our lives! In the first sixty years of our nation, the English-speaking community of our nation has been burdened by discrimination and an attempt at assimilation. This has been recognized by the State and the process of reparation through structured legislation and many concrete actions is on course. It is an evolving process and we are called to be less passive onlookers and more proactive undertakers in its positive evolution. The Regional Assembly is a window of opportunity with its Peace and Development Initiative to correct structural social and economic disparities. The leave-no-one-behind, move-ahead-together policy is a powerful transcription of "U na Mi, Mi na U, Wi bi Wi" slogan, which translates our values of Peace, Justice, Unity, Hard work and Solidarity! Indeed, no force is strong enough to shield and obstruct the rays of the sun from reaching us all! Non sebi sed omnibus!





NORTH-WEST REGIONAL ASSEMBLY KEY PERFORMANCE DASH BOARD FOR 2022

SPORTS, SOCIAL & EDUCATION	ECONOMIC
1. Support to PWD Social Club of Bamenda, in preparations towards the finals of the Cameroon Cup.	1. Equipping of all offices at the NWRA
2. Assistance to the Bamenda Regional Hospital to carry out free screening on the population against Viral Hepatitis B	2. Securing land for the construction of the NWRA headquarters
3. Scholarships to the Regional College of Agriculture Bambili	3. Feasibility studies for the construction of the NWRA headquarters
4. Price Awards to students of the National Veterinary School, Jakiri	4. Elaborating the Regional Development Plan
5. Assistance to the Garden of Education and Healing Orphanage Bamenda, for the production of re-usable pads	5. Feasibility studies for the rehabilitation and extension of Palaces in the NWR
6. Assistance in the organization of the 1st Congress of Cameroon Society of Urology	6. Feasibility studies for the rehabilitation and construction of destroyed schools and hospitals
7. Support towards the celebration of the African Child's Day via the delegation of Social Affairs	7. Provision of insurance to the Regional Councilors and staff of the North-West Regional Assembly
8. Distribution of two 70 million worth 40-feet PPE's containers each from MedShare	8. Feasibility studies for the creation and construction of 02 Emergency Centres for the NWR
9. Assistance to the celebration of the 11th African Day of Decentralization	9. Feasibility studies for the creation, construction and equipping of a Rehabilitation Centre in Bamenda
10. Production and distribution of 400 benches to functional Secondary and High Schools in the 7 Divisions of the Region	10. Feasibility studies for the construction and equipping of Mortuaries in the District Medical Hospitals of Nwa and Oku
11. Granting of pedagogic support to 100 students in dire need, in the Region	11. Feasibility studies for the construction and equipping of 07 Laboratories and Workshops in Technical Colleges in the 07 Divisions of the Region
12. Granting of scholarships to 92 distinguished laureates in national end-of-course exams	12. Feasibility studies for the creation of 01 Regional Vocational Centre and rehabilitation of the training centres vanadalisated during the crisis in all the seven Divisions
13. Subventions to sporting associations (PWD social club of Bamenda and Hilltop strikers)	13. Feasibility studies for the North-West Development Investment Fund (NOWEDIF)
14. Donation of didactic material (exercise books and school bags etc.) to 2,000 IPDs for the 2022/2023 academic year	14. Feasibility studies for the Dry Port (with Terms of Reference inclusive)
15. Material aid and financial assistance to flood victims in Widikum, Momo Division.	15. Carrying out of the peace-building mission throughout the 07 Divisions of the North-West Region, through HILA projects
16. The construction of the Queen's residential quarter in Nwa Palace	16. Repair of Fundong Regional Road
	17. Rehabilitation of Mankon Palace meseum and its Extensions

It should be noted that the NWRA as at December 2022, has held nine sessions and adopted 44 Deliberations.

PEACE AND DEVELOPMENT INITIATIVES:

Guidelines for the effective implementation of community decentralized activities

By Yerima Peter Giyoh



Yerima Peter Giyoh
Secretary General, North-West Regional Assembly

To ensure clarity and proper execution of funds for peace-building and decentralised community activities through HILA, the following guidelines are necessary:

A- Divisional Peace and Development

Committee (to be endorsed by the SDO)

This committee shall have **Honorary Mentors**, chosen from among the elite of each Division, with good moral standing as well as a successful and a peace-loving attitude.

B- Objectives

To ensure the smooth-functioning of the Sub-Divisional Peace and Development Committees and propose committee members at Sub-Divisional levels.

C- Functioning

- Organise trainings and seminars on peace-building.
- Receive and work with different experts provided by the Regional Executive Council (REC).
- Transmit reports of the Sub-Divisional Peace and Development Committees.
- Supervise and control community HILA activities.

D- Control organs (external)

- The Senior Divisional Officer of the area.
- The Divisional Delegates (MINTP, MINADER, MINEPIA as the case may be).
- SHUMAS/COMINSUD/Community-Based Organizations.
- SAFETY NET.

E- Control organs (internal)

- Finance Controller/NWRA.
- The Regional Executive Council (REC).

F- Sub Divisional Peace and Development Committee

1- Objectives

Ensure that HILA projects are identified, executed and paid in the strict respect of procedures in force.

2- Functioning:

- Identify projects with the visa of the technical Ministry concerned.
- Sensitize and hold educative seminars at various levels.
- Recruit (especially ex-combatants and youths) after approval by technical services for employment.
- Itemise expenditure sheets and forward to Finance Controller for visa before payment by the Credit Union chosen for the activities.
- Transmit all durable working materials to the local Council for further use.

3- Control organs (external)

- Approved by the Divisional Officer of the area.
- Supervise and control projects.
- SHUMAS and COMINSUD (Community-Bases Organisations).
- SAFETY NET.

4- Control organs (internal)

Finance Controller/NWRA.

Routine and unannounced control of projects (REC).

G- Disbursement of funds

Disbursement of funds shall be done exclusively by the Credit Union after the visa of the Finance

Controller/NWRA.

- pay only activities realised with justifications.
- justifications to be made available to the Regional Assembly.
- Only affiliated Credit Unions - CAMCCUL, RECOCAM and RAINBOW.

BUDGET- shall include: -

- Coordination.
- Seminars, workshops and experts.
- Credit Union charges (to be negotiated).
- Charges for Community-Bases Organisations.

Composition of Peace and Development Committees

DIVISIONAL PDC		SUB-DIVISIONAL PDC	
SN	FUNCTION	SN	FUNCTION
01	President (By consensus)	01	President (By consensus)
02	Technical Adviser/Divisional Coordinator (REC Member)	02	Technical Adviser/Divisional Coordinator (REC Member)
03	Secretary (SG, Cultural & Dev't Association/Community-Based Organization, CBO)	03	Secretary (SG, Cultural & Dev't Association/Community-Based Organization, CBO)
04	Treasurer	04	Treasurer
05	CamCCUL	05	CamCCUL
06	Rep. of Traditional Rulers	06	Rep. of Traditional Rulers
07	Rep. of Religious Authorities	07	Rep. of Religious Authorities
08	Rep. of Women's Associations	08	Rep. of Women's Associations
09	Rep. of Youth Associations	09	Rep. of Youth Associations
10	Rep. of Minorities	10	Rep. of Minorities
11	Rep. of Administration (Observer)	11	Rep. of Administration (Observer)
12	Honorary Member	12	Honorary Member
13	Youth Mentor (Transgenerational cohesion)	13	Youth Mentor (Transgenerational cohesion)
		14	Mayor
		15	Divisional Representative
		16	Proximity Radio

PROCEDURES FOR THE EXECUTION OF PEACE-BUILDING HILA PROJECTS
(In conformity with Prime Ministerial Decree No 2014/0611/PM of 24th March 2014)

PROJECT PHASE	MEASURES TO BE TAKEN
Preliminary phase	<ul style="list-style-type: none"> • Identification of the nature of activities to be carried (Art. 4(1)) • Identification of the quantity and quality of local labour and local Materials available (Art. 5(1) and Art. 2(6)) • Decide on the technical feasibility and the economic profitability of the project
Contract award	<ul style="list-style-type: none"> • Local labour
Methodology	<ul style="list-style-type: none"> • The Regional Assembly must make available to the Ministry in charge of employment and labour at the beginning of each financial year, a list of all projects to be realized under HILA (Art. (7)) • Priority given to the hiring of local population (Art. 9(1)) • Compliance with regulations on labour and social protection (Art.13(1) and (2)) • Before the start of work, a sensitization campaign should be done on the nature of activities, the place of recruitment of work force and the effective start-up date (Art. 23(1)) • Identification of the nature and technical characteristics of available local material
Execution	<p>The Regional Assembly shall appoint focal point members (persons) in accordance with Article 24. They shall be responsible for:</p> <ol style="list-style-type: none"> 1. Monitoring and Evaluation <ul style="list-style-type: none"> • REC (follow up commission) • SHUMAS • COMINSUD 2. Implementation of the project <ul style="list-style-type: none"> • Sub Divisional Peace Building Committee • Regional Councillors (Divisional Reps.)
Payment	<ul style="list-style-type: none"> • Payment on HILA projects will be made in a weekly manner in accordance with Article 13 (5) (CAMCCUL, RAINBOW and RECCUCAM) • Processing of detailed accounts for HILA projects should be done urgently and payment deadlines are set at thirty (30) days (Art.13(6))
Actors Involved	<ul style="list-style-type: none"> • Regional Councillors (Divisional Representatives) • Mayors • Administrators • Traditional authorities • Youth and women representatives

**DISTRIBUTION OF FUNDS PER SUB DIVISION IN ACCORDANCE
WITH THE 2017 NATIONAL GUIDE TO HILA APPROACH AND
THE PRIME MINISTERIAL DECREE N° 2014/0611/PM OF
24TH MARCH 2014**

SN	Description	Total Amount	
	Total Allocated Funds	3.000.000	
		Percentage	Amount (FCFA)
1	Project Realisation - Durable equipment - Beneficiaries	30% 40%	2,100,000
2	Social actions I. • Coordination II. • Information • Education • Communication • Evaluation	10% 20%	900,000
	Total	100%	3,000,000

Decentralized Community-Centred Activities in Practice:

BOYO The Njinikom Peace and Development Initiative

By Divisional Representative J. N. Waindim, Questor/NWRA



In giving with the statutory Guidelines streamlined by the Regional Executive Council and the Administration of the Region, the prerequisite was to establish Divisional and Sub-Divisional Peace and Development Committees, PDCs, duly endorsed by the local civil Divisional and Sub Divisional administration.

In collaboration with the Sub-Divisional Administrative Officers and Mayors of Njinikom, Belo, Fundong and Bum, five PDCs were duly constituted, and on 5 September 2022, the Senior Divisional Officer for Boyo, Senior Administrative Officer Tegni Fidele, officially endorsed and sealed the Boyo Divisional PDC, and those of the four Sub-Divisions mentioned supra, along with the CamCCUL Credit Unions that shall host the funds for all Boyo Peace and Development Initiatives, PDIs, as presented below:

FUNDONG PEACE & DEVELOPMENT COMMITTEE

No	NAME OF MEMBER	FUNCTION	CONTACTS
1	Rev Suuh Joel	President (Executive President CNBC)	
2	Fuchi Emmanuel Diangha	Technical Adviser (Divisional Representative for Fundong)	
3	Ntumfoyn Dr. Victor Waingeh	Secretary	
4	Njong Isaac	Treasurer	
5	Hamadu Bello	Divisional Representative for Fundong	
6	Denis AwohNdang	Mayor, Fundong Council	
7	Manager FUNCCUL	Fundong Cooperative Credit Union	
8	Nfeh Michael (2 nd class chief- Abuh)	Representative of Traditional Rulers	
9	Abdu Amadu	Representative of Religious Authorities	
10	Henry NdimDiang, AtondumQuarterhead	Representative of Quarterheads	
11	Yigha Comfort Nabi	Representative of Women's Associations	
12	FoinmbamChrysanthusMobuh	Representative of Youth Associations	
13	Boyo Community radio	Manager, Boyo Community Radio	
14	Administration	Representative as Observer	
15	Wainfen Christopher	Honorary Member	
16	Pastor Ngam James	Youth Mentor(Transgenerational Cohesion)	

Account name: Fundong Credit Union Ltd (Affiliated to CAMCCUL)
Account number: 10023/00010/00111000930/46

LE PREFET

SENIOR ADMINISTRATIVE OFFICER

PEACE AND DEVELOPMENT COMMITTEES FOR BOYO

Divisional Peace and Development Committee

No	NAME OF MEMBER	FUNCTION	CONTACTS
1	Hon. Ndim Albert Waingeh	President	
2	Hon. Divisional Representative Jude Nsom Waindim	Technical Adviser/Divisional Coordinator (NW Regional Executive Council)	
3	Hon. Div. Rep. Fuchi Emmanuel Diangha	Secretary (Div. Rep. for Fundong)	
4	Ms. Brunhilda Komtangi	Treasurer (Elite)	
5	Manager FUNCCUL	Fundong Cooperative Credit Union	
6	HRH Clement Ndi II	Representative of Traditional Rulers	
7	Rev. Suuh Joel	Representative of Religious Authorities	
8	Bobe Chia Simon, Meli Quarterhead	Representative of Quarterheads	
9	Prof. Therese Nkuo-Akenji	Representative of Women's Associations	
10	Mr. Yuh Elvis	Representative of Youth Associations	
11	Hon. Rep. Hamadu Bello	Representative of Minority Groups	
12	Boyo Administration	Representative as Observer	
13	Senator Ngam Honoré	Honorary Member	
14	Senator John Wanlo	Youth Mentor (Transgenerational Cohesion)	

LE PREFET
Account name: Fundong Credit Union Ltd (Affiliated to CAMCCUL)
Account number: 10023/00010/00111000030 46

SENIOR ADMINISTRATIVE OFFICER

BELO PEACE & DEVELOPMENT COMMITTEE

No	NAME OF MEMBER	FUNCTION	CONTACTS
1	Rev. Kuma Paul Toh	President	
2	Ntaintain Blasius	Technical Adviser (Divisional Representative for Belo)	
3	Yuh Elvis	Secretary	
4	Bobe Nkfilom Emmanuel Forchu	Treasurer	
5	Nsom Sah Grace	Divisional Representative for Belo	
6	Ngong Innocent	Mayor, Belo Council	
7	Manager ACCUL	Njinikom Cooperative Credit Union	
8	Fon of Mujung	Representative of Traditional Rulers	
9	Rev. Nchitu Peter	Representative of Religious Authorities	
10	Bo Fuli	Representative of Quarterheads	
11	Kimbi Joan	Representative of Women's Associations	
12	Yuh Elvis	Representative of Youth Associations	
13	Kimbo Jacob	Representative of Community Radio	
14	Administration	Representative as Observer	
15	El Hadj Baba Danpulo	Honorary Member	
16	Bochong Sam Francis Chuo	Youth Mentor (Transgenerational Cohesion)	

LE PREFET

Account name: Ashing Cooperative Credit Union (Affiliated to CAMCCUL)
Account number: 10023/00010/00111013926/68

NJINIKOM PEACE & DEVELOPMENT COMMITTEE

No	NAME OF MEMBER	FUNCTION	CONTACTS
1	Timngum Peter	President	
2	Jude Nsom Waindim	Technical Adviser (Divisional Representative for Njinikom)	
3	Bainsi Eric	Secretary	
4	Linus Chah	Treasurer	
5	Jude Nsom Waindim	Divisional Representative for Njinikom	
6	Loh Samuel Yong	Mayor, Njinikom Council	
7	Manager NJINCCUL	Njinikom Cooperative Credit Union	
8	Bobe Nkwain Paul	Representative of Traditional Rulers	
9	Fr. Lucas Afuh	Representative of Religious Authorities	
10	Bobe Fulmai Fabian	Representative of Quarterheads	
11	Lucy Nabuin	Representative of Women's Associations	
12	Keneth Kimeng	Representative of Youth Associations	
13	Community radio	None	
14	Administration	Representative as Observer	
15	Asuh Terence Akoni	Honorary Member	
16	Njong Eric Njong	Youth Mentor (Transgenerational Cohesion)	

LE PREFET

Account name: Njinikom Credit Union Ltd (Affiliated to CAMCCUL)
Account number: 350291000109 (League Special Fixed Deposit)

BUM PEACE & DEVELOPMENT COMMITTEE

No	NAME OF MEMBER	FUNCTION	CONTACTS
1	Pastor Chia Elvis	President	
2	Benigo Matilda	Technical Adviser (Divisional Representative for Bum)	
3	George Wango	Secretary	
4	Pastor Ndong Clement	Treasurer	
5	Ngong Denis Ngong	Divisional Representative for Bum	
6	Gwe Philip	Mayor, Bum Council	
7	Elias Wabua Tumanga	C/O Njinikom Cooperative Credit Union	
8	Banjeh Yai Ferderick	Representative of Traditional Rulers	
9	Pastor Francis Chiabang	Representative of Religious Authorities	
10	Sariki Awudu	Representative of Quarterheads	
11	Grace Bangsi	Representative of Women's Associations	
12	Musa Adamu	Representative of Youth Associations	
13	Community radio	None	
14	Administration	Representative as Observer	
15	HRH Peter Yai Kwanga II	Honorary Member	
16	John Banghi Kanghi	Youth Mentor (Transgenerational Cohesion)	

LE PREFET

Account name: C/O Njinikom Credit Union Ltd (Affiliated to CAMCCUL)
Account number: 00111000024/64

From various consultation meetings with the Presidents of the PDCs, with our Mayors guiding us, ten community decentralized activities, corresponding to the three Royal Majesties of the House of Chiefs and the seven Divisional Representatives for Boyo, were identified and High Intensity Labour Approach projects duly elaborated and all endorsed by State engineers of the various project domains as follows: one for Njinikom on market gardening and agriculture; three for Belo on opening up of roads, construction of community market stalls and material assistance to petty traders; three for Fundong on agriculture, animal husbandry and road works, and three for Bum on road works, well construction and construction of public toilets.

The Njinikom Peace and Development Initiative

1. Direct Beneficiaries of the project

The Njinikom Future Farmers Common Initiative Group members have been involved in cassava production for more than 10 years. Present membership stands at 62, comprising 42 female, 20 male, and 85% of total membership is made up of youths. Members contribute money into a common fund, which enables the group to start its production activities, procure improved cassava cuttings from MIDENO/MINADER, as well as carry out activities of production and processing.

1.1. Second/Indirect Beneficiaries.

Secondary beneficiaries are about 300, from about 40 families, who will either benefit from garri processed by the group or use the processing unit to transform their cassava chips into flour.

2. Background and Justification of Project

- Njinikom Future Farmers Common Initiative Group is located in the Njinikom Sub Division, Boyo Division of the North-West Region of Cameroon, specifically in the low part of the Division, with a very suitable climate and land surface suitable for the cultivation of food crops, especially cassava that is processed into garri, bobolo, and water-fufu, which is loved by people of the area.

- The age bracket of members of the Njinikom Future Farmers Common Initiative is between 25 and 45 years. All the members of the group depend mainly on the production of food crops as the only means of survival. This explains the purpose of this project, which execution shall enable the group to achieve its goal of production and also cultivate much cassava and process enough garri for the population of Njinikom to fight against food shortages, while equally assuring food security.

Climate

- The climate of the Njinikom Council Area is cold with two distinct seasons: the dry and the rainy seasons. The dry season is marked by a windy and dusty atmosphere beginning from November to February, while the rainy season is often windy and foggy, starting from March to late October. During the dry season, mean annual temperatures range from

14°C to 28°C.

Rainfall is generally heavy, ranging from 1800-3200mm per annum.

Population

According to the Monographic Study organized and funded by the Njinikom Council, in collaboration with the Canadian Cooperation Support Office, projections for the population in the year 2011 stand at thirty-two thousand, three hundred and sixty-seven (32,367) inhabitants, following a growth rate of 2.8%. Another Njinikom Council Report for the Financial Year of 2010 places the population at thirty-three thousand (33,000) inhabitants. However, the village diagnosis results put the population of the Municipality at 37,459. The Municipality has 15 villages.

3. Justification of the Project

The members of the Njinikom Future Farmers Common Initiative Group cultivate cassava, which is transformed into various products like garri, miondo, water-fufu, kumkum and akra and sold in the market to generate income for the group and for individual members. They have been into cassava cultivation and processing for the past 10 years before official administrative registration.

Cassava is a food crop that has to be processed immediately after harvesting in order to minimize post-harvest losses. It is also a type of food crop that cannot be stored for long. Thus, the members of this group have a lot of post-harvest losses because of non-availability of a processing mill to process their cassava immediately after harvesting. They are also obliged to go as far as Babanki in Tubah Sub Division of Mezam Division to process cassava.

The fermentation of cassava for water-fufu is difficult because of lack of fermentation facilities. Due to a high rate of rural exodus, much money is spent on hired labour for land preparation and field maintenance. The cost of hired labour is high and sometimes it is very scarce. With the acquisition of a cassava processing mill, airtight containers and sprayers, thanks to the project, the problems of the group shall be solved in

the following ways:

- Cassava for garri production will be transformed immediately after harvesting, thereby minimizing post-harvest losses.
- The cassava grater will be transported to areas of production to serve the farmers, thereby saving the money paid on transportation to process out of the Sub Division.
- With the use of the airtight containers, the fermentation of cassava for water-fufu will be made easier.
- With the use of sprayers for land preparation and maintenance, the cost of hired labour will be reduced.
- The use of a modern processing unit would also improve the system of production.
- There will be an increase in revenue for members, while poverty and malnourishment will be alleviated.
- Living conditions of individual families will be improved.
- Self-employment will be created.

4. Objectives of the Project

- 1) Improve on the quality of cassava produced and Increase the quantities of cassava processed from 7,000kg to 11,000kg per annum, thanks to the acquisition of a cassava processing mill.
- 2) To produce quality garri, water-fufu, etc, for the public at comparatively cheaper rates.
- 3) To meet day-to-day needs of consumers.

5. Project Description and Duration

The project involves the cultivation and processing of cassava for the production of quality garri, water-fufu and kumkum. Cassava cutting will be bought from reliable sources and planted, which will be

high-yielding and thus an increase in the quantity of cassava processed.

The Njinikom Future Farmers Common Initiative Group has a 3ha farmland offered to them by an elite in the village, against an annual compensation for using the farmland. Individual members also have more than 4ha of farm land. To facilitate cassava production and processing, the group needs production and processing facilities like Cassava Grater, Cassava Hauler, Dried Cassava Chips Grinder. Other equipment required are Plastic Drum (200litres) for fermentation of water-fufu, wheel barrow for transportation, knapsack sprayer for phytosanitary treatment, respectively. Harvesting is done one year after planting. Part of the cassava tubers are normally used for the processing of garri and part for the processing of water-fufu.

Role of the Njinikom Peace and Development Committee

The management and general coordination of the planned activities will be done under the auspices of the Njinikom Peace and Development Committee, with technical coordination by the Njinikom Divisional Representative at the North-West Regional Assembly, in close collaboration with the State engineer of MINADER for the Njinikom Sub-Division. Direct labour will be provided by the producers themselves at all levels.

DURATION

It is expected that if funds are available on time, especially before the end of 2022 farming season, then the implementation of the project will start from the 1st of January 2023 to the 31st of December 2023, making a period of 12 months. After this period, the group will continue the project with income generated from the 1st year.

6. Project Outputs

Activity: Cassava Processing and Commercialization	up	Qty	Amount
Processing of cassava to people in the community	25kg/kg	4,000	100,000
Sale of garri	300frs/kg	11,000kg	3,300,000
Sale of water-fufu	100/kg	12,320kg	1,232,000

The processing unit will be used to process cassava for group members and other people in the community. Mature processed garri will be sold at farm gates in Boyo markets to buyam-sellams, mobile vendors, restaurant owners and caterers. Hotels and restaurants in Bamenda will be contacted whenever the garri and water-fufu are ready for the market.

7. Inputs / Budget

OPERATIONS	DESIGNATION	QUAN- TITY	UNIT PRICE (CFA)	TOTAL (CFA)
A. BENEFICIARIES: 40% of Project Cost				
Construction of Processing Unit, supervised and coordinated by PDC/Div. Rep.	Hall: 4mx4m/store 3mx4m	1	1,200,000	1,200,000
Total Beneficiaries (A)				1,200,000
B. EQUIPMENT: 30% of Project Cost				
Item	Description	Quantity	Unit price	Total
Cassava Grinder	Diesel engine (5.5Hp)	1	350,000	350,000
Cassava Compressor	(Hydraulic)	1	350,000	350,000
Sieve	Sieve	1	10000	10,000
Sprayers	16L (Matabi)	1	50,000	50,000
Plastic Drums	200L	1	25,000	25,000
Frying Pans	Aluminium	1	25000	25,000
Hand Cart	Reinforces	2	45,000	90,000
Total Equipment (B)				900,000
C. SOCIAL ACTIONS: 20% of Project Cost				
-Information -Education -Communication -Evaluation	Prompt actions by PDC/Div. Rep.	As need arises	600,000	600,000
Total Social Actions				600,000
D. COORDINATION: 10% of Project Cost				
General Coordination	Prompt actions by REC/Div. Rep.	As need arises	300,000	300,000
Total Coordination				300,000
Total Project Cost: E=A+B+C+D				3,000,000
Life Span of Equipment in Years (D)		6		
Depreciation of Equipment Per Annum (E) =(C/D)				500,000

8. Simple Cost / Benefit Analysis

Income Statement		Per Annum (FCFA)
Execution Year		
Processing of cassava to the community		100,000
Sale of garri		3,300,000
Sale of water-fufu		1,232,000
Total gross proceeds (A)		4,632,000
Total operations cost (B)		3,000,000
Gross margin (C) =A-B		1,632,000
Depreciation (E)		500,000
Direct margin (D)= C-E		1,132,000
Year Two		
Processing of cassava to the community		100,000
Sale of garri		3,300,000
Sale of water-fufu		1,232,000
Total gross proceeds (A)		4,632,000
Depreciation (B)		500,000
Direct margin (C)=A-C		4,132,000

Of the profit generated by the group, 40% will be deposited in the group account as revolving community fund to ensure continued ability to purchase inputs and supplies to sustain the project further, maintain the equipment/material and replace the equipment/materials after depreciation. 60% will be used to supplement the project of the group for a better sustainability, distribution of profit to members for poverty alleviation and food security.

9. Risks /ASSUMPTIONS

- Pests and diseases (bacterial blight, root rot, anthracnose and grasshoppers).
- A change in government policy could affect the functioning of the project. Taxing of the activities of C.I.Gs or the increase in the price of petroleum products will increase the cost of operating the mill and the profit margin of the project will be affected.
- An increase in competition, for example, the establishment of more cassava processing units in future by other groups in the area could affect prices and profitability, producing a negative impact on the sustainability of the project.
- Theft/Embezzlement and mismanagement of group funds.

10. RISK MITIGATION STRATEGIES

- A good phyto-treatment calendar will be respected to ensure better management of pest and disease. Counsel will always be sought from MINADER Sub Division services when the need arises.
- The scale of production of the project will be increased to produce at a large scale in order to reduce cost of production and the selling price per kg of garri/waterfufu sale will be below the competitive price to keep customers and attract more income, fast turnover and profit-making.
- Stringent Bye-laws will be put in place to take care of theft, embezzlement and mismanagement by members of the group's management committee as well as the executive committee.

VOX-POP

Decentralized Community-Centred Activities: How far have the Divisions gone with Peace and Development Initiatives?

The peace-building mission of the North-West Regional Assembly has been unfolding gradually but with measured steps, the Regional Executive Council and Administration having put in place some guidelines for execution, in line with Prime Ministerial Decree No. 2014/0611/PM of 24 March 2014. The North-Westerner sought to know from the leaders of various Divisions, REC Members, the progress of PDIs. Excerpts below.

MEZAM

Under the banner of the Peace-Building Mission of the North-West Region, Mezam Division has established high engagement at all levels of the community in all her Sub-Divisions, namely Bamenda I, Bamenda II, Bamenda III, Bafut, Bali, Santa and Tubah. A Peace and Development Committee has been formed at the Divisional level and at Sub-Divisional levels. These were formed with great consideration for fair representation of all communities and ethnicities within each Sub-Division so that decision-making at all levels is fair. After forming these committees, the Divisional representatives in Mezam have also submitted projects for their Sub-Divisions that are labour-intensive, to engage the community as much as possible. This labour engagement is also reflected in the individual projects that have been submitted by the Divisional representatives. Most of the projects submitted are for socio-economic development with popular features of cleaning of gutters, institutions, rehabilitation of potable water sources, provision of alternative energy generation such as solar panels, etc. These projects were elaborated with the contribution of technical partners such as Divisional Delegations of Labour, Public Works, Water and Energy and Councils. The income generated from this with the structural input of local credit unions will be put into the Mezam economy in sectors such as agriculture, education, health and more, the general goal being better living conditions. Mezam is aiming for strategic peace-building that works over the long-run to establish and sustain relationships among people such as grassroot communities, organisations, youths, women and men with their Divisional Representatives and consequently, policy-makers. It aims not only to resolve conflicts, but to build communities and relationships that are better able to sustain peace and justice. The Mezam Peace and Development Committee is aware that this will address issues of human rights, economic prosperity, and environmental sustainability as well as violence across generations.



*Hon. Ghejung Awunti
Commissioner for Economic Development
Divisional Coordinator for Mezam*



*Dr. Mrs Yaa Sakah Fondufe Lydia
Commissioner for Health and Social Development
Divisional Coordinator for PDI Bui*
they have all been equally compiled, validated and ready for execution.

BUI

As far as the HILA projects geared towards peace-building are concerned, all the projects for the six Sub-Divisions in Bui have been submitted after being duly signed by the competent technical State services and validated by the Bui Administration (S.D.O). Peace and Development Committees (PDCs) have equally been put in place in the various Sub-Divisions, as well as a Divisional team. Awareness has been created among the populations to see these projects as great factors of local development. They have been equally sensitized on the values of peace by Administrative Authorities, Traditional Rulers, Church leaders, buyam sellam/commercial motorcycle riders, to embrace these projects as their own which they should jealously guard and preserve.

As far as the Community Development Projects are concerned,



*Prof. Mrs Anjoh Fri Manyi Rose
Commissioner for Education, Sports and Cultural Development
Divisional Coordinator for PDI Momo*

MOMO

The peace building project of the North West Regional Assembly which has main objective to bring serenity and normalcy in the North West and Momo division in particular has been welcomed and accepted by the people of all 5 subdivisions of momo. Under the regional coordination of the Commissioner for Education and other Divisional representatives of Momo and members of the house of chiefs. After the elaboration of the terms of reference of the project, momo division went in to full action to ensure the success of the

project. The commissioner organized an enlarged meeting which directly involved stakeholders to explain and expound the terms of reference. In attendance were the member of the National Assembly of Mbengwi, all the mayors of momo division, divisional representatives and members of the house of chiefs. This meeting was meant to sensitize and select members of the Divisional and Sub Divisional Peace and Development Committee.

Many preparatory and planning meetings have been held and massive sensitization in all the sub divisions and communities of momo and the enthusiastic population are waiting for the implementation. The earmarked projects certified and awaiting submission for approval and implementation.

The projects for this first phase include the following:

1. Descriptive Estimate, Bill of Quantities and cost Estimate for the Maintenance of Council Roads Widikum-Bifang-Eka-Menka(Akaniku) in HIMO Approach in Widikum Municipality Momo Division.
2. Descriptive Estimate, Bill of Quantities and cost Estimate for the Maintenance of some Council Roads in HIMO Approach in Njikwa Municipality Momo Division.
3. Descriptive Estimate, Bill of Quantities and cost Estimate for the Maintenance of Council Roads Ajei Market-Asowai-Njembeng-Abebung and NewTown in Abebung-GS Abebung in HIMO Approach in Ngie Municipality Momo Division.
4. Descriptive Estimate, Bill of Quantities and cost Estimate for the Maintenance of Council Roads in HIMO Approach in Mbenwi Municipality Momo Division.
5. Descriptive Estimate, Bill of Quantities and cost Estimate for the Maintenance of Council Roads Guwu-Ambo-Enyoh-Bessom Roads in HIMO Approach in Batibo Municipality Momo Division.

The list of Committee members has also been forwarded to the SDO for Momo for it to be legalized. COMINSUD a community based civil society organization will be facilitating the Momo Peace Building Project. Seminar arrangements have been made to adequately equip the members of the Momo Peace and Development Committee to carry out the project. Financial institutions involved have equally been contacted, those existing in the communities.

DONGA MANTUNG

Within the framework of the North-West Regional Assembly peace-building mission in the five Sub Divisions of Donga Mantung Division (Ako, Misaje, Ndu, Nkambe and Nwa), we have recorded full engagements at all levels on aggressive and constant mass sensitization for behavior change activities. With Regional Councilors of the Division playing a lead role, some identified community-driven decentralization projects were matured by the competent State technical services and ready to be executed by HILA approach. Peace and Development Committees were put in place in the five Sub Divisions and formalized with a Prefectoral Order with adequate sensitization. We have equally been doing peace-building through concertation, consultation, award of scholarships, distribution of didactic materials, distribution of medical equipment from MEDSHARE PPE, organization of sporting activities, meetings and other activities.



*Hon. Kalak Flavius Boteh
Secretary I, NWRA
Divisional Coordinator for PDI Donga Mantung*

Peace and Development Committees were put in place in the five Sub Divisions and formalized with a Prefectoral Order with adequate sensitization. We have equally been doing peace-building through concertation, consultation, award of scholarships, distribution of didactic materials, distribution of medical equipment from MEDSHARE PPE, organization of sporting activities, meetings and other activities.

PROJECTS IDENTIFIED FOR EXECUTION BY HILA APPROACH

SUB DIVISION	PROJECT	AMOUNT IN CFA
AKO	The manual maintenance of 6.6km of the AKO-DUMBO BERABE road	6 000 000
MISAJE	The manual maintenance of 3km of the communal road MOH-TCHINDA and leveling of the court yard of the Misaje Youth Empowerment Centre	9 000 000
NDU	The manual maintenance of 6.6km of the Ring road KAKAR-MBIYEH	6 000 000
NKAMBE	The manual maintenance of 6.6km of the communal roads New Market Junction-GBHS Nkambe-Binju, Grandstand Junction-ST RITA'S College Nkambe	6 000 000
NWA	The manual maintenance of the first 10km of the communal road NWA-NTONG	9 000 000

MENCHUM

As far as the level of preparedness is concerned with the North-West Regional Assembly peace-building mission, Menchum Division is ready to swing to action. The population has been mobilised and sensitised on the importance of peace, which is already reigning in the Division, though timidly, and we believe that with the bottom-top HILA approach we will be using to implement our projects, that total return of peace and normalcy in all parts of the Division shall be greatly enhanced. Also, all stakeholders have been briefed on the necessary measures to be taken and the various project activities earmarked to be carried out.

Menchum is set to brace up with the project activities of peace-building, which is a reality to make sure the Division returns to normalcy - a task which must be done.



*Fon Bahmbi III Mathias Njuh
Secretary II,
Divisional Coordinator for Menchum*



*Hon. Nchechuma Banla Nchetievie
Representative,
Divisional Coordinator for Ngoketunjia*

NGOKETUNJIA

The Peace building offensive organised throughout the length and breadth of the North-West Region by the Regional Assembly came as the icing on the cake of ceaseless diverse actions that have been carried out in Ngoketunjia Division to provoke a return to normalcy.

Besides one-to-one, one-to-many initiatives that have been taken by some elite, football tournaments like the inter-village competition that was organised in Babessi during the last summer holidays have significantly contributed in the pacification process of the Region.

Globally, the peace-building crusade which will be boosted by the actions of the Regional Assembly is yielding the much-targeted results. This can be succinctly illustrated by the snowballing magnitude of commercial activities in village markets and other commercial centers, education and traditional ceremonies, etc. At the rhythm at which our peace-building crusade is going on in our three Sub-Divisions of Ndop, Balikumbat and Babessi, and all the thirteen villages, it would not be an exaggeration to affirm that we are not far from the pre-2016 period.

Peace and Development Initiative:

Our Health and Us



Divisional Representatives of Donga Mantung (Ndu) hand over medical equipment from the NWRA, a gift from its partners, Medshare USA, a social action to promote peace-building

On 28 September 2022 in Ndu, medical equipment worth CFA two million, five hundred thousand (2,500,000) from the one-year eight-month-old North-West Regional Assembly, a brain-child of the Major National Dialogue, via Hon. Divisional Representatives Jato Florence Muyang and Kenneth Nfor, was handed over to the Ndu District Hospital in a colourful ceremony.

About 85,000 people live in the Ndu community. Most are Wimbum - the three clans which speak the Limbum language. Most Wimbum people are farmers, raising maize, beans, potatoes, yams, huckleberry, tomatoes, coffee, plantains, and rice. At the south-end of Ndu community is the Ndu Tea Estate, the largest tea plantation in Cameroon. The town includes a District and Baptist Hospital, a Gendarmerie, and lies in

Cameroon's Western High Plateau. The average weather parameter ranges from 7°c to 20° c throughout the year, causative of some health challenges, wherein the medical equipment was timely to meet standards at the District unit. The Honorable Divisional Representatives used the occasion to encourage community stakeholders on the need to send their children to school, to respect and promote Republican values. They promised to lobby for more support for the people of the Sub-Division, in the nearest future.

More of such peace-building opportunities have been extended to all the 34 Council areas of the Region through 21 District Hospitals.

Johan Galtung defines peace as a relation between two or more parties. The parties may be inside a person, a State or Nation,

a Region or civilization, pulling in different directions. Peace is not the property of one party alone, but the property of the relation between parties. Established in 1981 by the UN General Assembly, the International Day of Peace is observed around the world on 21 September. But achieving true peace entails much more than laying down arms. It requires the building of societies where all members feel that they can flourish. It involves creating a world in which people are treated equally, regardless of their race.

Peace-making is a non-restrictive list of peaceful, diplomatic, and judicial means of resolving disputes. Peace-keeping is situated before peace-enforcement and before the sanctions regime as seen in chapter VII of the UN Charter. Peace-building is more than a process that has a broad post-conflict agenda and more than an instrumentalist method to secure peace.

Thus, creating more peace and development initiatives will minimize consequences of absence of peace in the North-West Region. Such initiatives include: inclusive football/sports, cultural festivals, inter-school 'brain-box' competitions, mountain race, horse race, communication on non-violence, Church Sermon game changers, scholarships, funding of peace measurements schemes, promotion of a community of justice and equity, support to village group meetings, choir competitions (peace-building messages), agricultural festivals,

clean village competitions, clean up campaigns, capacity building trainings, inner-home circuit peace-building, bottom-top approach, community engagement, psychosocial therapy, paid labour intensive projects, listening with empathy and bringing solutions to the table, and public education to restrain listening to propaganda rhetoric.

There are several advantages for creating peace and development initiatives in the NWR, among which are: everyone feels included, vulnerable groups feel supported, rural exodus is curbed, hard work and excellence are promoted, (excellence brings back our lost glory as the educational brain trust of Cameroon).

Some tools can be useful in the advocacy for peace and development initiative in communities of the NWR, such as: the promotion of non-violent communication in our diverse press structures; training of Church Pastors and Presidents of village associations on peace-building schemes; support of equity and justice in every domain of public engagement; integrated community labour with community members; acting more than talking, especially in the infrastructural reconstruction process; and all these are inexhaustible game changers to maintain peace.

Kenneth NFOR
Hon Divisional Representative from
Ndu.

Pictorial Gallery of NWRA's Project Realisations as at December 2022



Feasibility Studies for the creation, construction and equipping of a rehabilitation Centre in the city of Bamenda



Reception of feasibility studies for the construction and equipping of Mortuaries in the District Medical Hospitals of Nwa and Oku





Feasibility studies for the construction of 02 Emergency Centres for the North-West Region



LOT 4
Water supply to palace: Borehole construction using Solar pump in Bamunka



Feasibility studies for seven laboratories and workshops in the seven divisions of the North-West Region





LOT 3: Construction of the Queen's Residential Quarter in Nwa



LOT 1: Rehabilitation of Mankon Palace Museum and its extensions



Mankon Palace





LOT 1: Rehabilitation of GTHS Fundong



LOT 5: Rehabilitation of Barakwe Palace Hall



Mankon Palace



LIST OF 2021 PROJECTS EXECUTED

S/N	PROJECT	AMOUNT(NTC)	CONTRACTOR	% REALIZED	FINANCIAL COMMITMENT	% COMMITTED	OBSERVATION
01	Feasibility Studies For The Rehabilitation And Extension Of Some Palaces In The North West Region	40,727,250	INTERGRATED ENGINEERING ASSOCIATE (IEA)	100%	40,727,250	100%	Reception done
02	Feasibility studies for the construction of the Headquarters of the Regional Assembly	97,995,000	JOINT VENTURE BAMBUYI ENGINEERING SERVICE/TRINITY CONSULT.CO.LTD	100%	97,995,000	100%	Reception done
03	Feasibility studies for Destroyed Health and Education Structure in the North West Region	38,527,185	ETS MICHAEL	100%	38,527,185	100%	Reception done
04	Provision of Health Insurance Coverage to the REC Members, Regional Councilors and staff of the North West Regional Assembly	29,018,692	Zenithe Insurance S.A	100%	29,018,692	100%	Reception done
05	Supply and installation of two silence standby three Phase Generators of 15 KVA to the North West Regional Assembly	14,500,000	ESOKA GROUPE	100%	14,500,000	100%	Reception done
06	Elaboration of the Regional Development plan and the Mid-Term expenditure framework (RDP) 2022-2025 for the North West Regional Assembly	47,999,914	INFRASTRUCTURE DEVELOPMENT CONSULTANTS LTD (IDC)	95%	47,999,914	100%	Pre Validation Done

SIMPLIFIED FOLLOW-UP MATRIX OF THE IMPLEMENTATION OF CONTRACTS AWARD AND EXECUTION PLANS AS OF 15th December 2022																			
NORTH WEST REGIONAL ASSEMBLY																			
N°	Project name and location	Type of services	Funding source	Estimated amount (PCHA)	Effective amount (PCHA)	CONTRACTOR	Contracting Authority / Revising Tender Board	Method of consultation	Procedure (Urgent)	Date of referral to Tenders Board	Date of tender file review	Date of launching the tenders	Date of contract award proposal	Date of contract award	Date of signature of contract	Date of commencement of execution	Date of services acceptance	Actual situation (Launched / Awarded / Signed / Commenced / Accepted)	
1	Feasibility studies for the creation and construction of 02 emergency centers for the North West Region	SISC	PIB	20 000 000	19,950,483	TRINITY CONSULT	ITBINWRA	ONIT	Urgent	25-Apr-22	7-May-22	25-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	25-Oct-22	Completed	
2	Feasibility studies for the creation, construction and equipping of handicap center in the city of Bamenda	SISC	PIB	12 000 000	11,955,567	TRINITY CONSULT	ITBINWRA	ONIT	Urgent	25-Apr-22	6-May-22	23-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	25-Oct-22	Completed	
3	Feasibility studies for the construction and equipping of mortuaries in the district medical hospital of Nwa and Oku	SISC	PIB	20 000 000	19,950,000	Integrated Engineering Associates	ITBINWRA	ONIT	Urgent	25-Apr-22	5-May-22	23-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	28-Oct-22	Completed	
4	Feasibility studies for the construction and equipping of seven laboratories and workshops in technical colleges in the seven divisions	SISC	PIB	15 000 000	14,998,725	FALCON ENTERPRISE	ITBINWRA	ONIT	Urgent	25-Apr-22	4-May-22	25-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	28-Oct-22	Completed	
5	Feasibility studies for the creation of one regional vocational training center in the city of Bamenda and its extensions vandalized during the crisis in all the seven divisions	SISC	PIB	21 905 000	21,899,428	ELOHM	ITBINWRA	ONIT	Urgent	25-Apr-22	28-Apr-22	24-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	24-Sep-22	Completed	
6	Rehabilitation and extension of some fons' patios	LOT 1. REHABILITATION OF AMANKON PALACE MUSEUM AND ITS EXTENSIONS	PIB	36 000 000		ETS BETTERMAN	ITBINWRA	ONIT	Urgent	25-Apr-22	29-Apr-22	24-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	8-Dec-22	Completed	
		LOT 2. CONSTRUCTION OF A VIP TOILET BLOCK IN BELO	PIB	6 983 714		ETS STREETWISE	ITBINWRA	ONIT	Urgent	25-Apr-22	29-Apr-22	24-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	12-Aug-22	Completed	
		LOT 3. CONSTRUCTION OF THE QUEBENS RESIDENTIAL QUARTER IN NWA	PIB	100 000 000		ETS TARGA UARIMA	ITBINWRA	ONIT	Urgent	25-Apr-22	29-Apr-22	24-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	28-Oct-22	Completed	
		LOT 4. Water supply to the water tower in the village of Berekawa	PIB	15 997 388		ETS NIANKA	ITBINWRA	ONIT	Urgent	25-Apr-22	29-Apr-22	24-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	28-Oct-22	Completed	
		LOT 5. Rehabilitation of Berekawa Police hall	PIB	10 990 645		ETS TUUBI	ITBINWRA	ONIT	Urgent	25-Apr-22	29-Apr-22	24-May-22	30-Jun-22	8-Jul-22	12-Jul-22	1-Aug-22	7-Oct-22	Completed	
		Feasibility studies NOWEDIF/DRYPOR	SISC	PIB	20 000 000		BETTERMAN SARL	ITBINWRA	ONIT	Urgent	29-Jul-22								
8	Purchase of 02 pick up vehicles	GS	PIB	60 000 000	60,000,000	BETTERMAN SARL	ITBINWRA	ONIT	Urgent	7-Sep-22	10-Sep-22	19-Sep-22	14-Oct-22	14-Oct-22	14-Oct-22			Ongoing	
Purchase of Construction Equipment	Lot 1 Supply of a wheel front loader with roof canopy 960H/127H/2.9M/3 car license with NW Immatriculation	GS	PIB	183 406 500		NGLEY TREADING	ITBINWRA/CCCB	ONIT	Urgent	25-Apr-22	29-Jul-22	2-Jul-22	4-Aug-22						Ongoing
		GS	PIB	275 000 000		NGLEY TREADING	ITBINWRA/CCCB	ONIT	Urgent	25-Apr-22	29-Jul-22	2-Jul-22	4-Aug-22						Ongoing
		GS	PIB	91 835 875		NGLEY TREADING	ITBINWRA/CCCB	ONIT	Urgent	25-Apr-22	29-Jul-22	2-Jul-22	4-Aug-22						Ongoing
10	Construction of the Regional Assembly Building (Phase I)	BCFW	PIB	450 000 000			ITBINWRA	ONIT	Urgent	5-Sep-22	12-Sep-22	13-Oct-22	14-Oct-22	14-Oct-22	15-Oct-22			Contractual process Ongoing	
11	Control for phase I of the construction of the Regional Assembly Building	SISC	PIB	50 000 000			ITBINWRA	ONIT	Urgent	5-Sep-22	12-Sep-22	13-Oct-22	14-Oct-22	14-Oct-22	15-Oct-22			Ongoing	
12	Provision of Insurance coverage to Regional Councilors and Staff of the Regional Assembly	SISC	PIB	61 500 000		ZENITH INSURANCES S.A.	ITBINWRA	ONIT	Urgent	29-Jul-22	10-Sep-22	3-Oct-22	10-Mar-22	13/10/2022	14/10/2022	29/11/2022		Ongoing	
		BCFW	PIB	24995000		JEB'S COMPANY	ITBINWRA	ONIT	Urgent	29-Jul-22	6-Aug-22	8-Aug-22	9-Sep-22	9-Sep-22	20-Sep-22	3-Oct-22		Ongoing	
		BCFW	PIB	16576528		DREI PERSONEN COMPANY	ITBINWRA	ONIT	Urgent	29-Jul-22	6-Aug-22	8-Aug-22	9-Sep-22	9-Sep-22	20-Sep-22	3-Oct-22		Ongoing	
13	Rehabilitation of destroyed classrooms in various Secondary and high schools and District Hospitals in all the seven Divisions of the North West Region through	BCFW	PIB	20994046		ETS JURUS	ITBINWRA	ONIT	Urgent	29/07/2022	06/08/2022	08/08/2022	09/09/2022	12/09/2022	20/09/2022	03/10/2022	20-Aug-22	Ongoing	
		BCFW	PIB	30974601		MOPOR AND SONS ETS	ITBINWRA	ONIT	Urgent	29-Jul-22	6-Aug-22	8-Aug-22	9-Sep-22	12-Sep-22	20-Sep-22	3-Oct-22		Ongoing	
		BCFW	PIB	23580074		PRINCE AND PRINCESSE	ITBINWRA	ONIT	Urgent	29-Jul-22	6-Aug-22	8-Aug-22	9-Sep-22	12-Sep-22	20-Sep-22	3-Oct-22		Ongoing	
		BCFW	PIB	30490000		T-BRIGHT SERVICES CIVIL ENG.	ITBINWRA	ONIT	Urgent	29-Jul-22	6-Aug-22	8-Aug-22	9-Sep-22	12-Sep-22	20-Sep-22	3-Oct-22		Ongoing	
		BCFW	PIB	15986668		CYBER CASH LTD	ITBINWRA	ONIT	Urgent	29-Jul-22	6-Aug-22	8-Aug-22	9-Sep-22	12-Sep-22	20-Sep-22	3-Oct-22		Ongoing	
		ROADS	PIB	179 980 000		ETS ANATEMEH/JOHNSON FRU	ITBINWRA	ONIT	Urgent	9-Sep-22	14-Sep-22	15-Sep-22	11-Oct-22	12-Oct-22	14-Oct-22	14-Oct-22		Ongoing	

Citizen Participation:

Key Tool to Peace-Building and Development

By Pius Mbah-Mbole Ntumbo and Victory Marshal Ayafor Basang



Indigens of Oku setting the example for citizen participation and community engagement

The socio-political crisis that has been rocking the North-West and South-West Regions for over 5 years now, necessitated the acceleration or fast-tracking of the decentralization process. This resulted in the promulgation in 2019 of the General Code of Regional and Local Authorities. As far as peace-building and peace-keeping are concerned, citizen participation is a key development policy and a product of clear guidelines by the Head of State, President Paul Biya. In his end of year address to the Nation, on 31 December 2017, he clearly stated; «Our fellow citizens desire greater participation in managing their affairs, especially at the local level.» Also, on 15 March 2018, addressing the Council of Ministers, President Paul Biya further reiterated that, «our populations country-wide have continued to express their desire to be closely involved in the affairs that impact their daily lives.»

Also, a keen appraisal of part II, Chapter II, Section

40 and 41 of the General code of Regional and Local Authorities, :solely dedicated to participation of citizens in the actions of Councils and Regions, brings out two main stakeholders: the councilors - Regional and local; the Executive (Regional and local), to which a third stakeholder - the citizen, imposes itself. Simply put, a citizen is an inhabitant of a city or locality, who is entitled to the rights, duties and privileges of a free man. And citizen participation is all government policies put together that involve community engagement and aim at the social welfare of the people. It is the key criterion for the sustainability of any worthwhile vision of society and the guarantee for the implementation of the decentralization process. Thus, citizens have a key role to play in driving the decentralization process, given that they are involved in the election of their representatives (Regional and Municipal Councilors, etc.), who, in turn, make up the deliberative organ of Regions and Councils.



Further, citizen participation and Community engagement are key in the peace building process because they bring together individual perspectives to create better outcomes for the communities. They combine different ideas, ways of working, experiences, knowledge, expertise and technical know-how to inform policy makers, who deliver sustainable economic, environmental, social, and cultural outcomes for the population. All peace-building activities for the population are being carried out by the local populations themselves. This kind of community engagement ensures that everyone in the local communities has an opportunity to participate and engage in developmental projects and outcomes concerning them. This approach breaks down the barriers that prevent people from fully engaging, and ensures that engagement is equitable, accessible, empowering, and safe for all. An engaged community is a thriving community. It is more equitable, innovative, creative, resilient and productive.

When it comes to peace-building and local development, citizen participation and community engagement are major tools to driving such positive change. This is the key approach the North-West Regional Assembly has adopted in carrying out its peace-building mission in the Region. Using the High Intensity Labour Approach (HILA), also known by its French acronym HIMO, and also using bottom-top approaches, Divisional Representatives of the seven (07) Divisions that make up the Region are actively engaged in realizing various decentralized community activities in their respective localities. The HILA approach encourages the optimization of local resources, including local labour and technologies, as well as locally available materials, tools and equipment from within the community. This, in essence, is community development for the people and by the people.

Citizen participation is all about community engagement in the peace-building process. It is the process of working collaboratively with and through groups of people affiliated by geographical proximity, special interests, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioral change that will improve the health of the community and its members. Citizen participation seeks to identify and address issues

affecting their very own well-being. It shifts focus from the individual to collective community engagement, with the associated implications for all-inclusiveness to ensure that consideration is made of the diversity that exists within that given community. Citizen participation can be complex and labour-intensive, and requires dedicated resources such as time, funding, and people with the necessary skills. Citizens and leaders in communities across the North-West Region, and, indeed, in many parts of the Nation, are struggling to make the right choices for the communities and issues they address. Building and implementing effective strategies requires a



solid grounding in the best tools, techniques, and information available.

The North West Regional Assembly understands that if the peace building process has to be effective, citizen participation and community engagement must be given priority. We are referring here to the process of involving the communities being actively



involved in decision-making, with the goal of creating informed actions and shared visions for their local development. Simply put, «Nothing for us, without us» (Nihil de nobis, sine nobis). The North West Regional Assembly understands that policies should not be decided by representative without the full and direct participation of members of the communities affected by those policies. In its modern form, citizen participation and community engagement often involve national, ethnic, disability-based, or other groups that are seemingly often marginalized from political, social, economic and development opportunities.

Citizen Participation and community engagement involve is based on a framework of guiding principles, strategies, and approaches that respect the rights of all community members to be informed, consulted, involved, and empowered in relation to decisions and outcomes that impact them directly. With all hands on deck, Divisional Representatives and Municipal Councilors acting as the link between the citizens and the Regional Assembly, the peace-building process is achievable. As local leaders and representatives of the people, they serve as negotiators and facilitators, policy and decision-makers, overseers, enablers, communicators and power brokers in the implementation of the decentralization process.

Citizen participation and Community engagement are not just about ticking boxes. This approach helps us to determine the future of our communities. The North-West Regional Assembly understands that focusing on re-branding the Region can never be fully achieved without the active involvement of the populace. By harnessing the power of collective intelligence and input through citizen participation and embracing a culture of co-design, community engagement can help us achieve many things such as: developing meaningful solutions to complex problems in the Region; creating social cohesion, networking and connectivity amongst communities; empowering effective local governance and accountability; fostering diversity and social inclusion; embedding indigenous perspectives and cultural identity into our communities and enabling self-identification with communities; driving sustainability peace building and peace keeping initiatives forward in the Region; mobilizing resources and creating responsiveness to change and driving collaboration, validating ideas, and creating

a shared vision for the Region, while at the same time improving community health and well-being.

The North West Regional Assembly is on the move to driving this productive change. And to achieve this, the people's Assembly uses effective communication to ensure that the communities are fully involved and understand their ideas and trusts their decision-making capability.

The peace and development duo

Sustainable Development Goal (SDG) 16 aims to improve people's lives by reducing violence, improving access to justice, and promoting effective, accountable, and inclusive institutions. Citizen participation seeks to better engage the communities to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, and/or implementation. To be successful, it must encompass strategies and processes that are sensitive to the community-context in which it occurs.

Community peace-building is both a social and structural process. It is a participatory, bottom-top approach, founded on the premise that people are the best resources for building and sustaining peace and development in their immediate communities with families, ethnic groups, and the local population. Using this approach to peace-building and development helps develop trust, safety, and social cohesion within and between communities; strengthens social and cultural capacities to resolve disputes and conflict; and promotes inter-ethnic and inter-group interaction and dialogue. It helps prevent conflict and achieves conditions which reduce community vulnerabilities to violence from internal or external causes. Community peace-building ultimately influences attitudes and behaviours through promoting values of peace and tolerance.

If we must achieve total peace and sustainable spatial development, we need to become better at listening to our people and factoring in their community needs. This translates in fully including them in decisions concerning their welfare as communities. When the population is skeptical of the peace-building and peace-keeping package being offered, the best approach to use is give them local ownership, community inclusiveness and engagement in the peace and development process, and the people



will feel more comfortable working with local and Municipal Authorities. That is exactly the strategy the North-West Regional Assembly has adopted in its peace-building process. The local communities are directly involved in bringing peace and development in their localities through the High Intensive Labour Approach (HILA) and the bottom-top approach.

In conclusion, citizen participation is key because it is fundamental for the process of building peaceful societies. These are societies that have managed to bring together State institutions, local authorities and custodians of customs and traditions with the population in a relationship of trust and legitimacy. Indeed, citizen participation is even more important now in building the Region because the rifts created by the socio-economic crises run deep in the fabric of our society. The near-post-conflict stage at which we find ourselves today, requires new strategies and approaches to build peace and drive spatial development in the Region.

Strategic peace-building is the development of constructive personal, group, and political relationships across ethnic, religious, class, national, and racial boundaries. It aims to resolve injustice in non-violent ways and to transform the structural conditions that generate deadly conflict. Peace-building can include conflict prevention; conflict management; conflict resolution and transformation, and post-conflict reconciliation. It aims not only to resolve conflicts, but to build societies, institutions, policies, and relationships that are better able to sustain peace and justice. Strategic peace-building addresses issues of human rights, economy, local development and environmental

sustainability, as well as violence.

This engagement is not generally driven by a 'model' so much as by a framework of guiding principles, strategies, and approaches. This framework is based on principles that respect the right of all community members to be informed, consulted, involved and empowered. Community engagement employs a range of tools and strategies to ensure success. It also places a premium on fostering and enhancing trust between the population and policy makers as a critical element in long-term sustainable engagement and effective governance.



Active & Creative Peace Building Activities: A Community Decentralized Way-Forward

By Makoudem Tene Marienne and Victory Marshal Ayafor Basang



Since 2016, violent conflict and insecurity have characterized the socio-political and economic landscape of the North-West Region of Cameroon. Holistic peace has remained elusive and a rare commodity in Insecurity and violence have been manifested in the form of massive internal displacement of persons, loss of lives and destruction of property, kidnapping for ransom, disruption of educational and other socio-cultural activities.

In fact, OCHA (2017) notes that «though displaced people are steadily returning to the Region, insecurity and violence had forced more than 400,000 people to flee their homes and had continued to have serious consequences and difficult livelihoods until now that things are subsiding» in the North-West and South-West Regions. Ever since its coming into place, the North-West Regional Assembly has assumed the role of negotiator, arbitrator, mediator, and facilitator in working towards return to total peace and normalcy in the Region. Even the role of counselling, moderation, training peace ambassadors is not left out.

What is Conflict? Conflict is the result of opposing thoughts, actions or ideologies disrupting the status

quo of a people. Conflict is seen in everyday life, and is a natural, often selfish, and sometimes productive phenomenon. Because it can lead to violence and war in certain situations, the word 'conflict' often appears with a negative connotation. However, the reality is that, if dealt with properly and maturely, conflict can lead to positive results and personal growth both at personal and community levels. There can be many different causes or sources of conflict, but the most common are intolerance, injustice, territorial conflicts, unequal distribution of resources, rigidity of the law, bad leadership or government, and communication gap, etc.

This situation therefore compels and requires the active engagement of all stakeholders in the private and public sectors to mobilize towards cultivating a culture of peace in the North-West Region in particular and Cameroon in general.

Particularly, reinforcing the capacities of actors in bodies such as the North-West Regional Assembly can be viewed as a very necessary prerequisite towards cultivating a culture of peace, which is truly the way to go. According to the United Nations General Assembly, a culture of peace «is composed of values, attitudes and behaviours that reflect and inspire social interaction and sharing based on the

principles of freedom, justice and democracy, all human rights, tolerance and solidarity, that reject violence and seek to prevent conflicts by addressing their root causes to solve problems through dialogue and negotiation and that guarantee the full realization of all rights and participation in the development of their society.»

As far as building a culture of peace amongst communities is concerned, the North-West Regional Assembly believes in respect of the right to development for all, by all; the respect of Environmental needs, Freedom of expression, opinion and information; the respect of fundamental freedoms, cultural and linguistic diversity, Human rights sovereignty and above all, the respect of life and independence. They also believe in gaining the hearts of the people - engaging in charity and philanthropic courses to foster peace and development in our Region. To that effect, the Regional Assembly has offered a lot of humanitarian assistance and donations to sports, social and educational institutions, several persons and communities and above all is fully engaged in feasibility studies to implement their project activities in the seven Divisions of the Region. All these are efforts to promote peace and development.

In collaboration with civil society organizations and community development institutions, the Regional Assembly is consistently carrying out developmental actions and educating the communities on what is good for their welfare and the importance of upholding a culture of peace for sustainable development. With the implementation of its peace-building missions, the Assembly factors in on promoting all-inclusive community engagement activities (for us, by us) while engaged in dialogue, practicing pluralism, tolerance, non-violence, solidarity, Justice, Peaceful

and non-violence settlement of conflicts, mutual understanding and cooperation, democracy, equal opportunities for women and men, etc.

The approach of the Regional Assembly on sustaining the culture of peace in the Region centres around educating and training peace ambassadors, driving local development by improving the socioeconomic conditions of the population, building hope and trust by providing support not only to professional activities of separatists, but also to professional activities of the vulnerable in our communities. The Regional Assembly also understands that sustaining a culture of peace may also involve preventing conflict, by training professional peace-builders in communities and setting up of peace-building funds for community development.

As far as educating or training peace ambassadors is concerned, the Regional Assembly focuses more on conflict transformation, reconciliation, intercultural and interreligious dialogue, trustbuilding, promotion of unity and living together, and above all peace-building activities and actions in the 34 Sub Divisions of the Region. Conflict transformation is principally concerned with converting the negative energy of conflict into constructive energy. It is preoccupied with moving from a violent to a non-violent situation. It comprises transformational change, reconciliation that comes from truth and Justice and sustainable development. Conflict transformation has to do with introducing peace-building and its importance to the population, imbibing in them the concept of culture of peace, educating them on conflict analysis, conflict transformation and conflict prevention, etc. This was the basis of the different training workshops during the 7th session of the North-West Regional Assembly on conciliation, conflict resolution, mediation, peacebuilding and development.



The peace-building process of the Regional Assembly also involves a comprehensive roadmap for the reconciliation process in the Region. This roadmap projects the concept of conflict resolution and reconciliation and its importance in building long-lasting peace on truth, Justice, and mercy. We must engage in introducing our communities to the concept of dialogue, structuring and conducting dialogue.

We all must opt to be catalysts of change by becoming authentic leaders and role models in our communities; community leaders who seek to heal the wounds of history, rather than adding more salt to injury. We should all dare to create a new narrative for our communities by seeking to dialogue for change, acquire skills for honest conversations to address underlying causes of division.

The Regional Assembly, in implementing its peace-building mission, is constantly building effective teams for healing and equity, engaging strategies that involve all sectors, thereby tracing a roadmap for the promotion and contextualization of living together, and, above all, carrying out peace-building project in each Sub-Division of the Region.

Peace-building becomes strategic when it works over the long-run and at all levels of society to establish and sustain relationships among people locally and globally. Strategic peace-building connects people and groups “on the ground” (community and religious groups, grassroots organizations, etc.) with policy-makers and power-brokers (governments, Non-Governmental Organizations, corporations, banks, etc.) Peace-building can include conflict prevention; conflict management; conflict resolution and transformation, and post-conflict reconciliation. Peacebuilding aims not only to resolve conflicts, but to build societies, institutions, policies, and relationships that are better able to sustain peace and justice.

If we must fully grasp the concept of peace, we must start by understanding what peace is all about. Peace comes from the Latin word pax, which literally means tranquility, absence of war. However, many peace experts argue that looking at peace only as the absence of war, narrows or limits the true definition of peace, which is a pact or agreement to end war or any dispute and conflict between two persons, nations or antagonistic groups of people. According to Albert Einstein, peace is not only the absence of war, but

the presence of Justice, of law, of order, in short, of government.

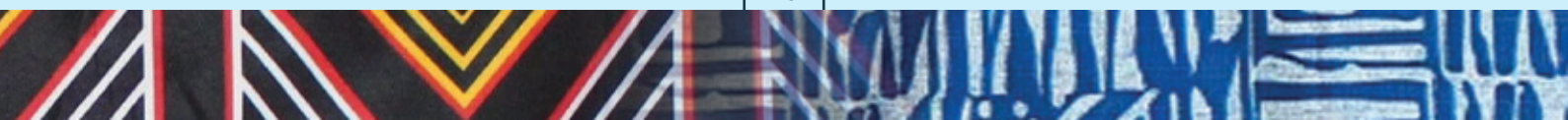
For Martin Luther King, true peace is not merely the absence of tension; it is the presence of justice. And to Delai Lama, peace, in the sense of absence of war, is of little value. Peace can only last where human rights are respected; where people are fed and where individuals and nations are free. True peace has more to do with multifaceted relationships with positive economic, social, cultural and political responses.

Conflicts are inevitable and exist in every society. However, violence has never and will never be the solution. If we all must have the North-West of our dreams, then we must have peace.

To fully engage in a culture of peace and non-violence, we all must be able to first and foremost understand the basic concepts linked to peace and conflict resolution. More so, stakeholders such as policy-makers and legislators are in a better place to function as peace-building ambassadors and role models of peace-keeping. Only by so doing will the communities and other peace actors key-in as community change agents and peace ambassadors or promoters.

If we must create that we - the for-us-by-us environment to promote peace, we must know the key role citizen participation and community engagement plays. We must also develop joint projects that will benefit both the communities and the government, thereby creating reliable bonds between both. And, above all, organize all-inclusive community-based activities like sports tournaments, cultural festivals and jamborees, participatory theatre, etc, that promote peace and stability.

We must also fine-tune our listening skills and abilities, drop down our biases (stereotypes and prejudices), and be determined to step back from conflict. We must all honestly revisit our intentions and objectives to better strategize on the way forward. We must always remember that development follows where there is peace; and peace is equal to the ability to handle conflict with empathy, non-violence and creativity. We should ask ourselves what we can do to make a difference in this beautiful Region of ours, then take appropriate action, no matter how big or small, to make the North-West Region great again.



BEST PRACTICES AND PEACE-BUILDING MEASURES FOR GRASSROOT COMMUNITIES

By Denis Awoh Ndong and Stephen Ojang



Training of ex-combattants of DDR Bamenda on parent seed production by Regional Delegate for scientific research NW

Since November 2016, the Anglophone Crisis in Cameroon has been on-going, which is an issue that links to its population's identity. A section of the English-speaking minority population of the country, originally from the North-West and South-West Regions of the country, is protesting against the current government. Their claims mostly focus on the marginalization of the English language, the lack of access to English education, the Common Law system, and even jobs for Anglophone Cameroonians. The conflict started with a peaceful protest from Anglophone lawyers and teachers and escalated with the emergence of an Anglophone separatist movement. As the situation steadily subsides, the North-West Regional Assembly is sparing no effort to see to it that total peace and normalcy return to every nook and cranny of the Region.

The State of Affairs

Beyond the language and identity claims, this conflict collides with other threats, such as farmer-grazier conflicts and other inter-community conflicts that have significantly weakened the economy of the Region, especially in the North-West and South-West Regions. In 2018, the National Organization of Employers, GICAM, reported that about 45% of the cocoa produced in the country is in the South-West, and 75% of Cameroonian arabica coffee comes from the North-West. Export earnings from these two commodities have fallen by 20% due to the conflict in the English-speaking area, where a fifth of the total population lives. Moreover, an increase in unemployment and the shutting down of businesses have occurred. Human Rights Watch estimates nearly 300 Cameroonians have died since January 2020 in Regions of concern, and over 1 million have experienced internal displacement. In such a context, foreign aid could be particularly beneficial, but things are not that simple.

However, one of the areas where the North-West Regional Assembly's visionary foresight has found very fertile ground is in its peace-building mission for sustainable spatial development in the Region.

Good News and Solutions

Despite remaining challenges and perceptions, the North-West Regional Assembly is working tooth and nail to propose and implement solutions to the crisis to give peace a chance. To improve these good results, it appears important to address the different obstacles to peace-building and development. For this purpose, the

North-West Regional President of the United Councils & Cities of Cameroon, Mr. Denis AWOH NDANG, outlined 12 best practices and peace-building measures that can be implemented from the grassroots to attempt solutions to the protracted crisis in the North-West Region of Cameroon. These are:

Action 1: Increase socio-economic interventions

To him, more economic projects should be allocated to the North-West Region, especially start-ups for youths and the encouragement of the creation of State-funded cooperatives, and labour-intensive projects. This will boost the economy and the development of the Region.

Action 2: Create adapted vocational and professional training centres

These centres will be for the promotion of vocational training through the creation of vocational training centres that respond to the needs of the job market. An empowered youth is a responsible youth. So, if our youths are empowered and engaged in citizen participatory activities, they will not have time to wander away into wrong paths.

Action 3: Ensure fair and equitable benefit from the Presidential Plan for Reconstruction

Make the Presidential Plan for Reconstruction applicable to all Councils in the North-West Region. Every Council, whether in the 'Red', 'Yellow' or 'Green zone' should have something from this Presidential Plan to appease the populations such that all Councils will strive to migrate into "green zones."

Action 4: Implement local-level dialogue

Regional and local representatives, community leaders, religious and traditional leaders, youth leaders, female leaders, civil society actors, elite, etc. should be placed on the same platform to chart the way forward.

Action 5: Honest and humble leadership required from our elite

North-West elites and opinion leaders should refrain from self-seeking ventures and activities, and maintain a low profile during this crisis period.

Action 6: Implement 'one village one product' concept

Facilitate the creation of, at least, one industry per municipality.

Action 7: Development of major energy resources in the Region

Undertake some national projects in the North-West and South-West Regions such as the Menchum Falls hydro-electric project and the Katsina Alla hydroelectric development project. Such projects, using the HILA bottom-top approach, will engage our youths in the communities and keep them busy such that they will not idle into baseless separatist groups or fights.

Action 8: Valorisation and extension of the scope and function of the DDR Centres

Ex-combatants should be trained and given start-up capital and time to leave the centres. Staying there for too long frustrates them and discourages those in the bushes from leaving. There should be a Regional supervisory committee to oversee what is happening in the various Councils.

Action 9: Increase the promotion of sports and culture for peace

Councils (which are already impoverished) should be funded, to carry out more sporting and cultural activities that can increasingly promote peace.

Action 10: Promote a social media for peace

Enhance communication on social media in favour of conflict resolution and peace, to change the mindset of the people towards peace.

Action 11: Increase funding for all Councils as per the General Code of Local and Regional Authorities

Implement Section 25 (1) & (3) of Law No. 2019/024 of 24 Dec. 2019 on the General Code of Local and Regional Authorities, relating to the annual allocation of, at least, 15% of the annual State budget for decentralization purposes, through the Common Decentralization Fund.

Action 12: Setting up of more small military detachments in the Region

Solicit the setting up of small military detachments in all 'Red Zones' within the Region.

Indeed, Regional Assembly Members have examined and scrutinized these proposed solutions. Their role is to foster the development of their localities while remaining accountable to the people. They can increase transparency and can use their knowledge of the local dynamics to help boost the economy of the Region and the nation, thereby creating an impact that will further foster development.

Communication for peace-building and co-existence: Walking the talk

By Herman Bamnjo and Peter Tasi



Communicating peace within the culturally diverse modern world has always been a major worry since the close of the First World War to date. No matter the medium, the act of disseminating information tailored towards peace advocacy, peace planning and peace planting, should be void of hate speech, misinformation, disinformation and xenophobia.

Packaging the necessary gadgets using the best penetration inlet within the confines of participatory appraisal approach could be the best way to put the message, the listener, the channel together for a positive feedback. These could be the just needed tools for peace building, tolerance and co-existence. Nevertheless, most 21st century peace crusaders have denounced the much talk about peace from the United Nations down to rights groups across the world. Most

of them have it that it is better to set wheels on the talking syndrome such that the walking of the talk could ignite the notion of peace which lubricates the sense of living together free from the politico-socio-economic segmentation of man in the modern world.

Patchwork plagiarism in public speaking refers to one who steals an idea or ideas from more than two sources presented as one's. This is very common in seeking solutions to conflict and in peace building. The thought that a solution that ended a conflict, crisis or a war in one place could be taken to another place has snail-paced peace building and a mind of peaceful co-existence. Reasons why common grounds with the stakeholders moderated by those chosen could always enable an advance in the talk therapy in ways of dialogue. All solutions arrived at could

always become the necessary step towards peace maintenance. Cosmetic solutions can always set a wrong platform for more hostilities. However, it is always the niche carved by beneficiaries to keep the situation afloat. Enough to say walking the talk is the employment of necessary ingredients that could draw people together to drop their differences and live together in unity and in communion.

Communication, as we may know, is the transferring of information, be it thoughts, emotions and as well ideas in the form of gestures, voice, signs, symbols and expressions from one person to another. Simply put, communication is the continuous transmission of a message among two or more individuals, the sender and the receiver. Individuals use basically four types of communication styles in communicating known to be the passive, aggressive, passive-aggressive and assertive ways to send and receive information and knowing these forms of communication by mastering each of them goes a long way to build and strengthen co-existence, especially in a crisis situation like we are currently facing in the North-West Region of Cameroon. Going further, we notice that communication occurs through a variety of methods, which takes the form of verbal, nonverbal, written, and visual. Whatever methodology is used, communication requires a sender, a receiver, and a delivery medium through which stakeholders and various leaders need to extrapolate from to better communicate well with their population, aimed towards developing an effective dissemination process for peace building. In communicating, especially within the context of this crisis, stakeholders and leaders need to obviously convey clear and consistent messages at all times, given that such communication could be conveyed through different methods. Leaders are often times challenged to pay attention to detail so as to ensure message consistency across the seven Divisions of the North-West Region. Since people take information differently, process it differently as well as act on it differently in a crisis situation, communicating in such times in the North-West Region is totally nonidentical and

far from the usual and general communications, which then have leaders put to task to know which communication style or strategy can suit their community for effective communication to take its course.

It is considered that communication is an essential function for leaders, and so must be mastered in order to succeed and thrive during a period of crisis. In a crisis period, people are very thirsty for information, as they seek to know the current state of things, what is being done to keep the situation from escalating further, what steps leaders are taking on the ground and when everything will be getting back to normal; reason why there is pressure on leaders to provide adequate information and guidance. During a crisis like the current one we are faced with and its economic aftermath, there is undoubtedly some level of information overload from the barrage of news updates to endless torrents of communications from people of all walks of life about how they perceive situations around them, to the best efforts the government is putting in aimed at arresting the crisis.

There exists a number of psychological barriers that could interfere with cooperation and response from the public. Many of such can be mitigated through the work of a leader with an empathetic and honest communication style. As much as possible, give the community relevant things to do that are constructive and relate to the crisis there are facing. Anxiety is obviously reduced by action and can restore control in the community. Out of all the information, data and speculations being thrown around, there is obviously need to know how communication during such a time could be done imploring many aspects in our day-to-day lifestyle in walking the talk as ways of best practices.

How to effectively communicate during this period of crisis

Implore Empathy and care during communication. Empathy and care should be expressed within the first part of presentation. Empathy has to do with the sharing of someone's feelings and care, the effort made to do something

correctly without causing damage and so with a blend of empathy and care, leaders are expected to go down to the field; for example, to meet people who have lost loved ones, whose houses have been burnt down and who have been tortured. By doing such, therefore, it gives the leader room to acknowledge their pain, fear, suffering, and uncertainty if they are genuine emotions. Only then will people believe in the actions of leaders and will support the peacebuilding processes.

Honesty and openness. This does not mean releasing information haphazardly and prematurely; but it does mean facing the realities of the situation and responding accordingly while also imploring caution in doing such since information sent out is always sensitive. It means that leaders should not be paternalistic in their communications but instead participatory by giving people choices and enough information to make appropriate decisions for the growth of the communities. Honesty is the best policy, both from an ethical point of view as well as from a practical standpoint. People quickly find out about partial truths or cover-ups and they

will hate a leader for such, which could extend to even hating the cover-ups made by the leader more than the original crisis situation. The people through the openness of their leaders will also be open to the leaders in being honest, especially when Divisional and Sub-Divisional dialogues are initiated on the ground. Honesty in communication is good when the people are told the truth, not giving them fake promises about constructing roads and executing projects which will never see the light of day in the communities.

Commitment. By commitment here will certainly mean indicating the objectives and meeting up with them to the letter. It could be building the economy of the North-West or making sure that those who are fighting lay down their arms and commit to reaching that objective. Show dedication by sharing in the sacrifices and discomforts of the current crisis and most importantly not to fake hardship for the cameras. Note should be taken that resolutions and follow-ups should be a commitment from the start and maintained all through until the end.



Competence and expertise. Education, position, title, or organizational roles and missions are quick ways to indicate expertise. Another useful means is to have established a relationship with the various communities in advance in such a crisis situation. If that is not possible, have a third party, who has the confidence of the community. It could be the Church, civil society organizations, and traditional rulers who can express the mission of peace building teams or the mission of the Regional Assembly.

Find analogies. Neuroscientists have found out that our brains process the world by associating the new or unknown with something familiar. When presented with a novel idea, our brains do not ask, “What is it?” They ask, “What is it like?” Analogies answer that question. They serve as mental shortcuts that help one to a better understanding of complex events. Leaders who are great communicators in a crisis are skilled at finding analogies because they have to persuade the people of the seven Divisions of the North-West Region to act as quickly as possible.

Personalize the crisis. In communicating, each leader or representative needs to make the crisis part and parcel of him/her; and once that is done, the population will see the need of believing in the peace building program under implementation.

Replace long words with short ones: Effective communication leaders in a crisis period speak in simple language and simple means short, such that it does not give a breeding ground for errors, which might be disastrous. Speaking short entirely means keeping it short and simple by stating the obvious and relevant points/aspects and keeping out what would not be necessary for the receivers of the information in the communities of the Region.

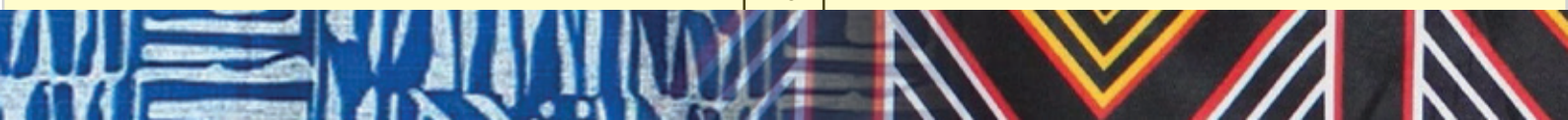
Accountability. There is always the need to be as transparent as possible, especially in a crisis response situation like ours. If the government or non-profit money is spent in a disaster or a developmental project in the community, sooner

or later, the public and the media will demand to know how the resources were used thereby holding the leader accountable.

Possible challenges and how to respond

First, people tend to simplify messages because increased stress can affect one’s ability to remember multiple facts. To combat this issue, leaders must use simple, clear, precise messages. Repeating the key message, outlining action steps using positive versus negative messaging and keeping the length of messages to three or four directives, improves message reception. Second, people tend to hold on to their current beliefs and changing these during crisis situations can be difficult. It is important for leaders to use credible sources when preparing and delivering crucial messages or cite some influential persons who have been helpful to that community. Thirdly, people tend to believe the first message they hear in crisis situations, leading to rumors. It is important that representatives, traditional rulers, and religious authorities release simple, accurate, and consistent information as soon as possible. In Addition, psychological barriers and mental states during the crisis period affects information processing including feelings of uncertainty, fear, anxiety, denial, hopelessness, and helplessness. Leaders can do away with these challenges by acknowledging uncertainty and emotions, portraying an accurate assessment of the situation and providing clear, consistent messages that promote positive courses of action in the respective communities.

We must constantly remind ourselves that the way we communicate in a crisis period can escalate the situation or strengthen and build peace. It is therefore important for all and sundry to note that families have suffered and are still suffering from the crisis because of the way communication is made, especially those directly affected. It is incumbent to choose the words that are used during dialogue and during the implementation phase of the peace-building program of the North-West Region, so as to get concrete results.



Peaceful Co-existence Initiatives That Work!

By Fr. Gabriel Afumbom Tokoh, Fr. Michael Mua, Rev. Ncham Godwill and Tilarious Atia



NWRA grants scholarships and cash prizes to some meritorious needy students in the 7 Divisions of the Region

The North-West Region of Cameroon covers a surface area of 17,300km square. It presents a diverse cultural, socio-economic, and climatic/biodiversity context. Agriculture and pastoralism are the main economic activities for the largest part of the rural population. Commerce is the main activity in urban areas and along the main commercial routes linking the Region to neighbouring Nigeria.

Since 2016-2017, the Region has been subject to a bloody socio-political conflict. The presence of separatist militias poses a direct threat to security and to people's livelihoods. Separatist fighters have killed and abducted hundreds of civilians, attacked and burned down structures in many towns and villages in the North-West. This separatist agenda,

otherwise referred to as the Anglophone Crisis, is coupled with the hitherto simmering inter-communal conflicts.

Despite some dime-size improvement in the security situation in the North-West region, the risk profile of the Region still appears high. The Region faces multiple challenges, forcing the newly-created North-West Regional Assembly to make conflict resolution and peaceful co-existence top priority on it decentralized community activities. These peace-building and peaceful co-existence initiatives come amidst challenges characterized by long-standing marginalization and vulnerability, and the more recent consequences of internal pressures from separatist militias. In addition, the vulnerability of the Region, consequent on

food insecurity and disease, has been further compounded by an economic landscape that is deteriorating amidst the continued lack of access to adequate basic social services.

The Anglophone Crisis, whose main causes are exogenous, have exacerbated pre-existing and structural development weaknesses in the Region, affecting a sizeable portion of the population, and also increasing the risk of instability in other areas of the country. The impact has also been compounded by the macro-economic crisis following the sharp drop in oil prices starting in 2014 and the outbreak of the COVID-19 pandemic, which has resulted in lower growth rates and has required strong fiscal consolidation, given the need for increased government spending both to deal with the security challenges caused by separatist militias and the need for increased social spending to counter the impact

The North-West Regional Assembly is aware of the growing sense of urgency of the need to address the situation in the Region. She has thus rolled out plans to reduce the country's vulnerability, strengthen its resilience, and avoid further spill-over of conflict dynamics.

Soon after taking over office, Prof. Fru

Angwafo III, President of the North-West Regional Executive Council, sought ways to alleviate the effects of the crisis on the most affected populations. The new House also established that in the medium and long term, it will be critical to reduce the vulnerability of the Region by addressing its structural causes in a bid to avoid future crises while ensuring that inter-communal conflicts do not worsen the already precarious security situation.

Acknowledging that more is required to address both structural deficiencies and the direct impact of the crisis, the Regional

Executive Council unveiled the “U na mi, Mi na U, Wi bi Wi” approach, which combines early recovery and development interventions to promote more efficient local engagement and coordination in response to the crisis.

“U na mi, Mi na U, Wi bi Wi” seeks to develop a shared understanding of the impact of the Anglophone Crisis and structural causes of vulnerability in the Region and of the risks and challenges to recovery, as well as peace consolidation. The first step has been to identify priorities and draft a prioritized strategy for recovery and peace consolidation.

With a mutual accountability framework for an efficient and coordinated response to identified



NWRA Assembly in collaboration with Medshare donate Medical equipment and Supplies to the 7 District Medical Hospitals of the Region

priorities now in place, the North-West Regional Assembly is establishing a strategy that combines both priority interventions and critical reforms required to support better recovery and peace consolidation, which assess, complement and promote other on-going government efforts to address major development challenges.

The “U na mi, Mi na U, Wi bi Wi” approach

outlines areas for which immediate and medium-term priority interventions are required to address both the impact of the crisis and structural factors of vulnerability:

The people of the Region were hitherto strong in association, expressed in community solidarity and the cooperative enterprise movement. Unfortunately, they seem to have lost self-esteem and self-confidence. A people, whose energy and industry yesteryears inspired hope and self-determination within the nation of Cameroon, is burdened with the dictates of non-representative warlords. The burden of physical trauma from arson, hostage-taking, kidnapping, torture and murder has invariably generalized social and psychological trauma. Hitherto robust populations have been rendered dependent! This dependency is first and foremost psychological, then social and invariably economic!

The five-year strategic plan of the North-

West Regional Assembly is thus people-oriented, centred on the people’s proverbial community spirit hinged on across-the-board

participation. With an aspiration to leave no one behind and leave no stone unturned, the people’s Assembly seeks to build community solidarity around moral and civic rearmament, life-skills-centred education and economic empowerment.



NWRA President receiving the 2021 Winners of the Cameroon Cup, PWD Bamenda after returning with the cup

These domains of action are key foundations for lasting peace and development!

Community Social and Mental Health project

The on-going crisis has created a mental health crisis. There is thus the need for health systems review in the North-West Region as well as the scope of financing by involving partners (international co-operation) that will also assuage the burden of scarce human, material and organizational resources. The North-West Regional Assembly has distributed huge consignments of medical supplies to health districts in the Region since 2020.

As far as peace is concerned, the Regional Assembly has as a matter of urgency focused on a Community Mental Health Scheme with focus groups psychological activities: Psychotherapy, Psychiatric care, detoxification care with centres in the Bamenda Regional Hospital, the Disarmament, Demobilization

and Reintegration (DDR) centre in Bamenda, Regional and International Relays relying on telemedicine, Theo-therapy and tele-care. In a bid to leave no one in the Region behind, the Regional Assembly is building her communication around citizens participation and collective solidarity.

though a daunting task, seems imperative. Competitive systems such as in Singapore with an eleven- month school year, Ghana and Kenya with a broader and stratified mix of grammar, technical and vocational education seem to be attractive. They are practical so that no matter where formal education is



NWRA donates 400 benches to some functional schools in the 7 Divisions and awards meritorious students with cash prizes and Didactic material

Community Empowerment and Vocational Project

The structure of this project mimics the administrative organization of the Region such that there is a Regional focal point, Divisional, Sub-Divisional, District and village focal points. The people of the North-West Region have a tested and proven altruism and commitment to the betterment of one another, serving as models and resource for small-scale context-driven projects. In a difficult social context as this, this project is strengthening life-skills development, and the culture of sharing. Examples abound in the secular economy with positive impacts on eco-friendly towns and villages.

Regional Education Relief Fund

There is a general feeling of dissatisfaction with the products of our present education system. Restructuring in objectives, form and function,

ended, the consumer has primary, secondary or tertiary skill sets commensurate with well-defined needs in growing local economies begging for creativity and innovation. But the pressing need is access to education, which is wailing from the multifaceted battering by armed groups. The structural and physical scars are not as destructive as the pain of a generation of vulnerable orphans, and those handicapped by war willing but unable to access education. Village development groups in collaboration with their traditional rulers and other stakeholders like the Region have been donating school fees and needs to the needy. The Region has gone ahead to design a transparent management of this social pact so that for benefactors who so wish, their names will enter the Regional roll of development gurus! These rolls are expected to be displayed in the Halls of Fame of the Regional Assembly.

Regional Investment and Development Fund

The absence of Region-wide development finance and investment instruments limits industrial action and strengthens reliance on the central government. The North-West ethos of yesteryears beaming with confidence and pride is fading as collective interest wanes



NWRA President with Community Based Organization Heads (COMISUD, CAMCCUL, RECOACAM, SAFETY NET and RAINBOW)

at the expense of individual interests. Yet a well-designed project that factors a win-win approach enjoins all individual concerns to cater for holistic, common good and interest. Yesteryears, the people of the North-West grouped under co-operatives, micro-finance institutions. Banks were soon to export this culture. These groups, laced with common interests, can invest in essential life-saving needs such as potable water and energy. The creation of such a fund can provide seed funding to attract financing of big projects such as hydro-electric or solar energy plants, which can kick-start genuine industrialization and install lasting peace.

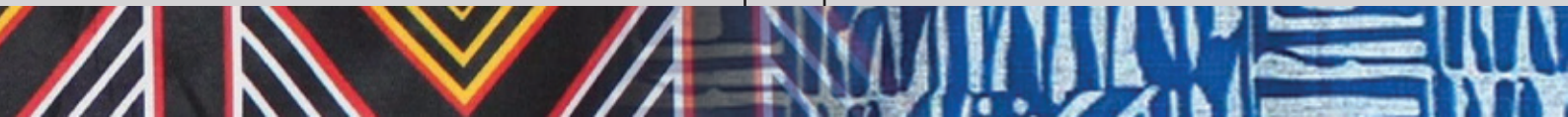
Peace-building strides

The Regional Assembly has dedicated a sizeable chunk of its budget to champion peace-building in all the nooks and carnies of the Region. Aside from arming the people’s representatives with peace-building tools, the Region has decentralised her peace-building efforts, with the people taking ownership of their own security.

The Region is emphasizing the need to improve the living conditions, protection, and security of internally displaced populations, returnees, and host communities. It also addresses the need to improve local governance and essential social service delivery.

The Region, as part of her peace efforts, has also put an accent on the need to improve economic opportunities by expanding infrastructure, the private sector, financial inclusion, and cross-border trade. It is also addressing the need to support agriculture and livestock production and increase access to land.

With a youth-centred vision, the Regional Assembly is leaving no stone unturned to facilitate the inclusion and economic integration of disenfranchised youth to reduce instability and radicalization.



Peace-Building Strides for Development

By Fr. Gabriel Afumbom Tokoh, Fr. Michael Mua, Rev. Ncham Godwill and Wanchia Cynthia



The North-West Regional Executive Council was officially commissioned on January 22, 2021; and have since then spared no effort towards peace-building.

Of course, amongst the many missions of the North-West Regional Assembly, is that of fostering peace, development and the return to normalcy in the restive Region; a Region that has been rocked by the Anglophone Crisis with devastating consequences, which have dealt a blow to various sectors of life.

Bearing in mind that the primordial and permanent request for development harps on peace, efforts undertaken by the people's Assembly for its two years of existence have touched on diverse sectors. Worthy of note is the fact that from the eight (08) Regional Assembly sessions that have been held so far, out of the 39 Deliberations, 37 have been adopted and approved. Feasibility studies have been conducted on destroyed schools, health facilities, palaces, two emergency centers, a vocational training center, two mortuaries, a physical and mental rehabilitation center, the Regional Assembly headquarters, as well as the elaboration of terms of reference for a revived local secular economy and the North-West Development and Investment Fund, NOWEDIF.

For the year 2021, seven (07) contracts have been

executed, and 13 for 2022, ranging from the installing generators as a solution to the frequent power cuts, the procurement of service vehicles procured, the landscaping of the Regional Assembly courtyard, the procurement of office equipment and furniture, to make the working environment accommodative to workers and users.

SOCIAL Actions

The NWRA, through its obligation to improve the health sector and well-being of the population it was created to serve, has been involved in the distribution of a two 40-foot containers of medical equipment to 20 District Hospitals in 2021 and to 21 District Hospitals in 2022. It organized the first end-of-year festival for Internally Displaced Persons, IDPs, orphans and the physically challenged, partnering with the United Nations Development Programme, UNDP.

Support to Youth Football

With the importance attached to sports, and especially to the unifying nature of football in particular, the NWRA played an instrumental role

in supporting PWD Social Club of Bamenda when they qualified and emerged winners of the Cameroon Cup in 2021. Support has equally been extended to Rangers FC of Bafut (Elite 2 representative of the North-West Region), as well as Abakwa Boys and Girls Football Club playing at the Regional League.



CO-OPERATION

On its own, the NWRA cannot achieve the tasks assigned to the institution. Thus, it has entered into cooperation with international, national and local organizations to foster the development of the Region. Amongst these institutions are Medshare, an International hospital equipment and medical supplies NGO; LIMONA Foundation Logistics Support; Common Initiative for Sustainable Development COMINSUD and SHUMAS, both Community Based Organizations for community outreach; SAFETY NET technical support for HILA community projects; CAMCCUL, RECOCAM and RAINBOW (umbrella Credit Unions for disbursement of funds); and Smile Train technical and financial support for health systems strengthening, training of specialists and staff in community health and nutrition, free operations for cleft lip and palate as well as educational support for these patients, and supply of surgical and anesthesia theatre material.

Economic Strides

Strategically, the NWRA has developed a 3-year term (5 to 10 year) programme with a team of agronomists, economists, rural development finance, and a value chain-based development

paradigm; and has successfully organized a Regional seminar on the High-Intensity Labor Approach, HILA, for Regional Executive Council members and the administrative and technical staff of nine (09) councils who double as beneficiaries of the MINEPAT HILA grants. A seminar was equally organized for road construction and public works entrepreneurs of the Region and another with the Ministry of Public Works on Regional road maintenance.

Already, the NWRA has received the Articles of Association for NOWEDIE, as well as the Terms of Reference for a public local, national and international call for manifestation of interest.

EDUCATION

A sector greatly hit by the on-going Anglophone Crisis, with infrastructure, teachers and learners affected, it was imperative for the NWRA to step in to facilitate the return to school of pupils, students, and teachers in a conducive learning environment. This action falls within the Regional Education Relief Fund of the strategic development plan of the NWRA.

Within the context of a drastic drop in school enrolment, consequent on assault on school personnel and students, kidnapping for ransom of school stakeholders, murder of students and school personnel, apathy to learning, parental abandonment of their role as educators, rise in violence in school milieu, early and unwanted pregnancies of female students, mass migration to greener or safe zones leading to pressure on school resources, the NWRA provided scholarship grants for inclusive education and didactic material to the needy of all seven Divisions of the Region. Outstanding students in public examinations were equally rewarded, and benches offered to functional schools in all seven Divisions in 2022. An education sector meeting was also held with the REC in preparation for the 2022 re-opening of schools.

EMPLOYMENT

Prior to the crisis, 37% of males and 36% of females were unemployed in the Region. This has further deteriorated, and today, 51% of youths are unemployed. To further compound this, macro-economic factors (Regional and Global)

have aggravated a hitherto precarious situation. The North-West economy is largely informal, and import substitution with local materials and articles is difficult with the mindset that foreign is always better. Local arts and craft cooperatives are structurally out of public contracts as their local products are not in the official standard price index nomenclature, for instance.

Migration of entrepreneurs and workers due to the crisis has further shrunk demand and supply markets respectively. There is no gainsaying that lockdowns and road blockages fuel price hikes and inflation, thereby further deepening economic woes.

PEACE-BUILDING STRATEGIES

- **At the level of individual citizens**

The NWRA is advocating for aggressive and constant mass sensitization for behavior change. The activities are to be engaged by trusted public authorities and State institutions in close collaboration with national and international partners, with the view of de-radicalizing the youths, stopping hate speech and abusive use of social media, as well as rejecting violence as a means of obtaining political gains. This is a clarion call for a change of mentality from developing anger against a fellow citizen to embracing the spirit of peace and tolerance, refraining from the spread of inflammatory and toxic information, denouncing those who are exacerbating the conflict for economic gains, encouraging peace crusading, encouraging the respect for State institutions, property, and emblems.

- **At the level of communities**

The NWA plays a lead role by encouraging initiatives aimed at institutionalizing dialogue and reconciliation among members of the community; erecting peace and reconciliation commissions in every community to mediate and bring healing among afflicted persons. An expedient appropriation of the bottom-top approach, as it were.

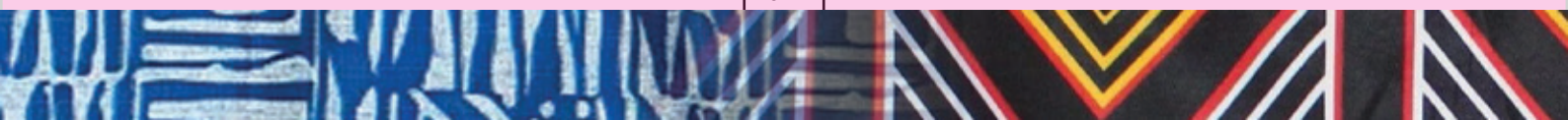
By and large, the effective functioning of all socio-cultural institutions, especially schools, is being encouraged. It has been proven that in communities where schools are functional, it becomes easy to reinstate lasting peace and encourage the demilitarization of communities, especially by non-State armed groups.

OPERATIONAL STRUCTURES OF PEACE-BUILDING

Divisional Peace and Development Committees have been created to coordinate and implement the peace agenda of the NWRA. Each of the committees is made up of a President (by consensus); Technical Adviser (Divisional Coordinator: REC); Secretary (SG of Cultural and Development Association); Treasurer and members, who will include CAMCCUL, RECOCAM, RAINBOW, Representative of Traditional Rulers, Representative of Women's Associations, Representative of Youth Associations, Representative of the Administration (Observer), Honorary Members – Youth Mentors (for transgenerational cohesion).

Each Sub-Division of the seven (07) Divisions that make up the North-West Region has Sub-Divisional Peace and Development Committees as well, structured to have a President (by consensus); Technical Adviser (who is a Divisional Representative); Secretary (SG of Cultural and Development Association); and Treasurer. Members include Divisional Representatives, Mayors, CAMCCUL, RECOCAM, RAINBOW, Representative of Traditional Rulers, Representative of Quarterheads, Representative of Women's Associations, Representative of Youth Associations, Honorary Members – Youth Mentors (for transgenerational cohesion).

The Divisional and Sub-Divisional Peace and Development Committees have been recommended to work bearing in mind the absolute need to formalizing peace-building and recovery through community structured processes in education, facilitation, mediation (truth and reconciliation), and crusading for peace in our daily lives at home, school, market, and other social enterprises.



NWRA FOSTERING PEACE AND LIVING TOGETHERNESS THROUGH PHILANTHROPY

By Victory Marshal Ayafor Basang



THE REGIONAL END OF YEAR CULTURAL FESTIVAL
THEME: Fostering Peace, Solidarity and Living Together.
Date: 23rd December 2022
Venue: Courtyard of the SDO for Mezam

The North West Regional Assembly in collaboration with UNDP North West on Friday December 23rd, 2022 put smiles on the faces of over 400 households in the Region by donating livelihood items to them for the festive season. This took place at the court yard of the SDO's premises in Bamenda. And this event marked the 2nd edition of the NWRA's end of year cultural festival which was dedicated to fostering peace, solidarity and living togetherness amongst the population of the region.

The beneficiaries received donations consisting of food items like rice, salt, savon, maggi, as well as blankets and buckets for the elderly etc.

The highly attended event featured the following peculiarities:

An Ecumenical Service, direct Material assistance to fourhundred (400) Internally Displaced Persons, orphans, physically challenged the elderly and the very sick selected all over the Region, Pedagogic and materials assistance to three hundred(300) needy students selected from the 7 Divisions of the Region, distribution of gifts to victims of natural disasters. An academic competition amongst students of Higher institutions selected from the seven (07) Divisions of the Region and the award of Prizes of excellence, was also an item on the agenda. Not forgetting the crowning of winners of the Miss and Mister Culture, North-West Region beauty pageant with Contestants drawn from the 7 divisions of the Region. Music, traditional dances, theatre Arts Performances, artistic exhibitions and a gastronomy gala also graced the occasion.

The North West Regional Assembly used this End of year Cultural jamboree to extend love and share beautiful moments with some vulnerable persons of the Region. And to promote peace while building our Region.

Here are key highlights of the event in pictures:



Arrival of Representative the State, Governor Adolphe Lele Lafrique



Arrival of the President of the North West Regional Assembly



Arrival of the Regional Coordinator UNDP North West



Singing of the National Anthem



Arrival and installation of Regional Delegates and Dignitaries



Ecumenical Prayers for Peace



A word from the Representative of the State



Lighting of the Christmas tree by President NWRA and the Representative of the state



Keynote address from the President NWRA



Representative of the State, President NWRA and other Regional Authorities visit the stands to commune with the population



Word from the Regional Coordinator of UNDP



Donations to be given to the population in the respective stands



President NWRA handing gifts to the population



Representative of the State handing gifts to physically challenged and elderly



Presentation of the Beauty Pageant Contestants



Crowning of Mister Culture North West by the Representative of the State, Governor Lele Lafrique

Beneficiaries appreciating NWRA for such kind gestures towards the population



Prize award to Laureates of the Academic Contest



Crowning of Miss Culture North West by the President of the North West Regional Assembly



Miss Culture, North West receives prize from the President, NWRA



Contestants with the Representative of the State and President NWRA



Representative of the State, President of NWRA with Mister and Miss Culture North West



Traditional dance performance by Jato Sonita and the forest children



Representative of the State, President, NWRA and RCUNDP with the forest Children



President, NWRA with the forest Children



Representative of the State and President, NWRA with the forest Children



Other Traditional dance performances from the Divisions

GASTRONOMY GALA to crown the event



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