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DEVELOPEMENT LOCAL

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REPUBLIC OF CAMEROON

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*Peace – Work – Fatherland*

MINISTRY OF  
DECENTRALISATION AND  
LOCAL DEVELOPMENT

NORTH WEST REGION

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BUI DIVISION

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ELAK OKU COUNCIL

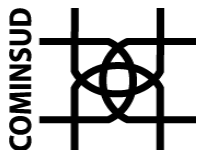
***CITIZEN REPORTING CARD MECHANISM (SCORECARD)  
ASSESSMENT OF PUBLIC SERVICES IN THE SECTORS OF WATER,  
HEALTH, EDUCATION, AND COUNCIL SERVICES WITHIN ELAK-OKU  
COUNCIL***



**REPORT OF THE STUDY**

**With the Technical and financial support of the National Community Driven  
Development Program (PNDP)  
in collaboration with the National Institute of Statistics (INS)**

**Realized by: Community Initiative for Sustainable Development (COMINSUD)**



**COMINSUD**  
Community Initiative  
for Sustainable Development



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## LIST OF ABBREVIATIONS

CDO:	Council Development Officer
CFO:	Council Financial Officer
CDP:	Council Development Plan
CID:	Council Institutional Diagnosis
DD:	Divisional Delegate
EA	Enumeration Area
CMA	Medicalised Health Center (MHC)
COMINSUD:	Community Initiatives for Sustainable Development
CSPRO	Census and Survey Processing System
DMO:	District Medical Officer
DO:	Divisional Officer
FEICOM:	Council Support Fund for Mutual Assistance
GESP:	Growth and Employment Strategy Paper
GHS:	Government High School
GPS:	Geographic Positioning System
GS:	Government School
GSS:	Government Secondary School
GTC:	Government Technical College
LSO:	Local Support Organization
MINEE:	Ministry of Water and Energy
MINEPAT:	Ministry of Economy, Planning and Regional Development
PIB:	Public Investment Budget
PTA	Parent Teachers Association
PNDP:	National Community Driven Development Program
PVC:	Positive Vision Cameroon
NIS:	National Institute of Statistic
SDO:	Senior Divisional Officer
SCORECARD:	Citizen Reporting Card Mechanism
SPSS	Statistical Package for Social Science
SSI:	Semi Structured Interviews
VDC:	Village Development Committee

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## PREFACE

This project has come to foster citizens' participation in the development activities carried out by the councils and promote decentralization. Inclusive development with full community participation is the key propeller of economic growth especially in poor resource settings like the Elak Oku municipality. For this to be achieved a good number of initiatives must be combined with periodic follow up and a feedback mechanism to step up performance management which has become a legislative requirement for the private and public sectors. Institutions are looking to find a tool that can measure performance effectively. The scorecard helps to drive better performance. This leaves an allowance to present a compelling picture of performance that is undistorted by focus on an individual issue. This process points out what is missing by identifying gaps and it equally promotes good governance and participatory development.

It is because of the merits of the scorecard identified above that PNDP instituted this process which enables the population in councils to rate the performance of some public services. Elak-Oku council is among the 15 councils chosen from the North West Region for the implementation of the Scorecard in 2017. Some of the attractive areas subjects to be measured are the social and environmental considerations. During the Scorecard process, quantitative and perception-based information from a statistically representative survey were gathered for four key sectors, which are Water, Health, Education and Council Services. This report provides a comprehensive package that links objectives, methodology, results and the way forward together, in order to evaluate what is on ground and what needs to be improved upon.

The findings reflect the opinions and perceptions of citizens in Elak-Oku Council area and brings out the strengths and limitations of the services provided in the sectors under review. Recommendations are made and a plan of action is elaborated in order to correct the limitations of the services provided and increase the benefits of the population as concerns the four sectors. This exercise will help policy makers to obtain credible feedback on user perspectives regarding service delivery, monitor service-delivery effectiveness in the sectors, provide incentives for continuous improvement over time, and establish benchmarks to promote performance improvements as well as improve transparency and accountability for public service providers. It will also provide citizens with information that they can use to hold providers accountable for the efficient and equitable provision of services.

Summarily, the Scorecard is expected to strengthen the decentralization process in the council, by improving on the participation of the population as well as fostering good governance and accountability in the provision of services by the local and public authorities. It will subsequently be a tool that the council can use to empower participatory monitoring of its activities to ensure sustainability through transparency, accountability and informed decision-making.

The Lord Mayor, the Divisional Officer and the Authorities of the Elak-Oku municipality thank PNDP, COMINSUD and National Institute of Statistics (NIS) who have put so much work to realize this very important study that will propel participatory development in the sectors of Water, Health, Education and Council services in the nearest future.

**Mayor of Elak-Oku**



*Jerome Njoh*

## EXECUTIVE SUMMARY

The Citizen Reporting Card Mechanism (SCORECARD) is a study that translates the perception (vision, objectives, needs, challenges, and assessment of actions) of the people of a council area within a given period. The government of Cameroon came up with 28 sectors each with a strategic vision that if arrived at will plunge the country to emergence by 2035. Government will through these sectors, transfer powers and resources to local councils who will then be responsible for the management of the resources and implementation of projects. Priority social sectors have been selected; sectors that the government knows will directly affect the lives of Cameroonians of all spheres of live, thus improving on their socio-economic situation.

The main strategy of making development community-driven is to make sure that all actors fully participate at the various levels. The citizen control mechanism was put in place to facilitate community ownership of development projects. The scorecard program was done with the help of questionnaires that captured the perceptions of households about the projects implemented in priority sectors for the past years. Citizenship reporting card mechanism for public action” (Scorecard) was conducted with the global objective to capture the populations’ perceptions about their level of satisfaction with public services delivery in the priority sectors in order to promote good governance at the local level thus ensuring increase efficiency in public action The data for this survey was collected using primary means and was analysed using CSpro and SPSS software.

The Scorecard study was carried out using a participatory approach with information collected from the sample population in all the villages and urban areas; by 10 enumerators who have lived in this municipality for long, with a supervisor ensuring that a perfect job is done. The information was then consolidated, problems identified, and solutions proposed. PNDP, NIS and other partners provided technical services to the Community Initiatives for Sustainable Development (COMINSUD) who facilitated the execution of Scorecard for Elak-Oku council. Data for the elaboration of this study were collected between September 2017 and October 2017.

From the findings of this study, it is revealed that water is available to more than half the households daily with about ¾ of the population spending less than 15 minutes to fetch water. About 99% of the households use public water sources, among which about 67% have access to taps and 32% use springs/streams as their major sources. About 75% of households declare that the water they use is of good quality and they spent an average of 210 FCFA per month. Management and repair of water systems is mostly in the hands of water management committees. 52% of the households are dissatisfied with the potable water services, with reasons like frequent break down and limited water

points. A bigger need expressed by users amongst others is the need for more water points to be added within the municipality according to 82.5% of the households, while 52% expect the improvement of the management and quality of the water.

Health care service which is another basic need was observed during the study with key health units used by the population being integrated health centers (IHC), CMAs or hospitals and Private health centers with majority of top management staff being nurses. IHCs are the most used and closer to the population than the other health units are. Households seeking health care services move for over 30 minutes to access the nearest health care units. Most of the households (more than 80%) expects that more medical equipment should be added to health care units, and additional staff be transferred to the IHCs. Even though these health units have hospitalization halls and rooms, majority are still not well equipped. Some of the key concerns expressed by users include; far distances to access health services, default of staff and insufficient drugs amongst others.

Generally looking at the educational services, about 90% of households declare the villages in Elak-Oku municipality have at least a Nursery and a Primary school, with about 25% not having secondary schools according to the households. This thus implies that basic educational services are closer to the population than secondary, but the cost of education still seem high from households perception. Vocational educational is really lacking, with insignificant percentage of households declaring the availability of such institutions in Elak-Oku municipality.

Looking at the council and the services it offers at the council chambers to the Elak-Oku population, three key services were identified as most demanded being: the demand for birth certificates, certification of official documents and request for information from the council. According to the household, the council used more time to delivery these services. Notwithstanding, about 80 % of the households who demanded services from the council were satisfied with the services offered. There is still need for the council to improve on its communication to the public and involve the population in decision-making; this is what about 80% of the household expect from the council.

The Elak-Oku Scorecard study presents major axes of development for the council area while taking into consideration Cameroon's vision 2035. It focuses on priorities and the population perception on basic social sectors such as Water, Health, Education, and Council Services. The challenges, needs and proposed solutions of the people living in this area in terms of Water, Health, Education and Council Services; which is clearly elaborated by the people themselves. The Elak-Oku Scorecard study is realistic and should be taken as a development-reference document by the council, government technical services, financial partners, the community and other development stakeholders

# GENERAL INTRODUCTION

Citizen reporting card mechanism (SCORCECARD) is one of the widely used tool by advanced democracy and now Cameroon use it to encourage citizen participations in local developments of their councils. This based on two major scales of Equity and Performance in the council activities and actions, giving the population the chance to score their council activities; while expressing their perception with regard to four sectors of Water, Health, Education and council services. This activity is first carried out in Cameroon by PNDP 2010, with only one council from the northwest (Kumbo) and now this more elaborated phase in 15 councils in the North West, Elak-Oku inclusive.

This third phase which is regarded as the consolidated phase is more elaborated and scientific with partners like NIS, World Bank, councils, sectorial ministries concern, local authorities and selected Local Support Organizations (COMINSUD and PVC in the North West region) from the national to the regional levels.

The data collected in 320 households is cross checked by the supervisors to correct minor errors, submitted to PNDP, entered into CSPro software, analyzed, the results developed in to full reports; which are presented with recommendations and a way forward suggested to the Elak-Oku authorities and community at large. It is important to note that the crisis did not only prolong the time of data collection but it is very risky conducting the survey in some areas.

This report comprises of four chapters and sections. Chapters 1 and 2 are introducing the SCORECARD, its legal frame work and objectives, and the Elak-Oku council area. Chapter 3 portrays the results of the survey in four sections with tables and charts for proper understanding. This chapter contains five main sectors used in the six-page questionnaire;

- The background information: This to look at the age, sex and position of the individual in the household
- Water sector; it explains on the different water sources in existence, whether it is private or public, its quality; availability, accessibility, affordability, satisfaction and expectations according to the population perception currently.
- Health sector: This assesses the population perception on the types of health units nearest to them, their experiences with the said health unit (s) for the past six months, their preferred mode of treatment, quality; availability, accessibility, affordability, satisfaction and expectations vis a vis health services in Elak-Oku.
- Educational services; the various educational cycles (nursery, primary, secondary and vocational) that exist in village/quarter, the experience for those who have a household member attending any school, quality; availability, accessibility, affordability, satisfaction and expectations according to the population perception in 2016 (before this crises).
- Council services: This portrays different council services like birth certificates, building permit etc and seeks to assess the perception of those who have been involve with any of such service in the past one year(October 2016); the way they were treated, level of satisfaction and expectations of the Elak-Oku Council .

The need of improving the four sectors of water, health, education and council services is urgently needed as declared by the population in figures and percentages. Their dissatisfactions and expectations will help the authorities solve what they need the most with the limited available resources. Some recommendations were made which could help speed up the development of this area.



# **CHAPTER 1: FRAMEWORK OF DECENTRALISATION AND LOCAL DEVELOPMENT IN CAMEROON**

This Chapter gives a brief insight in the evolution and laws that have fostered and are still fostering decentralization and local development with focus on municipal councils. Currently the ministry of decentralization and local development is in charge.

## **1.1. LEGAL FRAMEWORK OF DECENTRALIZATION IN CAMEROON**

In Cameroon, decentralization constitutes the legal, institutional and financial means through which regional and local authorities operate to foster local development with the active involvement of the population. Through the devolution of powers to local entities, local development could be enhanced and a contribution made to the fight against poverty.

Decentralization is based notably on the Constitution embodied in Law No. 96/06 of 18 January 1996. On the strength of the provisions of article 55 of the said constitution, ‘decentralized local entities of the Republic shall be regions and councils. Decentralized local authorities shall be legal entities recognized by public law. The legislative body of regional and local authorities and their executives are responsible for promoting the economic, social, health, educational, cultural and sports development of such local councils, based on a role distribution principle established by the law.

According to section two (2) of the general provisions of LAW No 2004/017 OF 22 JULY 2004 on the orientation of Decentralisation, Decentralization shall consist of devolution by the state of special powers and appropriate resource to regional and local authorities. Decentralization shall constitute the basic driving force for promotion of development, democracy and good governance at local level. The objectives of the SCORECARD are very much in line with this law.

The government has gone ahead to enact laws in favour of the vision. Law No 2004/017 of 22 July 2004 fixes the general rules and regulations on decentralization and equally agrees that decentralization is principally the fundamental axis to promote development, democracy, and good governance at the local level. Art. 3 of this law states that the council has a general mission which is local development and the improvement of the living conditions of its inhabitants

## **1.2. PROMOTION OF LOCAL DEVELOPMENT**

Many partners have engaged in the promotion of local developments over the years. Partners like PNDP, FEICOM, NGOs and other international partners like World Bank, etc; have been great promoters of local economic developments. More prominently PNDP and its several projects and trainings for councils like Citizen Reporting Card mechanism.

Local Economic Development (LED) is the process by which public, business, and Non-Governmental partners work collectively to create better conditions for economic growth and

development. The aim of this is to improve the quality of life for all. In this respect, collective projects are organized and supervised by the council since it is its duty to promote the economic, social, health, educational, cultural and sports development of the Council Area. This duty is bestowed upon all councils by Law N0 2004/018 of 22 July 2004. According to sections 15, 16, &17 of this law; councils have the power to foster development in the following ways:

- Developing local agricultural, pastoral, handicraft, fishing and farming activities.
- Development of local tourist attractions.
- Building, equipment, management and maintenance of markets, bus stations and slaughter houses.
- Protection of underground surface and water resources.
- Constructing and maintaining unclassified rural roads.
- Contributing to the electrification of areas inhabited by the poor.

Like in most rural areas of Cameroon, the main occupation of the population of Elak-Oku is agriculture. From farming and livestock activities and the extraction of local building materials (sand, stones, timber), they are able to take care of the basic consumable needs of the household while surpluses are sold. The money is used for the education of children and to procure manufactured goods as well as provide shelter for their families. Incomes of household heads range from less than 10,000 FCFA to more than 100,000 FCFA monthly. The low level of household incomes partly accounts for poor living conditions of the inhabitants. Elak-Oku council promotes the local economic development by ensuring that all communities have access to basic social facilities. This is illustrated in the table below.

**Table 1: Contribution of the council to Local Economic Development**

Sector	Activities of the inhabitants	Support provided by the Council
Education	Opening of lay private schools	Provision of PTA teachers Provision of didactic materials to schools Provision of scholarships to poor and needy
Health	Vaccinations, consultations, medicine stores management,	Provision of mutual health schemes to the council area, provision of health equipment to the health units
Water and Energy	Building of tanks, Boreholes, Wells, rural electrification	Protection of water sources, Training of water management committees Planting of water friendly trees Extension of potable water and electricity to communities
Trade	Marketing of products	Ensure security of goods Provision of market spaces

		Facilitation of loan schemes
Agriculture	Farming, crop production Rice production, fishing, Wood extraction	Promote sale of products through annual agricultural shows Provision of farm inputs to farmers every season. Provision of storage facilities Opening of farm to market roads
Mines and Industrial development	Sand and stone Extraction, building and construction	Insurance schemes, opening of roads to sand and stone pits,
Governance	Civil registration Elaboration of council development planning process, Promotion of sporting activities	Assisting the vulnerable to establish birth certificates, Sponsoring sporting activities at council level, Provision of holiday jobs to students, Employment of inhabitants to execute temporal projects of the council
Environment and Nature protection	Tree planting campaigns for environmental protection	Provision of trash cans, Provision of public toilet facilities, Creation of dump sites, Provision of trees to fight land degradation environmental management campaigns

### 1.3. BRIEF PRESENTATION OF ELAK-OKU COUNCIL

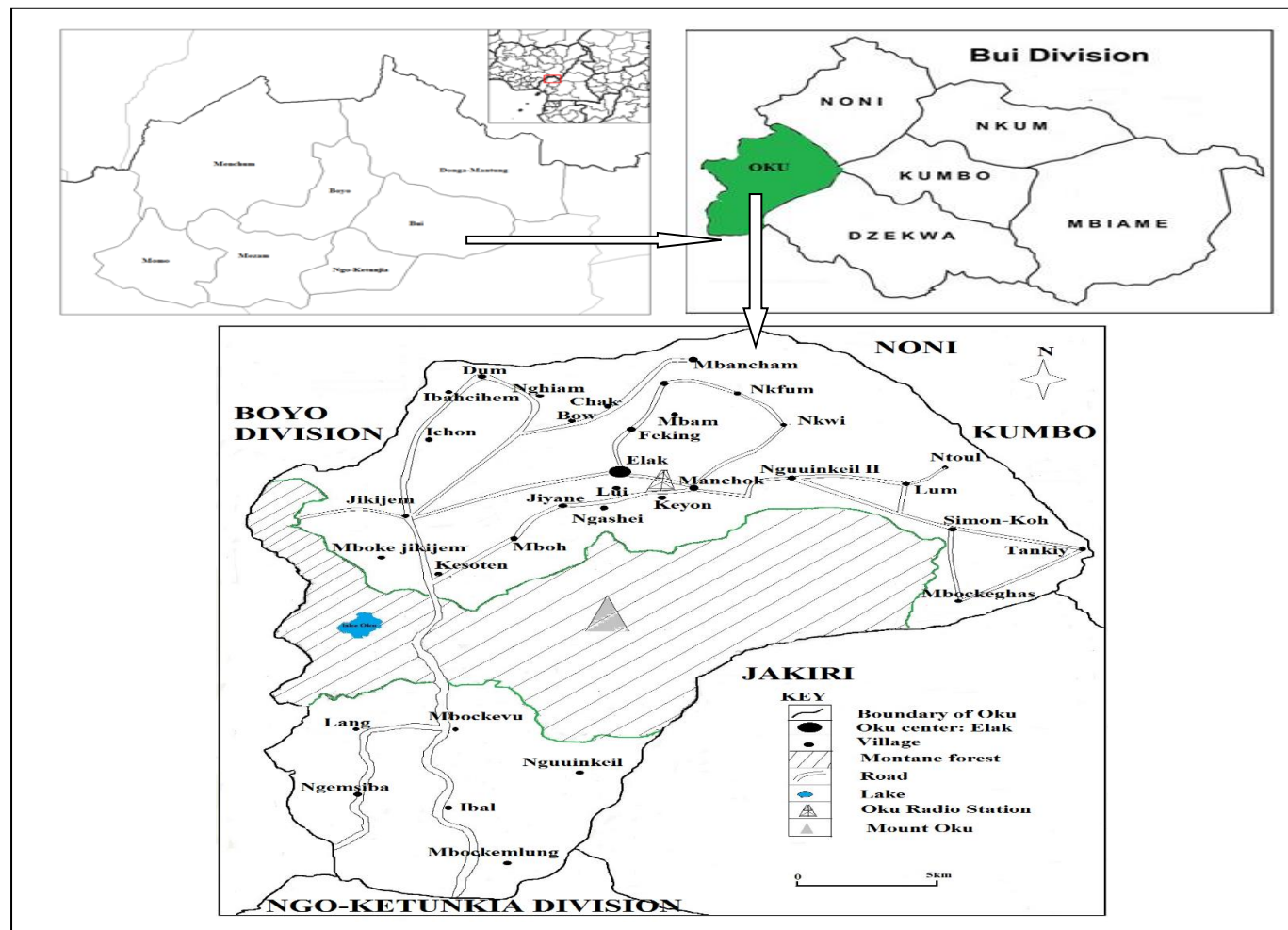
Elak-Oku council has the same territorial boundary as Oku Sub Division. It is located in Bui Division of the North West Region of Cameroon. It is bounded to the north by Noni and Kumbo councils, to the south by Ndop council, to the east by Jakiri council and to the west by Fundong council. The surface area is estimated at 372.50km<sup>2</sup> made up of 35 villages.

#### 1.3.1. Demography and Socio- economic

According to the third generation population and housing census (BUCREP), Elak municipality has a population of 87,790 inhabitants on a surface area of 3750.50km<sup>2</sup> distributed in 35 villages. Women constitute 51.6% while men constitute 48.4% of the population. The population of the council area is stratified into children, youths, adults and the old. The council area has a vibrant and active population that consists of youths between the ages 15 to 35. The majority of the population within the council area comprises children within the ages of 0-5 and 6-16 years. The rate of emigration is high amongst the youthful population between 18 to 35 years. During the village diagnosis, the people gave what they have as their population.

Elak-Oku makes a lot of money from its white honey that is widely appreciated in Cameroon and the world at large; Touristic site like the Lake Oku and several waterfalls are some sites for touristic attractions. The map of Elak-Oku better illustrate the locality and description of this municipality

**Map 1: The map of Elak-Oku illustrating its vicinities and its location within the North West**



### 1.3.2. Assets, potentials and constraints of the biophysical environment

The Elak-Oku municipality has significant biophysical features that define the area. Some assets, potentials and constraints identified within the area are presented in table 4 below:

### 1.3.3. Vulnerable populations in Elak-Oku Municipality

The council area has vulnerable persons who are physically and mentally handicapped. These vulnerable persons are found in Elak, IchimManchok, Jiyane and Mbam villages. The number of orphans is quite high in these villages (2312 according to CDP 2011).

The Mbororo's who are equally a vulnerable group has a high population densities in four villages as follows; Mbocknghas 600, IbalArdorate 325, Ngemsiba 236 and Ibalichim 107 (according to CDP 2011)



**Table 2: Assets, potentials and constraints of the biophysical milieu**

<b>Assets</b>	<b>Potentials</b>	<b>Constraints</b>
Warm humid climate	<ul style="list-style-type: none"> <li>Provide suitable condition for growth of both annual and perennial crops like coffee, maize, beans, potatoes, tomatoes.</li> <li>Favours the rearing of animals</li> </ul>	<ul style="list-style-type: none"> <li>Crop pest and disease</li> <li>Insect pest</li> </ul>
Rainfall (3050mm/annum)	<ul style="list-style-type: none"> <li>Cultivate crops</li> </ul>	<ul style="list-style-type: none"> <li>Excessive erosion</li> <li>Accelerate road degradation</li> <li>Leaching of soil nutrients</li> </ul>
Soil types Volcanic and ferralitic soils	<ul style="list-style-type: none"> <li>Fertile soils for agricultural production of crops</li> <li>Cattle pasture reserves</li> <li>Good for construction</li> </ul>	<ul style="list-style-type: none"> <li>Soil erosion</li> <li>Heavily leached</li> <li>Unimproved farming techniques</li> <li>Reduced soil fertility</li> <li>Rocky terrain</li> </ul>
Pasture zone	<ul style="list-style-type: none"> <li>Grazing of cattle, goats and sheep</li> <li>Richness in biological diversity</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in grazing land</li> <li>Bush fires</li> <li>Over grazing</li> <li>Soil compaction and degradation</li> </ul>
Water bodies (streams, springs and lake)	<ul style="list-style-type: none"> <li>Water source for domestic activities</li> <li>Touristic sites</li> </ul>	<ul style="list-style-type: none"> <li>Unprotected water catchments</li> <li>Silting/sedimentation</li> <li>Pollution</li> <li>Bank erosion</li> <li>Planting of unfriendly trees like eucalyptus</li> <li>Felling of water loving trees</li> <li>Inaccessibility</li> </ul>
Fauna	<ul style="list-style-type: none"> <li>Existence of forest species</li> <li>Touristic site</li> <li>Source of income (bees)</li> </ul>	<ul style="list-style-type: none"> <li>Habitat destruction (clearing, hunting and burning of forest)</li> <li>Extinction of forest species</li> </ul>
Minerals (sand, stone, laterite)	<ul style="list-style-type: none"> <li>Construction of houses</li> <li>Exploitation by local population for income generation</li> <li>Used for road construction</li> </ul>	<ul style="list-style-type: none"> <li>Irrational exploitation</li> <li>Illegal exploitation</li> <li>Inaccessibility</li> <li>No land filling of abandoned quarries</li> </ul>
Forest reserves (Oku plant life sanctuary)	<ul style="list-style-type: none"> <li>Exploited by local population for NFTP's</li> <li>Water catchment protection</li> <li>Timber</li> <li>Fuel wood and Charcoal</li> <li>Traditional values</li> <li>Bee farming</li> <li>Used for construction</li> </ul>	<ul style="list-style-type: none"> <li>Encroachment</li> <li>Uncontrolled bush burning</li> <li>Illegal exploitation</li> <li>Rapid deforestation</li> </ul>
Protected areas (community forest, shrines and	<ul style="list-style-type: none"> <li>High degree of biological diversity</li> <li>Touristic sites</li> <li>Research areas</li> </ul>	<ul style="list-style-type: none"> <li>No management plan</li> <li>Encroachment by farmers and grazers</li> <li>Some wildlife species near extinction</li> </ul>

wetlands)	<ul style="list-style-type: none"> <li>▪ Water reservoir</li> <li>▪ Customary right benefits for the population</li> <li>▪ Tapping of palm wine</li> <li>▪ Bee farming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Destruction of bio habitats by man</li> </ul>
Relief (mountain)	<ul style="list-style-type: none"> <li>▪ Touristic site</li> <li>▪ Sport infrastructure (Mt Oku race)</li> <li>▪ High degree of biological diversity</li> <li>▪ Water source for many streams</li> <li>▪ Rich volcanic soils</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land degradation (erosion)</li> <li>▪ Extinction of wildlife species</li> </ul>

Source: CDP Elak-Oku 2011

### 1.3.4. Mineral Resources

It is obvious that valuable resources are to be found beneath the surface of the earth in the form of minerals. No formal research has been carried out to discover the type of minerals found in this area. The council area is endowed with basaltic granite and sand which is dug from quarries. There also exist huge deposits of gravel along the Elak Ibal road which is used for road construction. The inhabitants of this community also exploit these minerals for their welfare and construction of houses.

### 1.3.5. Tourism

Elak municipality has numerous touristic sites both natural and manmade. These sites include;

- Lake Oku, Kilum mountain forest reserve, Ijim mountain, Kedse water fall
- Tolon water fall, Enfwe water fall, Kenshing water fall, Tankon water fall, Mbancham
- Oku fon's palace, Oku cultural and touristic centre, Lumutu shrine
- Oku area cooperative union Ltd, Oku honey cooperative society Ltd, Oku paper industry
- Caves (mbvekyeafon, mbvekngailai, mbvektafon, tongkol, mbvekmawes, kinaki , efiane , ekak , and emfee)

Worth noting is the fact that the government has not developed any tourist site that can be controlled in this municipality.

## **CHAPTER 2: METHODOLOGICAL FRAMEWORK OF THE SCORECARD STUDY**

This chapter presents the context and the methodology implemented during the realization of the SCORECARD survey in the North West Region. The chapter is composed of the following six sections: the objectives of the survey, the constitution of the sample, the distribution of the sample, the collection tools, the training of the data collection agents and the collection of the data, the computerisation (through data entry) and the exploitation the data collected data.

### **2.1. Context of the Study**

PNDP, in implementing activities to promote community development, has developed numerous strategies to reach out to the bottom stakeholders. The main strategy of making development to be community-driven is to make sure that all actors fully participate at the various levels. The citizen control mechanism is put in place to facilitate community ownership of development projects.

This is done in the form of beneficiary questioning and perceptions about the projects implemented in priority sectors for the past one year. It is realised that households are better placed to present the true picture of how the councils as well as some service departments have been trying to promote local economic development. Through this study, the respondents would have to propose immediate actions that will be put in place to sustain local economic development in their respective communities, which will be the best way of achieving effective decentralisation in Cameroon as a whole.

### **2.2. Objectives of the SCORECARD**

The global objective of this study is to capture the populations' perceptions about their level of satisfaction with public service delivery in the targeted sectors to promote good governance at the local level, ensuring increase efficiency in public action. This means ensuring that best public services are offered, public policies are well conceived and designed and provisions are made to ensure that the voice of the vulnerable and marginalized population is heard.

In a specific way, the program had to accompany the council in achieving the following word is missing here:

- Appreciate the population's perception on public services in the targeted sectors (Water, health, and education as well as council services).

- Build the capacities of councils, enabling them to capitalize on the lessons learnt and effect changes, following the results of the operation.
- Empower councils and local development actors with the capacity to replicate this operation after successive periods.

**The different steps for the realization of the citizen reporting card mechanism for public action are as follows**

- 1- Putting in place supervision and the technical committee for the operation.
- 2- Launching workshop (Regional and Council levels) and negotiation of the involvement of stakeholders.
- 3- Recruitment and Training of the surveyors
- 4- Collection and typing of data
- 5- Treatment and analysis of data.
- 6- Elaboration of reports.
- 7- Diffusion of information, lessons learnt and negotiation for changes.

Secondary data was also used for this study. This data was sourced from existing documents like the recent council development plan of Elak Oku.

## **2.3. Sampling Methodology and Data Collection**

### **2.3.1. Drawing of samples**

The Scorecard study is designed to obtain estimates of household satisfaction indicators with respect to the following sectors at the level of the councils: Water, Health, Education and Council Services. In the North West Region (NWR), 15 councils were involved namely: Ndop, Tubah, Ndu, Nkambe, Kumbo, Jakiri, Bafut, Wum, Mbengwi, Batibo, Fundong, Belo, Santa, Balikumbat and Oku. The criteria for selecting the participating councils includes: Council's size of administrative account for 2016, the population size, and making sure that all Divisions are represented.

The sampling frame used consists of the Enumeration Areas (EAs) of the cartography of the Fourth Cameroonian Survey (ECAM 4) and its Complementary Survey (EC-ECAM 4) carried out by the National Institute of Statistics (NIS). The Scorecard sample is a stratified one drawn at two stages. The different strata are obtained by combining the 159 concerned councils for Scorecard and their corresponding two strata of residence (semi-urban / urban, rural), which gives a total of 318 defined survey strata.

In the first sampling stage, 2,276 EAs (including 276 from the NWR) were drawn all over the national territory with a probability proportional to the number of households. In the second stage, a fixed number of households was selected in each of the EAs that were retained at first stage. This

number ranged from 7 to 34 according to the EA sizes (in terms of number of households numbered during the ECAM or EC-ECAM 4 cartographies) in the NWR.

The national sample size of the Scorecard survey is 49,600 households (of which are 4,802 households in the NWR) which is divided into about 320 households per council. A household in the context of Scorecard is an ordinary household (as opposed to collective households such as boarding students, military barracks, long-term patients interned in hospitals, religious in convents/seminaries/monasteries/nunneries, prisoners, street children or children living in orphanages, etc.) residing in the national territory.

### 2.3.2 Data Collection

The 4,802 households sampled in the NWR were distributed among 276 sampled Enumeration Areas(EAs). Out of the total sampled households and EAs<sup>1</sup> in the Region, the *Elak-Oku* had **320** households distributed among **18** EAs. At the end of the conduct of the SCORECARD survey, all EAs were covered and out of the **320** sampled households drawn from this council area, **311** households were successfully identified and interviewed, giving a coverage rate of **97.18%**. The table below provides a breakdown of the number of EAs, sample households and households successfully interviewed by councils in zone 12 of the North West Region.

#### 2.3.2.1. Sample size and distribution of the sample

The choice of the sample size of a household survey such as the Scorecard is a compromise between what is required from the point of view of the accuracy of sampling and what is feasible from the point of view of practical application (e.g. budget, field and administrative persons, technical resources, quality control, time constraints, management, sustainability, etc.). The larger the sample size, the more accurate the survey estimates are and therefore the sampling errors are reduced.

The SCORECARD study targeted a representative sample of about 320 households. This survey was based on the same EAs as those selected during the Complementary Survey of the 4<sup>th</sup> Cameroon Household Survey (EC-ECAM 4) in 2016, which selected a maximum of 20 EAs per council. For this purpose, for municipalities that selected 20 EAs during EC-ECAM4, 16 households were selected by EAs to be interviewed within the framework of Scorecard. For municipalities with less than 20 EAs, the sample of about 320 households in the municipality was distributed proportionally to the EAs according to the number of numbered households per EA during the EC-ECAM4 survey.

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<sup>1</sup>An EA is a portion of the territory bounded by visible details and in principle contains between 700 and 1,100 inhabitants, or between 140 and 220 households on average. For the purpose of the 3<sup>rd</sup> GPHC, the Cameroonian territory was divided into 17 800 EA which constitute the basic observation units

### 2.3.2.2. Sample Base and Selection of Clusters

The drawing of the SCORECARD sample was based on that of the EC-ECAM4, which was based on the results of the last General Population and Housing Census in 2005 (3<sup>rd</sup> GPHC 2005) in Cameroon. The base for drawing the primary sampling unit for Scorecard is the same as the base for drawing the primary sampling units for the EC-ECAM4 survey which resulted from a two-stage sampling.

In the first stage of the EC-ECAM4 sampling, the census enumeration areas (EAs) constituted primary sampling units (PSUs) and were selected in each council using systematic drawing procedures with probabilities proportional to the sizes (PPS sampling with the size being the number of households per EA). The first stage of sampling was thus done by choosing the required number of enumeration areas in the council. At the second stage, a fixed number of households was drawn according to the systematic sampling method with equal probabilities.

### 2.3.2.3. Selection of Households

The household lists were prepared by the field enumeration teams for each Enumeration Area during EC-ECAM 4. Households were then numbered in a sequential order from 1 to n (where n is the total number of households in each enumeration area) at the offices of the National Institute of Statistics, where the selection of a fixed number of households in each enumeration area was conducted using systematic random selection procedures.

The table below provides a breakdown of the number of EAs, sample households and households successfully interviewed by councils in zone 12 of the North West Region.

Table 3: Distribution of the number of sampled EAs and households by council.

Council	Number of EAs			Number of households previewed in the sample	Number of households successfully interviewed	Coverage rate of households successfully interviewed (%)
	Urban/Semi-urban	Rural	Total			
Balikumbat	3	17	20	320	296	92.5
Jakiri	6	14	20	320	290	90.6
Kumbo	19	0	19	321	278	86.6
Ndop	9	9	18	321	307	95.6
Ndu	4	16	20	320	279	87.2
Nkambe	5	15	20	320	306	95.6
Oku	6	12	18	320	311	97.2
<b>Total</b>	<b>52</b>	<b>83</b>	<b>135</b>	<b>2242</b>	<b>2067</b>	<b>92.2</b>

Source: SCORECARD, PNDP North West Region, 2018

### 2.3.3. Questionnaires and Manuals

The collection tool adapted from the first SCORECARD survey conducted in the pilot Councils in 2017 served as reference material. A questionnaire is thus developed with its instructions manual for the interviewers (see attached questionnaire). This questionnaire was administered to the household head or his / her spouse, or to any other adult (15 years or above) household member, included the following sections:

- Signage: Household identification
- Potable water
- Health
- Education
- Council services

### 2.3.4. Recruitment and Training of data collectors and Fieldwork

The recruitment of the enumerators was done by studying the application documents of the candidates who applied as field agents for the conduct of the interview. The call for candidacy for this activity was elaborated by PNDP and was opened to any Cameroonian of any sex, having at least a GCE Advanced Level Certificate or a Baccalaureate or any other equivalent diploma, and whose places of origin should be the council of interest he/she intends to work. The pre-selection of the interviewers for the Elak Oku municipality took place at council premises by a mixed commission made up of the Mayor, the Civil Society Organizations (CSOs) and PNDP.

The training of the pre-selected candidates for the final selection of interviewers or controllers for the fieldworks was done in 06 days where by 2 groups of persons were trained for 3 days each in two different chosen centres:

- **Ndu training centre:** for the training of pre-selected candidates from the Nkambe, Ndu and Kumbo Councils.
- **Ndop training centre:** for the training of the pre-selected candidates from the Jakiri, Ndop, Oku and Balikumbat Councils.

The training included presentations on interview techniques and the contents of the questionnaires; and simulations of interviews between the pre-selected interviewers to gain practice in the art of asking questions during an interview. Towards the end of the training period, candidates spent time to practice simulated interviews in Pidgin English, in English and in the various local languages spoken in the concerned councils. On the emphasis laid on field practice, a day is dedicated to this practical phase of the training in order to make the field agents confront the realities on the field.

The data was collected by 15 teams, with each team working in one of the 15 selected councils. In each council, a team consisted of a council supervisor and 10 field agents (8 interviewers and 2 controllers) divided into two subgroups of 5 persons, with each subgroup headed by a controller. Each council had 7 days of fieldwork for the data collection, but due to conflicts in villages in Elak-

Oku, it prolonged the process 10 days. The 10 days of fieldwork, for the *Elak-Oku* council started on 13<sup>th</sup> October 2017 and ended on *13<sup>th</sup> and 23<sup>rd</sup> of October 2017*.

For various reasons, several households sampled could not be interviewed during the normal collection period and consequently, a catch-up organized for the location and interviewing of those temporarily absent households. This activity is done from the *20<sup>th</sup> of October 2017* to the 23<sup>rd</sup> of October 2017. The purpose of this activity is to improve on the success rate of responses from households.

#### **2.3.5. Community sensitization and awareness.**

The community sensitization and awareness phase is a very important activity in an investigation. It is decisive for community membership in collection operations. During the data collection of the SCORECARD survey, it consisted of informing the administrative authorities (Senior Divisional Officers, Divisional Officers) and the municipal, traditional and religious authorities of the collection process in their various constituencies. This sensitization activity started at the council level with project launching workshops. Then, introduction letters issued by the administrative authorities were drawn up and the media were put to use for the reading and dissemination of these messages carried in the letters. It continued during data collection by the supervisors of the different municipalities.

#### **2.3.6. Data processing**

Data entry and processing is done using the software version 6.3 of CSPro. The agents selected for the data entry attended a 3-day training course to familiarize themselves with the operating tools (questionnaires, data entry application) of the SCORECARD survey. The actual entry started on November 20<sup>th</sup>, 2017 and ended on December 7<sup>th</sup>, 2017. In order to ensure quality control and to minimize typing errors, all the questionnaires were double entered and internal consistency checks were performed. The errors detected were systematically corrected.

Following the data treatment, the analysis tables were produced by the programs developed by the NIS as part of the SCORECARD survey according to the tabulation plan established by PNDP.



## **CHAPTER 3 : MAIN RESULTS OF THE SURVEY AND RECOMMENDATIONS FOR IMPROVEMENT**

This chapter has five sections which constitutes key aspects of the study. The five sections are background information, water, health, education and council services. Each section is made up of tables, charts, explanation and recommendation base on the result of the survey. Remember this survey captures the perception of households in Elak-Oku Municipality.

### **3.1. Presentation of the sampled population**

For development to be community-driven, all actors must fully participate at various levels. During the Scorecard survey, gender was adequately mainstreamed given that the survey targeted household or respondents who could either be male or female. Within the context of this work, a household refers to a person or a set of persons with or without family links, who live together under the same roof (house, compound etc.) and who generally share their meal together, put part or all of their incomes together in order to meet their needs. They recognize the authority of one person amongst them who is referred to as household head. The household is an observation unit put in place to assess the sector/council achievements in the targeted sectors. Here the household head is considered to be the direct beneficiaries of services provided in the sectors involved with the survey and who have the mandate to evaluate the delivery of these services by the council. A respondent is the person who actually provides responses to the questions of the survey.

Both the respondents and household heads varied in age group and in gender, and information on these two variables were collected during the survey.

#### **3.1.1. Characteristics of respondents**

Both sexes and of all age groups, except minors took part in this survey, with different level of participation as rated in percentages. Households across most of the villages of this municipality were interviewed. From Iba through Iba Adorate to Mbueve to Lui, Elak, right up to Mbam and the rest of Villages; the household who were selected randomly with a software took part in this survey; without any bias or discrimination.

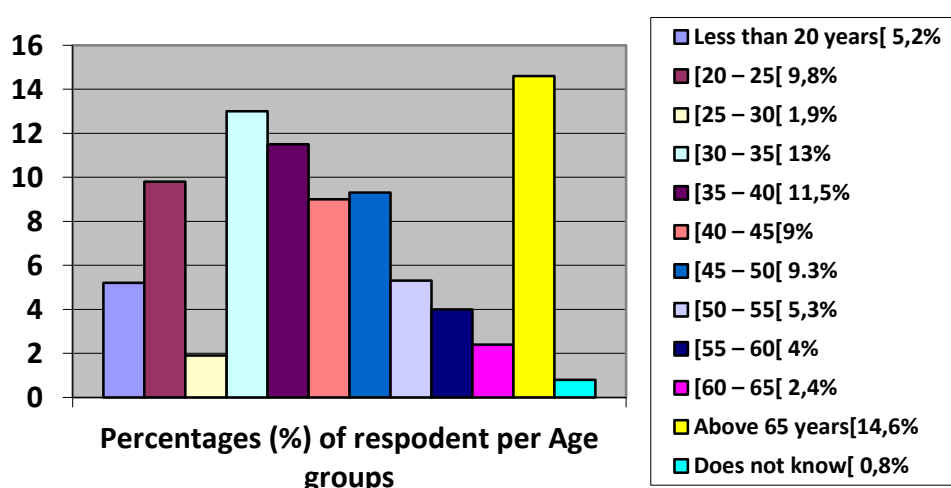
##### **3.1.1.1. Distribution of Respondents according to age**

The respondents of this municipality cut across all the age groups, showing that every age group was captured in the community; however, persons above 65 years participated the most recording (14.6%). The bar chart below shows a clear picture of entire respondents.

**Table 4 :** Partitioning (%) of the council population per sex and age group in *Elak-Oku Council*

<i>Age groups</i>	<b>Percentages (%) of respondents</b>
<i>Less than 20 years[</i>	5.2
<i>[20 – 25[</i>	9.8
<i>[25 – 30[</i>	14.9
<i>[30 – 35[</i>	13.0
<i>[35 – 40[</i>	11.5
<i>[40 – 45[</i>	9.0
<i>[45 – 50[</i>	9.3
<i>[50 – 55[</i>	5.3
<i>[55 – 60[</i>	4.0
<i>[60 – 65[</i>	2.4
<i>Above 65 years[</i>	14.6
<i>Does not know[</i>	0.8
<i>Men</i>	<b>42.7%</b>
<i>Women</i>	<b>57.3%</b>
<b>Total</b>	<b>100%</b>

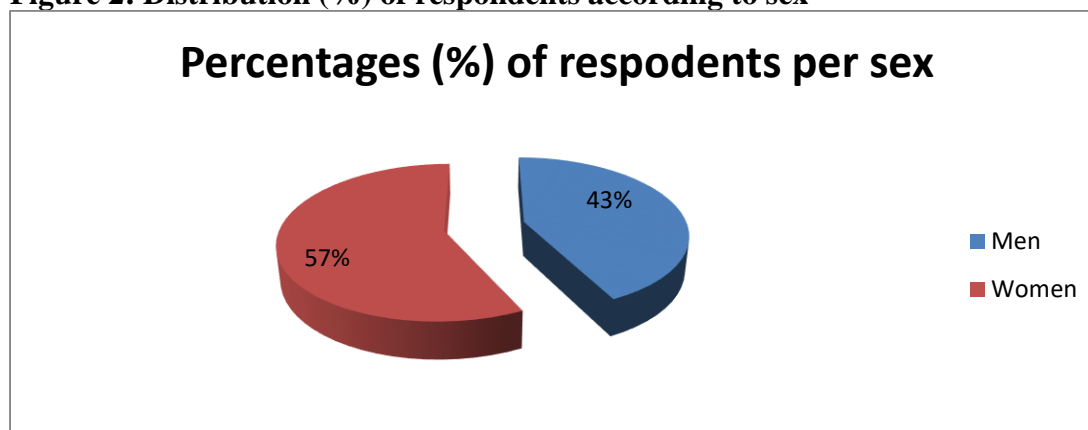
Source: SCORECARD survey, Elak-Oku council, November 2017

**Figure 1:** Distribution(%) of Respondents according to age groups in Elak oku

### 3.1.1.2. Distribution of Respondents according to sex

As regarding gender, more women took part in this activities than men, in every 10 households, 6 were women and 4 were men. The pie chart below illustrates this more conveniently. 43% men and 57% women.

**Figure 2: Distribution (%) of respondents according to sex**



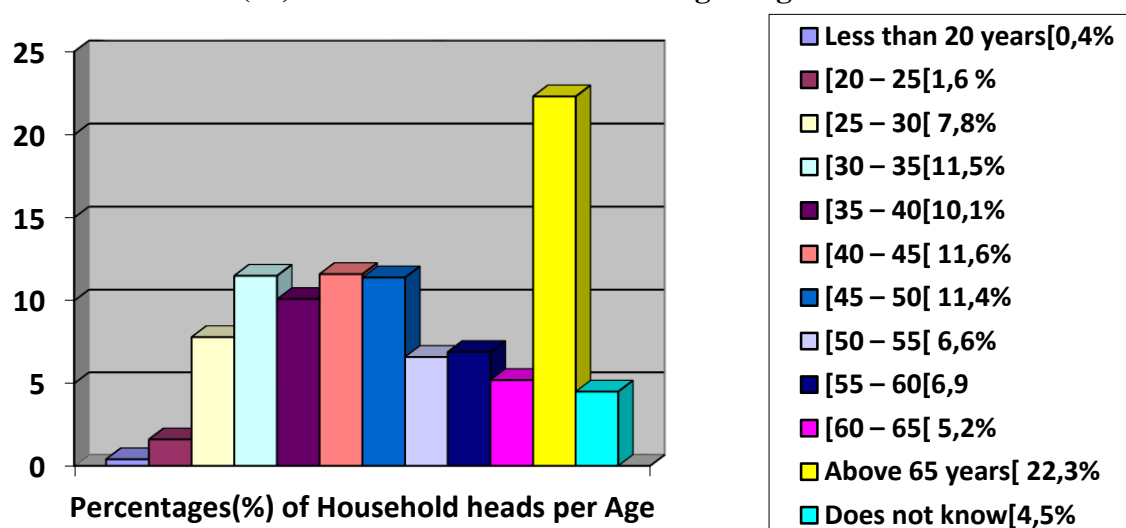
### 3.1.2. Characteristics of the household heads

In the survey, household members of various ages and sexes were household heads. A household head is a household member who represents the household, as shown on the tables and charts below.

#### 3.1.2.1. Distribution (%) of Household heads according to Age

According to the results of this survey, persons of more than 30 years old were households heads. persons of less than 30 years of age were only 9.8%; that is 1 person in every 10 household age is below 30, perhaps because most are still in school. Persons of more than 65 years constituted most of the household heads 22.3%.

**Figure 3: Distribution (%) of Household heads according to Age**

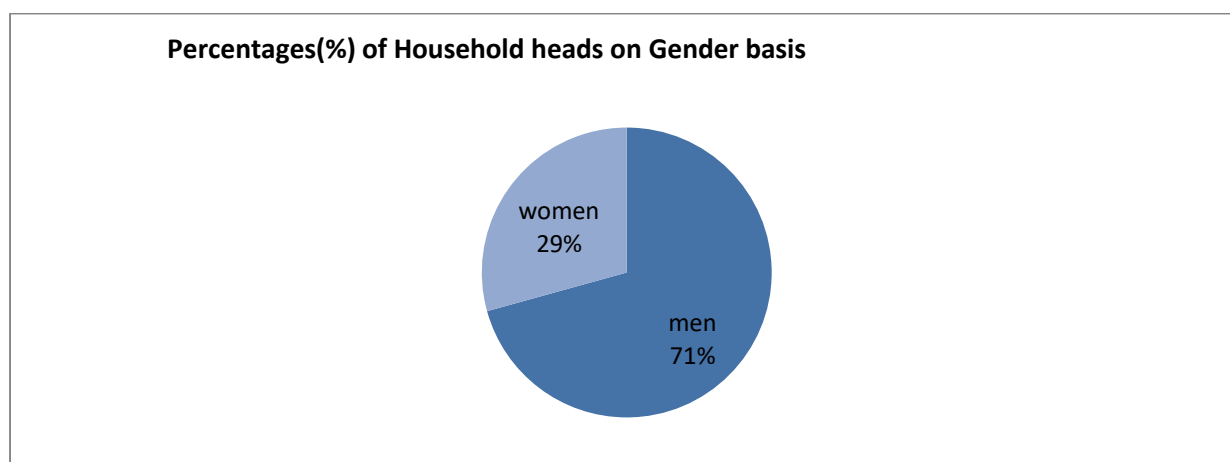


Source: SCORECARD survey, Elak-Oku council, November 2017

#### 3.1.2.2. Distribution (%) of Household heads according to sex

As usual in our African context, more men constituted more of the household heads than women, men 71% and women 29%. That is in every 10 household heads, 7 are men while 3 are women.

However it is very encouraging to see women representing the family, it's a sign of gender equality that the world bank encourages. The pie chart below helps us to better understand this literature.



**Figure 4: Percentages of Household heads according to Sex**

### 3.2. WATER SECTOR

Access to safe drinking water is essential to health, a basic human right and a component of effective policy for health protection. The importance of water for health and development has been reflected in the outcomes of a series of international policy forums. This include the adoption of the Sustainable Development Goals by countries, in 2015, which include a target and indicator on safe drinking-water (SDG No.6)

Further, the United Nations (UN) General Assembly declared in 2010 that safe and clean drinking water and sanitation is a human right, essential to the full enjoyment of life and all other human rights. These commitments build on a long history of support including the UN General Assembly adopting the Millennium Development Goals in 2000 and declaring the period 2005–2015 as the International Decade for Action, “Water for Life”.

Access to safe drinking water is important as a health and development issue at national, regional and local levels. In some regions, it has been shown that investments in water supply and sanitation can yield a net economic benefit, because the reductions in adverse health effects and health-care costs outweigh the costs of undertaking the interventions. Experience has also shown that interventions in improving access to safe water favour the poor in particular, whether in rural or urban areas, and can be an effective part of poverty alleviation strategies. This indicates the strong effect that access to quality water services has on local development.

In this light, the CRCM study carried out in the Elak Oku municipality to evaluate the perception of the households as concerns the availability and usage of water services, cost and quality of water services, appreciation of water services and the general appreciation by the households as concerns water services as well as the synthesis in the perception of services in the domain of water and suggested areas of improvement.

### 3.2.1. Availability and usage of water services

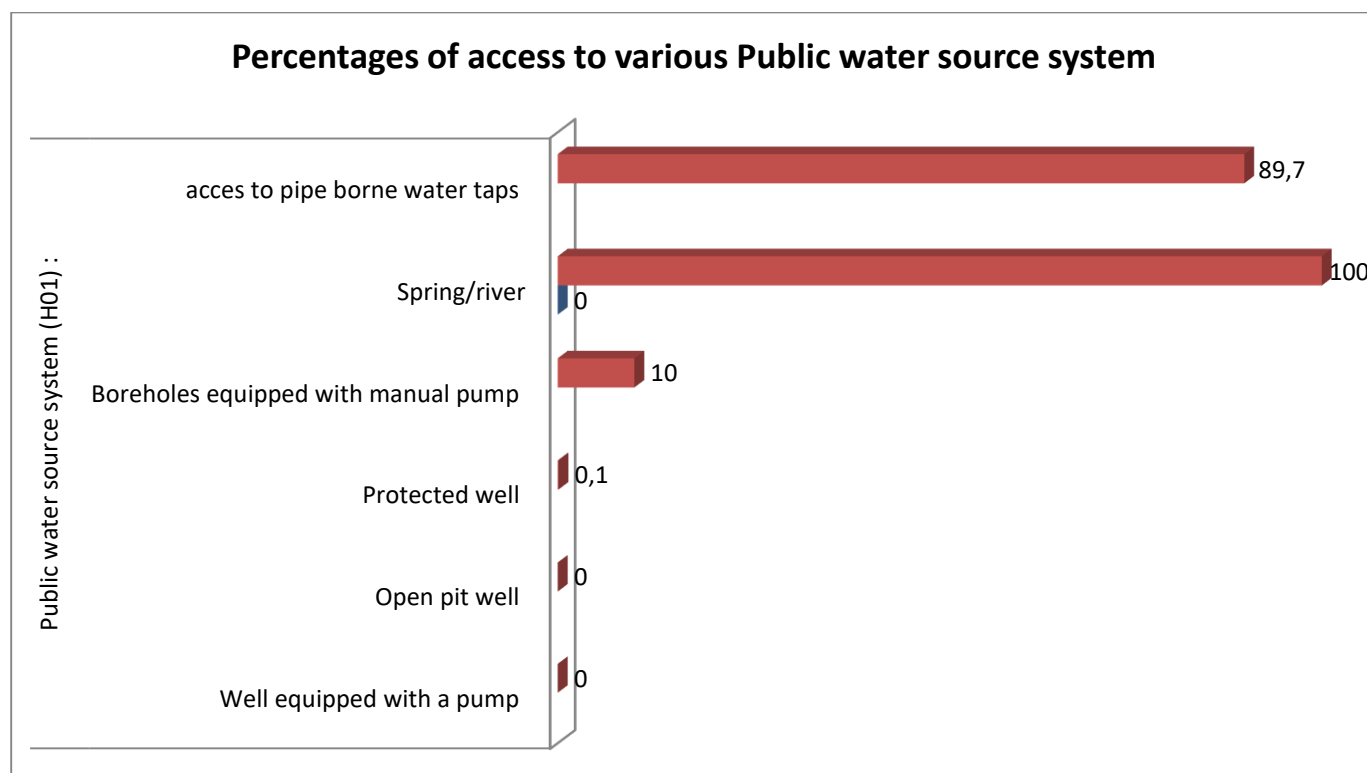
This section seeks to appraise the availability and use of water services by the households in the Elak Oku municipality. Availability of water is very important because for one to use water, he/she needs to get access to it. The availability and use of water services was appraised using the different public water sources available for and used by the households in the council area. The sources can either be improved or not. According to the WHO standards, an improved drinking-water source is one that by the nature of its construction and design adequately protects the source from outside contamination, in particular by faecal matter. The underlying assumption is that improved sources are more likely to supply safe drinking water than unimproved sources.

These water sources considered in this study include:

- **Well equipped with a pump:** This is a dug well that uses a pump as a means pulling up water. The well is usually covered and connected with a pump that pulls up water into a reservoir from where the users will access the water. It is an improved source of water for household use.
- **Open pit well:** This is a dug well without a cover to protect it. The means of carrying water here is by using a bucket attached with a rope, where the user can dip into the well to carry water and pull up. It is an unimproved source of water for household use.
- **Protected well:** It is similar to the open pit well but differs in the fact that it is covered for protection. It is an improved source of water for household use.
- **Boreholes equipped with manual pump:** a borehole is drilled by machine and is relatively small in diameter than a well. It can go deeper than a well and is attached a manual pump which the user uses to pump out water from the system. It is an improved source of water for household use.
- **Spring/River:** These surface water sources are flowing naturally in the environment. It is an unimproved source of water for household use.
- **Tap water (Pipe borne):** This water source is distributed by the aid of pipes with a tap being the outlet for the users to fetch water. It is usually treated, cleaned or filtered and meets up local established drinking water standards.

All of the households (100%) recognised the existence of Spring/River in their locality), 89.7% of the households says that tap(s) exist in their quarter/village while very few says that public water system like boreholes and wells exist in their quarter/ village. meaning that with little more efforts,taps will exist in every quarter/village in. The bar chart below shows a substle representation of the various public water sytems that exist in this municipality in perecentagesaccording to the households.

**Figure 5: Percentages on access to various public water sources**



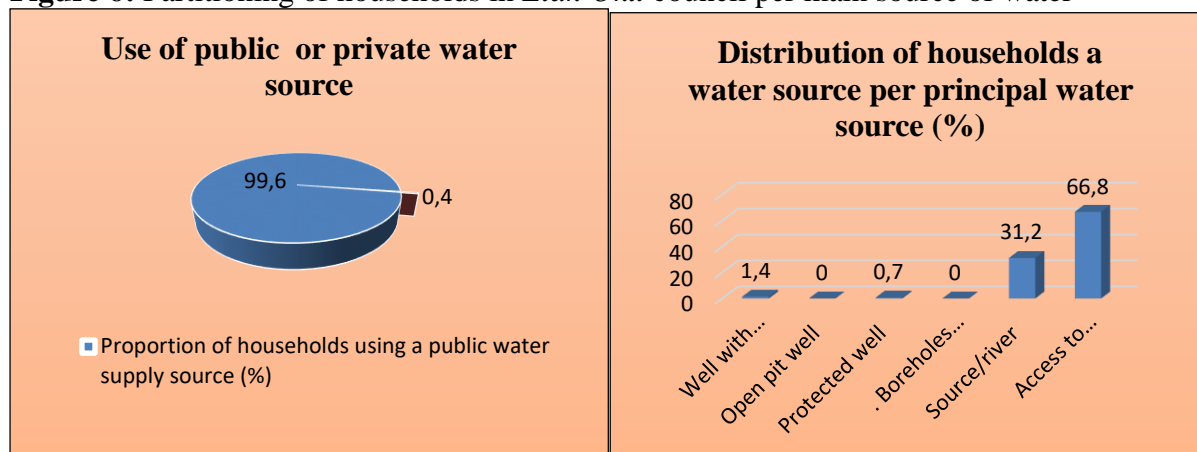
Source: SCORECARD survey, Elak-Oku council, November 2017

### 3.2.2. Distribution of households according to main water Supply Schemes

According to the survey, 99.6 % of the households in Elak-Oku declare that the main water supply source is owned by the public, while 0.4% use private supply source; this is good meaning that almost everybody have the right to the water source. This is illustrated by the pie chart below.

Also most households in Elak-Oku declare their main public water systems with the majority (66.8) have access to pipe born water as their main source, meaning that in every 10 households using water in Elak-Oku, about 7 of them are using pipe born water mainly. This is seconded by Spring/River which 31.2 % of the households used them as their main water source. Very few households use the other sources as their main water. For the fact that many people are still using spring/ river as their main water, which is usually of doubtful quality, there is serious need to improve access to pipe borne water. meaning that the pipe borne water points seems to be insufficient or it is inconsistent in supply. It will be beautiful for every body in this land have access to this precious liquid. The bar chart below shows a subtle representation of the various main public water systems and percentage of usage in this municipality.

**Figure 6:** Partitioning of households in *Elak-Oku* council per main source of water



Source: SCORECARD survey, Elak-Oku council, November 2017

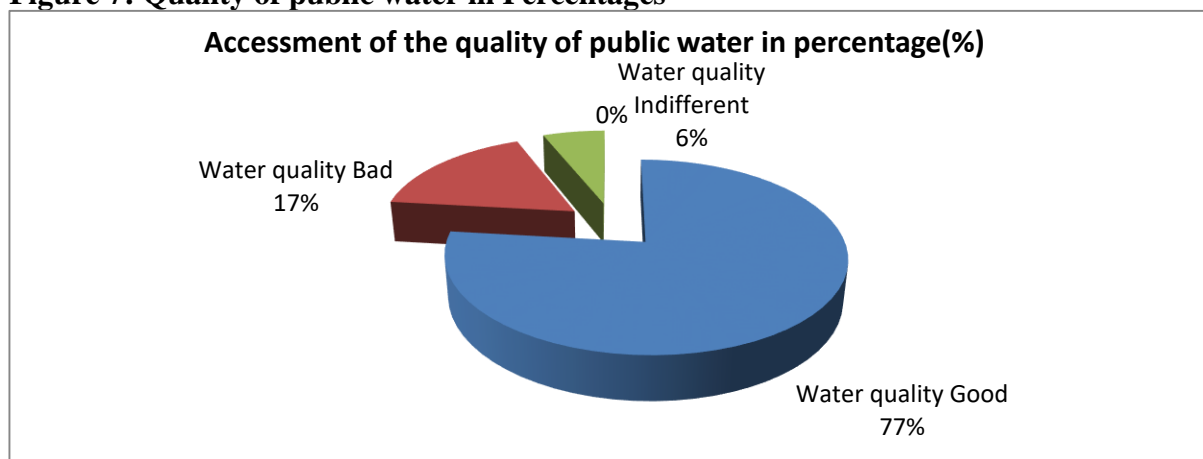
### 3.2.3. Cost and quality of water services

Eventhough water is said to be free to everyone when public, some charges are usually allocated to users so as to cover the cost of maintanance and others expenses; yet in some cases the government subsisdise this cost. Regarding the quality of water the various households have differing opinions as will be seen subsequently.

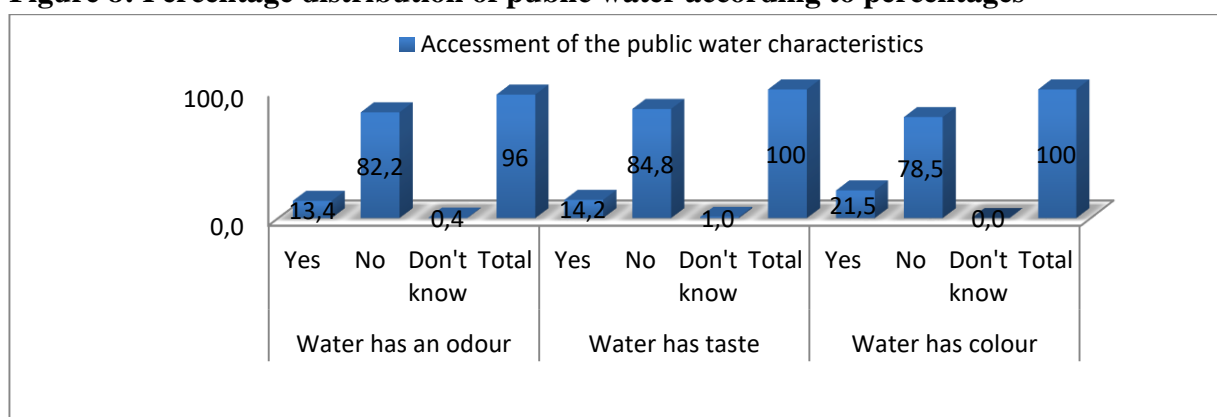
With regards to the assessment of the quality of main public water used by the households in Elak-Oku municipality, 77% of the households declare that the water quality is good, while 17% says that the water quality is bad, 6 % of the households are in between good and bad (indifferent). This means that generally the quality of the water is good but needs some improvement.

Regarding the characteristics of water according to the households of Elak-Oku. In every 10 person, less than 2 person says that the water have a smell and 8 says the water has no smell; Among 100 households, 14 says the water have a taste while 85 person say the water is tasteless and 1 person don't know; For the colour of the water still, in every 10 people, 2 say the water has colour, while 8 say it is colourless. Since other people still think that the water is not good quality, something needs to be done to make the water to be better. See the pie and bar charts below.

**Figure 7: Quality of public water in Percentages**



**Figure 8: Percentage distribution of public water according to percentages**



### 3.2.4. Appreciation of the amount paid for Water Services

In Elak-Oku 27.2% of the households declared that they directly pay for main public water source they are using, while a majority of 72.8% dont pay for this service. Practically in every 10 person interviewed, about 3 declared that they pay an average of 210 frs per month for the main public water source they are using, while the other 7 households do not pay anything for this service. Among the 3 households (27.2% of the poulation) who pay for the service of the main public water service, more than half of them say that the montly amount they pay is reasonable, but the others say the amount is high. This means that the authority should consider reducing this amount or better still eliminate such payments if possible.



**Table 5** Partitioning of households in *Elak-Oku* council following their appreciation of the amount they pay for using the main source of public water

Proportion (%) of households paying for water at the main public water source they are using	Average monthly expenditure (CFA Francs) for households which pay for water	Partitioning (%) of households, paying for water, per appreciation of the amount paid			Total
		High	Reasonable	Insignificant	
27.2	209.3	34.7	63.9	1.4	100.0

Source: SCORECARD survey, *Elak-Oku* council, November 2017

### 3.2.5. Appreciation of water services

The objective here was to see how the households appreciate water services in terms of daily and yearly availability, time taken for a round trip to get water, as well as their level of satisfaction with their current state of service delivery regarding water supply.

According to the results displayed on the table below, about 42% of households using a public water source system declared that this source provide water for them throughout the year while 96.2% of this group of persons held that they even have access to this water sources throughout the day. That is to say that they can fetch water from the main public supply system throughout the day without disruption. On the other hand, 58% of households declared that the main public source is not available throughout the year, with a relatively small proportion of 3.8% declaring that they don't have access to their main source throughout the day. Whether or not there is a problem with this depends on the quality of this water that is a source of hope, in terms of water supply, for many households in the council area.

As far as the availability of water is concerned, 42% of households declared that water at their main source is available throughout the year. This means that there is no time within the year that water dries off or is not available and 96.2% of households have access to this main public water source throughout the day.

Considering the time households need to cover in order to fetch water and come back on foot, 41.6% of those who get their water from public sources declared that they use at most 15 minutes to complete a round trip. However, there are some households about 2% who use more than 30 minutes to get water.

The low frequencies couldn't enable the appreciation Proportion of households whose frequency to access to public main water source used corresponds to their need for water

**Table 6: Households using a public main water source, with water available throughout the day/year following the distance required for a round trip to get water.**

Proportion (%) of households with water from public main source available throughout the year	Time taken to go fetch water and back				Total	Proportion (%) of households having access to main public water source used throughout the day	Proportion (%) of households whose frequency to access to public main water source used corresponds to their need for water
	On the spot	Less than 15 minutes	between 15 and 30 minutes	More than 30 minutes			
42.0	43.3	41.6	13.4	1.7	100.0	96.2	*

Source: SCORECARD survey, Elak-Oku council, November 2017 (\* means data is insignificant)

In terms of breakdown of the major public water source, 42% of households declared that they had a breakdown in the course of the past six months while 58% declared that there was no breakdown in their main water system within the past 6 months as can be seen on the table below.

Out of the 42% who declared that there was a breakdown in the water system within the past 6 months, 35.8% of the household said it took less than one week for repair works to be done with 32% declaring that it took between a week and a month while 4.7% of the respondents declared that repair works on breakdown of the main public water source was realized between a month and three months and 5.4% of the households said it took more than three months for the breakdown of main public water source to be repaired. 22% of the households are of the opinion that the breakdown has not been repaired yet. There are a few harnessed water systems that have had a breakdown in the past and were repaired in less than a week as our results indicate.

**Table 7: Breakdown of the main public water source during the last six months per time taken to repair the main public water source.**

Proportion (%) of households who have declared a breakdown of the main public water source used in the course of the past six	Time taken for repairs					Total
	Less than a week	Between a week and a month	Between a month excluded and three months	More than three months	Not yet	

months						
42.0	35.8	32.0	4.7	5.4	22.1	100.0

Source: SCORECARD survey, Elak-Oku council, November 2017

Among the households who declared that their main public water source had a breakdown and is repaired in the last six months, 44% said that it is resolved by the water management committee, 16.7% said theirs is repaired by the Mayor, 15% said it is repaired by the village/quarter, 14.6% said theirs is repaired by others(individuals), 6.1% said it is repair by an elite, 0.6% said the repairs is done by the administrative authorities and 0.0% is done by the state/ government services (sectorial ministries). The local authorities did well but with the advent of decentralisation, they need to step up their works in the communities towards basic needs. See table below.

**Table 8:** Proportion (%) of households in Elak-Oku council who have declared the institution/person repairing the breakdown of the main public water source

Proportion (%) declaring that the breakdown declared is resolved by the						
Mayor	State (government services)	Elite	Water Management Committee	village/quarter head	Administrative Authorities	others
16.7	0.0	6.1	44.0	15.1	0.6	14.6

Source: SCORECARD survey, Elak-Oku council, November 2017

As illustrated on the table below, about 1/3 of the households 29% expressed the need for pipe borne water in the last six months, while 71% did not express any need as far as water is concern.

In line with authorities to whom the needs were expressed, 44% of the householdss have express need to the Mayor, 0 to the state ( sectorial ministry), 2.4% to an elite, 50.5% to the water management, 44.8% to the village/quarter head, 8.9% to the administrative Authorities, 0.7% to Camwater/SNEC, and 9.4 % to others. However, it is important to note that most people trust the their local water management committee, village/quarter heads and mayor to express their needs to them, so these authorities have to step up in their activities to foster community development. See the bar chart below.

It worth noting that among the households who expressed their need for water, only 15% of them say that their needs is met; the remaining 85% needs is not met. This not very encouraging, the concern authorities need to step up to satisfy the needs of their households for this precious liquid.

**Table 9: Need expressed in terms of water supply and authorities to whom the need have been expressed**

Proportion (%) of households which have expressed a need in potable water in the last six months	Amongst the households who have expressed a need, proportion (%) whose need is expressed								Proportion (%) of households whose need expressed for water is met
	To the Mayor	To the State (government services)	To an Elite	To the Water Management Committee	To the village/Quarter head	To the Administrative Authority	To Camwater/SNEC	To others	
29.1	44.1	0.0	2.4	50.5	44.8	8.9	0.7	9.4	15.0

Source: SCORECARD survey, Elak-Oku council, November 2017

**Table 10 : Partitioning of households in Elak-Oku council whose need for potable water is met per time taken for their needs to be satisfied**

Time taken to satisfy their need expressed for potable water			Total
1=less than a month	2=between one and three months	3=more than three months	
*	*	*	*

Source: SCORECARD survey, Elak-Oku council, November 2017 (\*means data is insignificant)

### 3.2.6. Reasons for the non-satisfaction of the households

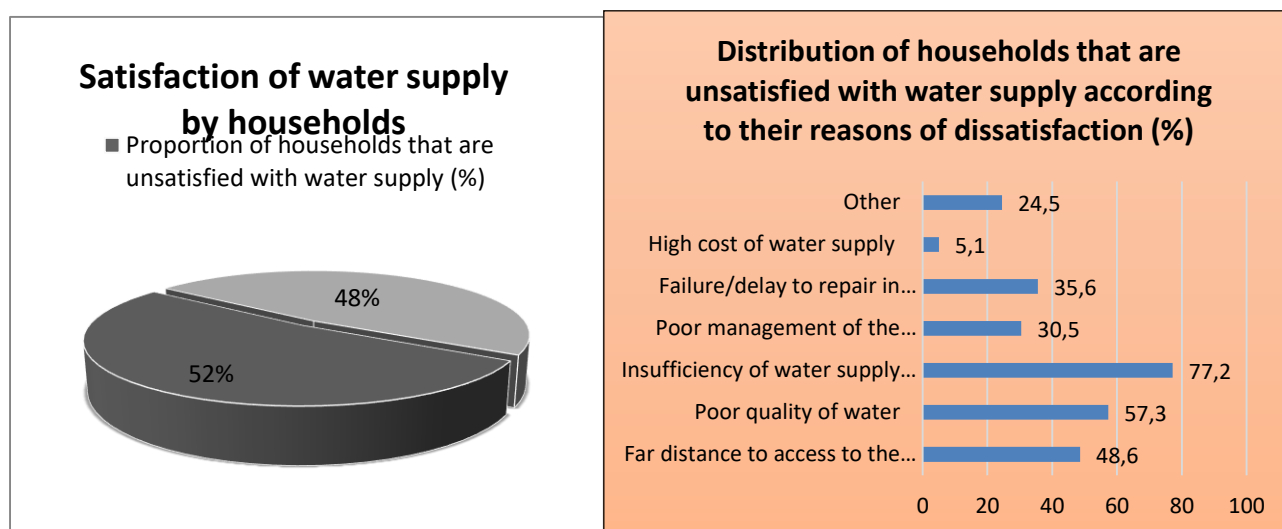
In as much as the authorities are doing their best to provide good, available and accessible portable water supply, some people are not satisfied with the service in this area for various reasons which are reviewed below. There are some reasons that may cause dissatisfaction in terms of portable water.

Having water is one thing, being satisfied about it is another thing, it shows clearly in this study. More than half of the households 52% of Elak-Oku declare that they are not satisfied with the provision of portable. This means that a lot needs to be done in order to satisfy the majority of the households in this light. The pie chart below shows a clear picture of it.

The households who are unsatisfied had several reasons for that, each reason has been expressed as a percentage based on how the people see it. For every 10 households who are unsatisfied, 5 households say the distance to the water point is far, 6 said the water quality is poor, 8 say the water points are not enough, 4 say that there is lack of maintenance or slowness in case of breakdown, 1 person says the cost is high and 2 households have other reasons for being unsatisfied about the provision of portable water in this area. All these reasons are illustrated by the bar chart below. The authorities concerned need to look closely at these reasons of dissatisfaction and see how they can

resolve them, so that in the nearest future every one can Elak-Oku can have satisfactory taste of the the precious liquid

**Figure 9: Percentages of Household dissatisfied with water provision and their reasons**



Source: SCORECARD survey, Elak-Oku council, November 2017

### 3.2.7. Main expectations in the services rendered in the domain of water

The public water supply in Elak-Oku according to the households needs improvement in terms of quality, accessibility and availability, as expressed below. The households of this municipality express several expectations in the provision of portable water that will be satisfactory to all. All these expectations have been given points in the form of percentages and preference to the households. 82.9% of the households expect more/additional water points should be created. 52.1% prefer that there should be an improvement of the quality of water in the existing water points. 5.2% prefer that the existing water points should be improved upon. and 47.5% expect that repairs works should be carried out on the existing water points. That said, it will be great for all these expectations to be met. in preference or if possible all. Water is life. so everybody has a right to portable water.

**Table 11 (2.11) : Expectations in terms of water supply in Elak-Oku council.**

**Proportion (%) of households in Elak-Oku council according to expectations in water supply:**

Proportion (%) of households whose expectation of water provision is :					
More/additional water points	An improvement in terms of the management of the existing water points	Repairs works should be carried out on the damaged water points	An improvement of the quality of water in the existing water points	Reduction of prices to access water;	Others
82.9	50.2	47.5	52.1	11.8	31.3

Source: SCORECARD survey, Elak-Oku council, November 2017

### **3.2.8. Synthesis of the perception of services in the domain of water and suggested areas of improvement**

From the results presented above, majority of the households (99.6%) use public water supply but about half of them are not satisfied with the service for various reasons seen above. Also, not all the people using public water supply declare using pipe borne water as their main source and more than 30% of the households still use rivers and springs as their main water source. This means that the authorities have to do more to extend tap water to these people and or improve the quality of the water source. It is recommended that the authorities' in-charge of this service should make available affordable public taps with a good management system and water quality in many areas to tackle the challenges expressed.

## **3.3. HEALTH SECTOR**

Our health affects everything from how much we enjoy life to what work we can perform. Better health is central to human happiness and well-being. It also makes an important contribution to economic progress, as healthy households live longer, are more productive, and save more. That's why there's a Sustainable Development Goal (SDG No. 3) that seeks to ensure healthy lives and promote well-being for all at all ages. The WHO in this light has as objective to make sure everyone has health coverage and access to safe and effective medicines and vaccines. WHO's work on 'Health and development' is concerned with the impact of better health on development and poverty reduction, and conversely, with the impact of development policies on the achievement of health goals. In particular, it aims to build support across government for higher levels of investment in health, and to ensure that health is prioritized within overall economic and development plans.

With such importance, the health sector was therefore one of the sectors under review in the CRCM study of 2017 in Cameroon's councils by PNDP. This section reports on the findings of the study as concerns health services in the Elak-Oku council area. The aspects under review include the availability and usage of services in the health domain, cost and quality of health services as well as appreciation of health services. Reasons for the non-satisfaction of the households, the main expectations in the services rendered in the domain of health and a synthesis in the perception of services in the domain of health and suggested areas of improvement will also be elaborated upon.

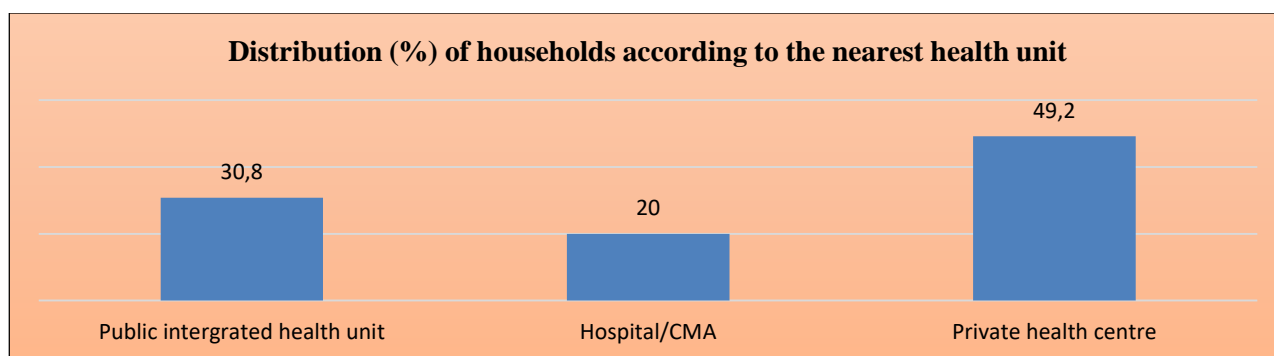
### **3.3.1. Availability and usage of services in the health unit**

Availability of health services in a locality is a good determinant of the use of health services by the households. For the households to be able to get access to health services, these services need to be existent and at suitable distances away from the households. Availability determines the ease at which patients can have access and use of the health services.

The availability of health services in the Elak-Oku municipality was assessed in the CRCM study using the different types of health institutions nearest to the households as well as the distances from the households to the health institutions in minutes. Three health services were used for the study; the Public Integrated health centre (public), Hospital/Sub-Divisional Health Centre (both public and private) and the private health centre.

As shown by the chart below close to half of the households of Elak-Oku 49.2% declare that the nearest health unit to them is a Private Health center. while 30.8% say a Public intergrated health unit is nearest to them. and 20% say a Hospital/CMA is nearest to their home.

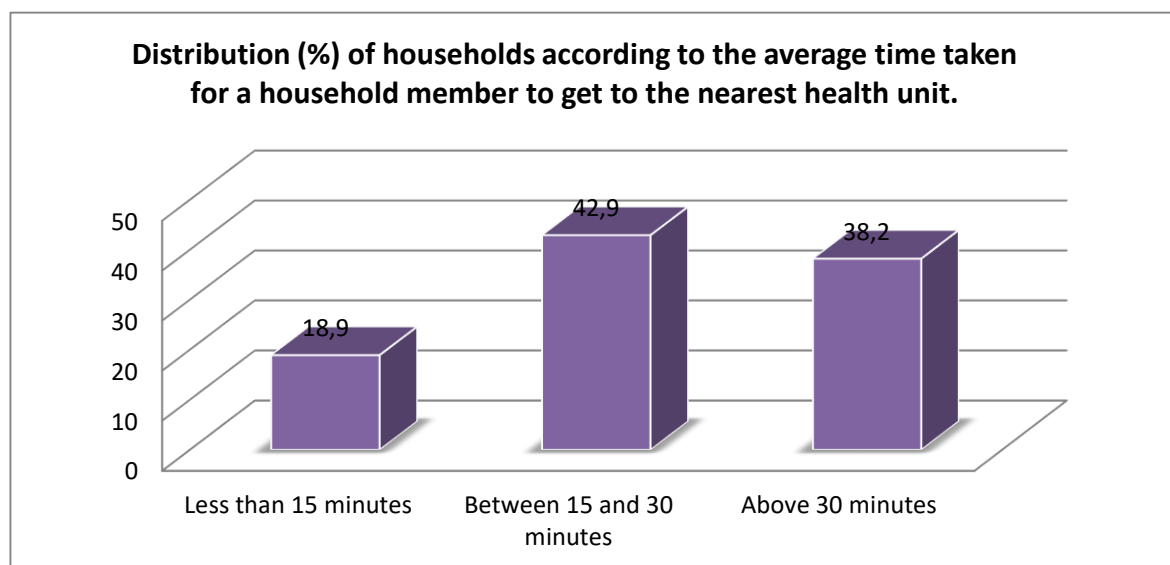
**Figure 10: Closest health unit to household in percentages**



Source: SCORECARD survey. Elak-Oku council. November 2017

In line with time taken, households take different amount of time on foot to reach the nearest health unit. For every 10 households interviewed.2 say they take less than 15 minutes to reach the health unit nearest to them. 4 households say on foot they take between 15 and 30 minutes to reach the nearest health unit. While the other 4 households say, they take above 30 minutes to reach the nearest health unit. From the results, there is need for many health units to be opened closer to the households of Elak-Oku.

**Figure 11:** Average time taken by a household to reach the nearest health unit



### 3.3.2 Cost and quality of health services

Most people chose to go to a health unit base on the quality of services and the cost attached to it as seen below. Hospitals and health centres usually have differences in the services they provide and their costs from that of health centres and clinics. This usually influence the choices of the patient and their level of satisfaction with the solutions provided by these health units. be they private or publicly owned.

Among the many different types of health structures in this municipality more than half of the households 61.7% prefere to go to a private health center when they are not well; 22.6% of the households prefer to go to public intergrated health center; 14.9% will prefer to seek services at a Hospital/CMA; 0.6 will prefer to go to a medical store/kiosk. and 0.2% will prefer to visit Traditional healers. This is great to see that many more households are aware of the importance of health units.

**Table 12 : Partitioning (%) of households per main choice of health solutions in Elak-Oku council.**

Preferences of the household in terms of health care facilities								Total
Public integr ated health center	Hospital/ CMA	Private health center	Traditiona l healers	At the medical store/kios k	Go to a medical staff member	Treat at home/self- medication.	others	
22.6	14.9	61.7	0.2	0.6	0.0	0.0	0.0	100.0

Source: SCORECARD survey. Elak-Oku council. November 2017



The table below shows that about 2/3 of the households in Elak-Oku have had atleast one member of their household visit the nearest health unit within the last six months (March 2017); while 1/3 of the households have not,

Households that a member have visited the nearest health units within the past six months (from March 2017) had various views of who they think manages the health unit. More than half of the them (53.5%) said the person managing the health unit they went to is a Nurse; 43% said that the head of the health unit is a Medical Doctor. while the remaining 3.6% gave other titles of the head of the nearest hospital they went to. It is great to have households taking note of the head of the health unit they visit. meaning that they take their health serious.

**Table 13: Proportion (%) of households whose members have been to the nearest health care unit in the last 12 months according to the head of health care unit in Elak-Oku council.**

Proportion (%) of households who have used the nearest health care unit	Head of health care unit for households using the nearest health centre				Total
	Medical Doctor	Nurse	Nurse aider	others	
62.8	43.0	53.5	0.0	3.6	100.0

Source: SCORECARD survey. Elak-Oku council. November 2017

### 3.3.3 Appreciation of health services

This seeks to appreciate the quality of the services provided by the health units such as availability of staff, mode of care and resolution of health problems.

According households whom atleast one member have visited a health unit nearest to home in the last six months. they observed several things at these health units which are express in percentages. 98.5% of them declare that the personnels of the health unit were present; 98.8% affirm that basic material/equipments like syringes were present; 99.4% of them said the health unit had hospitalisation rooms/halls with an average of 5-10 beds in per hall; 82.3% of them declared that there exist a pharmacy/ pro-pharmacy there; 85.4% of them say drugs were available. From the analysis. it means thatatleast the health unit have the basic drugs. equipment and personnels to take care of common illnesses in the community.

**Table 14: Partitioning (%) of households whose members have visited the nearest health care unit. according to characteristics declared about the nearest health care unit during their last visit in Elak-Oku council.**

Characteristics declared by households about the nearest health centre during their last visit					
Pres ence of	Availability of basic material/equ	Existence of hosipalisatio n hall/rooms	Number of beds in the hospitalisation halls/rooms	Existence of a pharmacy/pro- pharmacy	Availability of drugs

<i>personnel</i>	<i>equipment</i>		<i>average numbers of beds</i>		
98.5	98.8	99.4	5-10	82.3	85.4

Source: SCORECARD survey. Elak-Oku council. November 2017

Amongst the household who had a member who visited the nearest health unit. 8 in every 10 of them said they paid consultation fees of 750 CFA averagely per person. Most of those who paid this amount (64.5%) said it was high while the smaller fraction (35.5%) consider the amount to be reasonable. For a community like this the consultation fees at a public health unit is probably less than 750 CFA. except a private health unit that the consultation fees is more than 750 CFA.

**Table 15:** Proportion (%) of households in Elak-Oku council whose members have paid consultation fees at the nearest health care unit and appraisal of the amount paid

Proportion (%) of households that paid consultation fees at the nearest health care unit (S10)	Average amount paid for consultation fees (FCFA) (S10)	Partitioning (%) of households paying consultation fees. per appreciation of amount paid (S11)			Total
		High	Reasonable	Insignificant	
84.6	750 CFA	64.5	35.5	0.0	100.0

Source: SCORECARD survey. Elak-Oku council. November 2017

In Elak-Oku. most of the people (84.8%) whose household member have visited the nearest health care unit in the last six months declare that the staff of the health unit received them well; while a small percentage of household members (13.3%) say the reception of the staff of the health unit is average; and the remaining few (1.9%) said that. the reception given to them by the staff of the health unit is bad. Even though only a few households said their reception is bad. generally the staff of health units need to be more open to their clients or visitors.

**Table 16:** Proportion (%) of households in Elak-Oku council attending the nearest health care unit according to the reception by the medical staff.

Proportion (%) of households which have paid extra charges in addition to the normal consultation fees during a consultation session at the nearest health care unit			Partitioning (%) of households attending the nearest health care unit. according to the reception of the medical staff:			
<i>Personal initiative</i>	<i>Medical staff's request</i>	<i>Total</i>	<i>Good</i>	<i>Average</i>	<i>Bad</i>	<b>Total</b>
-	-	-	84.8	13.3	1.9	100.0

Source: SCORECARD survey. Elak-Oku council. November 2017

### 3.3.4 Reasons for the non-satisfaction of the households

All the households expressed their dissatisfaction regarding health care services. Such dissatisfactions ranges from availability of health staff, health services and the cost of services offered at these health units. The extent to which the health units solve household problems and reasons why the health units are unable to satisfy households' health demand according to the households was also mentioned by the households.

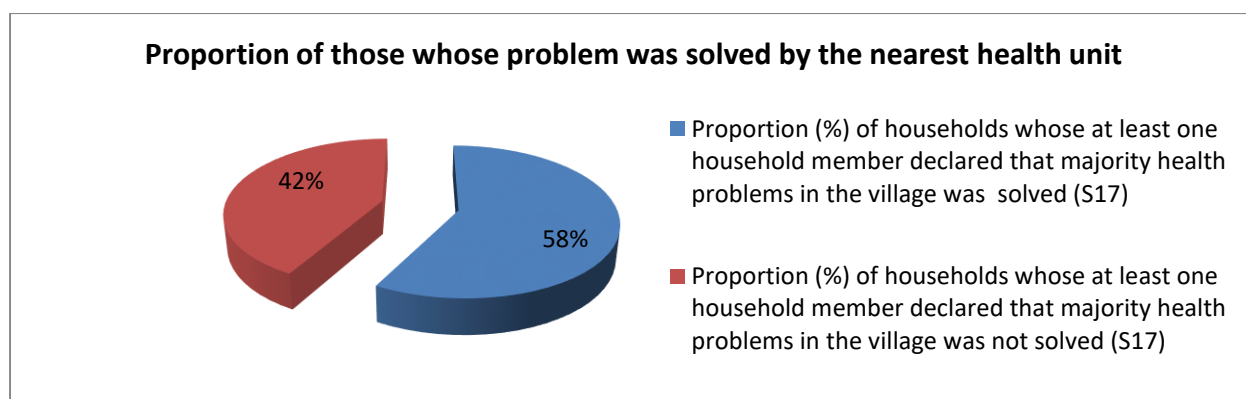
**Table 17:** Proportion (%) of households in Elak-Oku council whose members are not satisfied with the services rendered by health care unit. according to reasons of dissatisfaction.

Proportion (%) of households whose at least one household member declared that majority health problems in the village have been solved	Proportion of households not satisfied with the services of the health unit	Amongst the households not satisfied. proportion (%) whose reason for their non-satisfaction is :								
		Far distance to access the health care units	Poor quality of services provided	Insufficiency of existing health care units	Defaults related to the health care unit staff	Poor management of the health care units	insufficiency of drugs	Poor quality/insufficiency of equipment	High cost with regards to health care access	others
58.0	25.8	50.4	55.0	42.8	37.9	47.6	53.1	47.4	31.7	19.3

Source: SCORECARD survey. Elak-Oku council. November 2017

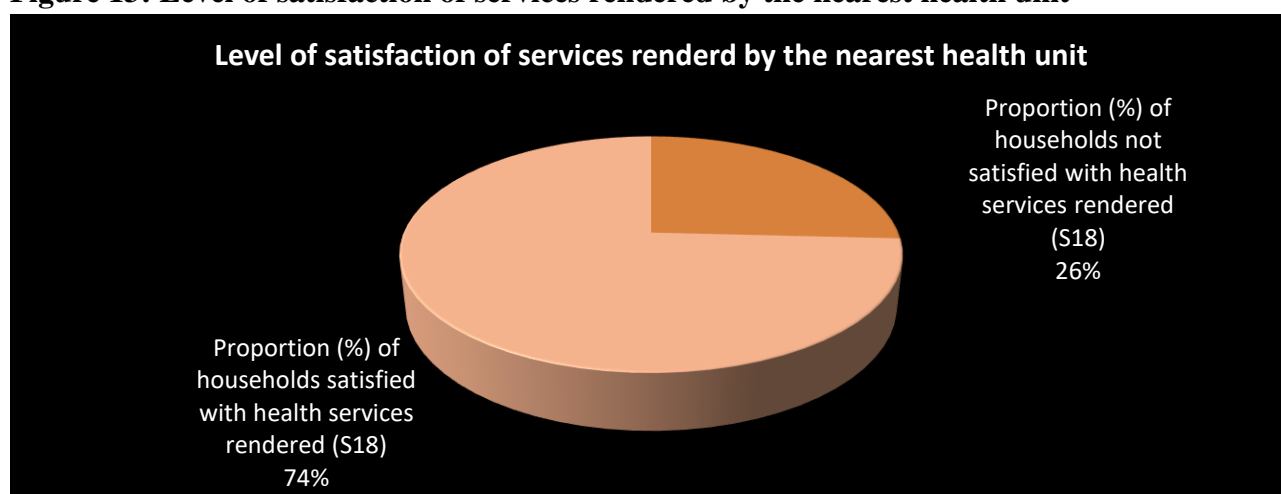
The pie chart below shows that only about half of the households (58%) of Elak declare that their health problem is solved by the nearest health unit. while the other half (42%) said their health problems are yet to be solved. This a call that health unit in this locality have to step up in the delivery of their services.

**Figure 12: Proportions of households whose problem is solved by the nearest health unit**



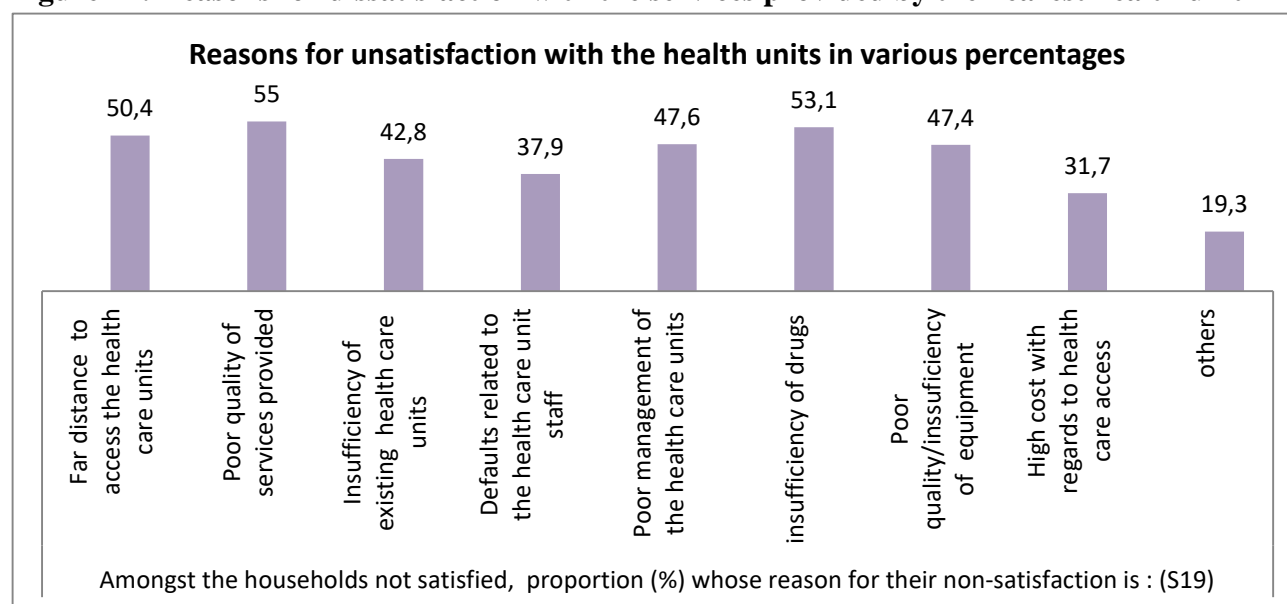
This pie chart below shows the satisfaction of the nearest health unit to the households of this municipality. About  $\frac{1}{4}$  of the households are not satisfy with the services of their nearest health unit. while the remaining  $\frac{3}{4}$  seem satisfy. These health units are encourage to step up their performance to the satisfaction of all in the community.

**Figure 13: Level of satisfaction of services rendered by the nearest health unit**



The bar chart below shows the reasons why the some of the households are not happy with the provision of health care services. More than half of the people who are unsatisfied say. far distanc to access this health units. poor quality of services provided. insufficiency of drugs. poor management of the health units and poor quality/insufficiency of equipments are their reasons; while more than  $\frac{1}{3}$  of the unsatisfied households also say. there is insufficiency of existing health unit. defaults related to the health unit staff. high cost with regards to health units and other reasons. There is a lot to be done to remedy the health sector. assuring the health of the households in Elak-Oku Municipality.

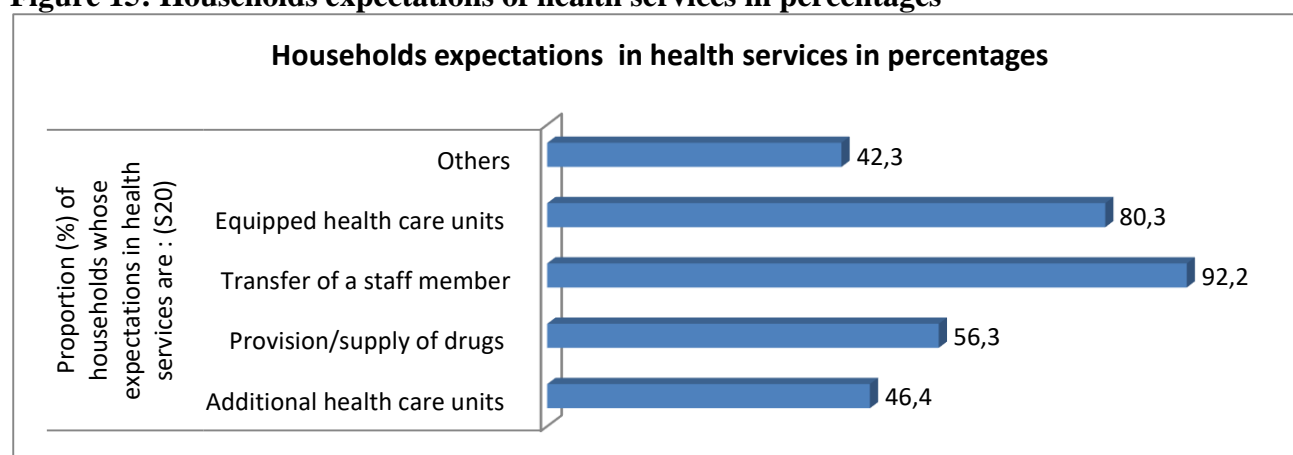
**Figure 14: Reasons for dissatisfaction with the services provided by the nearest health unit**



### 3.3.5 Main expectations in the services rendered in the domain of health

Households expressed some expectations in relation to improving on healthcare services. 46.4% of households declared that, additional healthcare units should be created/constructed. This suggestion ties so much with the fact that they have to trek for long just to benefit from health services. 80.3% of households reported that health care units should be equipped, 56.3% reported that drugs should be provided/supplied to the health structures, and 92.2% indicated that more competent health personnel be recruited.

**Figure 15: Households expectations of health services in percentages**



### 3.3.6. Synthesis of the perception of services in the domain of health and suggested areas of improvement

From the reports of households that were targeted for this survey, most households only have access to integrated health centres of which they have to travel longer distances to get there. Field reports also hold that these institutions have drugs, hospitalisation rooms and beds but equally hold that all these are not adequate and needs to be improved upon. Others prefer the private health centre or hospital because they have quality services and the staffs there are very caring even though their charges are very high.

## 3.4. EDUCATION SECTOR

Education is a powerful driver of development and one of the strongest instruments for reducing poverty and improving health; it enables people to be more productive, to earn a better living and enjoy a better quality of life, while also contributing to a country's overall economic growth. No country can achieve sustainable economic development without substantial investment in human capital. Education enriches people's understanding of themselves and world. It improves the quality of their lives and leads to broad social benefits to individuals and society. In addition it plays a very crucial role in securing economic and social progress and improving income distribution. Education is critical for breaking the poverty cycle and its importance is reflected in the commitments of the [Sustainable Development Goals](#) (SDGs) and [Education for All](#) (EFA). The Sustainable Development Goal No. 4 on Quality Education aims at ensuring inclusive and equitable quality education and promotes lifelong learning opportunities for all.

Parents/Teachers Associations (PTAs) play a significant role in financing education in both the public and the private schools. In addition to the school fees, PTAs also levy parents a yearly amount for specific PTA projects in each school. In some instances, It has been reported that children are excluded or punished in public and private schools for not having paid their PTA levy which amounts to 5000 FCFA and more per child. Incidents have occurred where children's annual report cards have been withheld for non-payment of these fees. Most of these fees are often fixed arbitrarily by head teachers or PTA presidents and imposed on all pupils. Whereas the *presidential decree No 2001/041 of February 19, 2001 provides that PTA fees are paid on a voluntary basis and pupils of public primary schools are exempted from the payment of any fixed annual dues.*

The tables and charts below appraise the perception of the households in Elak-Oku on educational services in terms of various indicators and opinion of the households represented in percentages.

### 3.4.1 Availability and usage of services in the domain of education per cycle

With respect to availability, 100% of households' declared that their village/quarter has a Nursery school, 98.3% declared that there is a primary school in the village while 77.9% declared that their village has a secondary school. This information is displayed on the figure below.

It is good to note that the three cycles of education (Nursery, Primary and secondary) are available in resident villages as declared by more than 75% of respondents. Almost all of the households declare that they have a primary/nursery school in their village with about 2 or 3 of their children each going there on foot which takes averagely 26 minutes to reach (a distant of less than 1 KM);

About 78% of the households declared that they have a secondary school in their village with 2 children per household trekking averagely 36 minutes to school (a distant of less than 1KM). This means that the school might be there but there are a little far off.

**Table 18:** Partitioning (%) of households in Elak-Oku council whose children have access to education per type of educational cycle and time taken to reach the school on foot.

<i>Available Cycle</i>	<i>Proportion of households belonging to a village with an educational cycle</i>	<i>All</i>		
		<i>Average number of children from the household attending the nearest school</i>	<i>Average distance covered by the children to go to school</i>	<i>Average time spent by the children to reach the school on foot</i>
<i>Nursery</i>	100.0	1.4	<i>Less than 1KM</i>	25.4
<i>Primary</i>	98.3	2.1	<i>Less than 1KM</i>	24.8
<i>Secondary</i>	77.9	2.0	<i>Less than 1KM</i>	35.9
<i>Vocational training</i>	*	*	*	*

Source: SCORECARD survey. Elak-Oku council. November 2017 (\*means data is insignificant)

### 3.4.2 Cost and quality of services in the education sector per cycle

The characteristic of the schools is another important variable that could determine the enrolment of the households for the school services. The characteristics such as complete cycle, available classroom per class level, availability of benches and distribution of textbooks were assessed in the CRCM study. These characteristics affect the quality of the education services rendered in the schools and will therefore be determinants on the enrolment rate of households.

The results of the study on these characteristics show that a vast majority of the households affirmed 98.7% that their children are attending a complete primary. This was similar for the secondary 1<sup>st</sup> cycle with 97.7% of the households affirming it was complete. As for the secondary 2<sup>nd</sup> cycle 63.2% of the households confirmed that it was complete.

About 72.1%, 75.7% and 93.7% of households respectively attested that the nursery, primary and secondary school attended by their children has a classroom per class level. As concerns the

availability of benches for all the children, about 78.9% of households confirmed it was available in the nursery 98.3% in the primary schools attended by their children, meanwhile 96.2% affirmed it was available in the secondary school attended by their children.

None of the responding households confirmed the distribution of textbooks in the secondary schools attended by their kids while 28.2% and 45.6% of the households affirmed this for the nursery and primary schools respectively.

**Table 19:** Proportion (%) of households in Elak-Oku council according to the characteristics declared about the school attended per educational cycle

Educational cycle		Characteristics declared about the school attended				
		<i>Has a complete cycle</i>	<i>Has A complete workshop</i>	<i>Has a classroom per class level</i>	<i>Availability of benches for all pupils to sit on</i>	<i>Distribution of school textbooks in the school</i>
Nursery				72.1	78.9	28.2
Primary		98.7		75.7	98.3	45.6
Secondary	1 <sup>st</sup> cycle	97.7		93.7	96.2	
	2 <sup>nd</sup> cycle	63.2				
Vocational training			*	*	*	

Source: SCORECARD survey. Elak-Oku council. November 2017

Another variable that is important in the availability and use of educational services is the number of children per classroom. The average number of children per class can affect the quality of the services rendered by the teachers. Smaller densities indicate that there is adequate follow up of pupil/student performance and this will decrease with increase in the density of children per class.

In addition to the class density, the teacher's presence in class was also assessed. This variable also affects the quality of the services rendered in the school and can have an effect on the enrolment of the children in the council area.

This variable was assessed in the CRCM study and the results show that for households with children in the nursery level of education, 45.2% households affirmed that there are less than 30 pupils per class, about 34.4% households attesting for between 30 to 60 pupils, and very few (1.5%) households attesting for above 60 pupils per class. As concerns the availability of teachers in class for this level of education, 88.2% of the households affirmed regularity of the teachers, with only 3.2% of the households signalling any irregularities in the availability of teachers.

For households with children attending the primary level, 50.6% of the households affirmed that the number of pupils per class is between 30 and 60, with only 3.9% of the households affirming it is above 60 per class. As concerns the availability of teachers, about 86.4% of households affirmed the



regularity of the teachers, meanwhile 11% rated them to be averagely regular and 1.6% rated them to be irregular.

As concerns households with children attending secondary school, about 21.5% of the households confirmed that the class population was above 60, 60.7% of households affirmed between 30 to 60 per class while only 8.4% households reported below 30 per class. As concerns availability of teachers, 75.6% of the households rated it as regular, 22.9% as averagely regular, and 1.5% as irregular.

**Table 20: Proportion (%) of households in Elak-Oku council whose children are going to school and are in classrooms with an average number of pupils.**

	Average number of pupils per class			
	Less than 30	Between 30 and 60	above 60	Don't Know
Nursery	45.2	34.4	1.5	18.9
Primary	30.4	50.6	3.9	15.1
Secondary	8.4	60.7	21.5	9.4

Source: Scorecard study Elak-Oku council, November 2017

**Table 21: Proportion (%) of households in Elak-Oku council according to the appraisal of the teacher's presence in classroom.**

	Appreciation of the frequency of the presence of teachers in class (%)			
	Regular	Averagely regular	Irregular	Don't Know
Nursery	88.2	6.2	3.6	02
Primary	86.4	11.0	1.6	01
Secondary	75.6	22.9	1.5	00

Source: Scorecard study Elak-Oku council, November 2017

The cost of education services is a good determinant of enrolment. Higher costs may tend to affect household income negatively, thereby leading to the dropping out of school or enrolment in cheaper schools that may be far off from home. It was therefore necessary in the CRCM study to assess the cost of education services per cycle and the appreciation of the costs by the households in Elak-Oku council area. From the results of the study, all the households attested that they paid the required fees for education which is reflective of the fact that education in the country as of date is not free in all the levels. The average amount paid per child for nursery education was estimated at 10.855 FCFA, with 81.9 of the 98.4%% of the households with children in this level attesting that it was high and 16.5% stating it is reasonable. For the Primary level, the average amount per child was estimated at 5.072 FCFA, with a majority of the households (69.3%) of the opinion that the amount is high, and 29.3% attesting it is reasonable. As for the secondary level, the average amount is 24.197 FCFA with 84.9% thinking its high, and 14.1% stating it is reasonable.

**Table 22: Appraisal of the amount paid per education level**

Educational cycle	Proportion (%) of households having paid the required fees for education	Average school fees expenditure spent throughout a school year per child (CFA Francs)	Partitioning (%) of households paying fees required per appreciation of the amount paid			
			High	Reasonable	Insignificant	Not concerned
Nursery	98.4	10 855	81.9	16.5	0.0	1.6
Primary	99.2	5 072	69.3	29.3	0.7	0.7
Secondary	99.0	24 197	84.9	14.1	0.0	01
Vocational training	*		*	*	*	

Source: SCORECARD survey. Elak-Oku council. November 2017(\* means insignificant data)

### 3.4.3 Appreciation of services in the domain of education per cycle

The state of the classrooms is very essential to the quality of education received but the pupils/students. Maintenance of these classrooms is therefore very essential. Therefore administrative, local and traditional authorities as well as civil society organizations and other local actors are often involved in the maintenance of the classrooms so as to ensure the quality of education received by the children.

The information collected in the study as concerns the actors who are involved in the maintenance of classrooms from the Elak-Oku council area shows that the PTA does a vast majority of classroom repairs in all three educational levels as confirmed by the households at rates of 97.4% for nursery and 99.7% for primary and 99.2% for secondary levels.

For nursery education level, the village organisation was second most important, with 25.6% followed by the mayor with 12% acknowledgement, closely followed by elite with 11% acknowledgement each. The least important was the MINEDUB with a 7.2% acknowledgement.

For primary education level, the mayor was the second most important with 24.5% followed by the village organization with 16.9% acknowledgement. The least important was MINEDUB with a 8% acknowledgement.

For secondary education level, the village organization was acknowledged as second most important, with 24.2% each followed by the council with 23.1% and elites with with15.1% acknowledgement. The least important was MINESEC with a 7.3% acknowledgement.

**Table 23: Proportion (%) of households in Elak-Oku council declaring that the damaged classrooms were repaired per stakeholder type**

	Proportion (%) of households declaring that the damaged classrooms were repaired by:					
	The PTA	Mayor	A village organisation	MINEDUB/MIN ESEC/MINEFOP	Elite s	Others
Nursery	97.4	12.0	25.6	7.3	11.3	7.3
Primary	99.7	24.5	16.9	8.0	8.8	8.0
Secondary	99.2	23.1	24.2	7.3	15.1	7.3
Vocational training	*	*	*	*	*	*

Source: SCORECARD survey. Elak-Oku council. November 2017 (\* means insignificant data)

#### **3.4.4 Reasons for the non-satisfaction of the population in the domain of education per cycle**

As concerns dissatisfaction of the households in the domain of education per cycle only 6.2% of the households of the *Elak-Oku* municipality with children schooling in the nursery level were not satisfied with the educational services.

As concerns primary level education, 15.4% of the households were not satisfied with the educational services. Of these unsatisfied households, 51.2% were not satisfied due to the non-distribution of text books and 54.8% were not satisfied due to the high tuition fees. Insufficiency of teaching staff accounted for 63.4% while insufficient classrooms, insufficient schools, insufficient equipment far distance to the schools and poor results were other prominent reasons of dissatisfaction highlighted by the unsatisfied households. Overall, the proportion for reasons of dissatisfaction of services in all the education cycles were relatively highest for the primary level.

As concerns secondary level education, 10.1% of the households were not satisfied with the educational services. Of these unsatisfied households, 63.1% were not satisfied due to insufficiency of teaching staff, 57.1% due to high school fees. Far distance to the schools accounted for 44.2%, while insufficient classrooms recorded 49.8%.

**Table 24** Proportion (%) of households in Elak-Oku council according to the level of satisfaction and the reasons of dissatisfaction in terms of education services.

Educational cycle	Proportion (%) of households not satisfied with educational services	Amongst the households not satisfied. proportion (%) whose reason of dissatisfaction is :								
		Far distance to access educational services	Insufficiency of classrooms	Insufficiency of equipment	Insufficiency of schools /vocational	Insufficiency of teaching staff	The non-distribution of school textbooks	Poor results	High tuition fees	Others
Nursery	6.2	*	*	*	*	*	*	*	*	*
Primary	15.4	(28.3)	(35.4)	(40.3)	(27.0)	(63.4)	(51.2)	(29.2)	(54.8)	(0.0)
Secondary	10.1	(44.2)	(49.8)	(44.3)	(25.9)	(63.1)	(44.4)	(44.3)	(57.1)	(19.2)
Vocational training	0.7	*	*	*	*	*	*	*	*	*

Source: SCORECARD survey. Elak-Oku council. November 2017 \*Asterisk imply the value is insignificant

### 3.4.5 Main expectations in the services rendered in the domain of education per cycle

As concerns the expectations of nursery education in the *Elak-Oku* council, 24.8% of households expect more teachers, 24.5% solicited for additional classrooms, 22.6% solicited for distribution of school textbooks while 23.4% want a reduction in the cost of nursery education. Other important expectations included, additional equipment 21%, having a school located nearby 8.8%.

For primary education, provision of more teachers and classrooms with 47.7% and 39.7 respectively were more prominent, reduction of cost was also a desired expectations as expressed by 38.5%. Other important expectations for primary education included provision of textbooks 35.4% and additional equipment recording 30.5%.

For secondary education, important expectations included recruitment of more teaching staff 38.5%, additional classrooms 33.2%, distribution of school textbooks 24.4% and provision of additional equipment 26.2% while reduction in cost accounted for 29.8%.

For vocational training, the proportions of households as per the expectations were all very low with only 3.5% of the households desiring additional teachers, 3.1% expecting additional classrooms and the rest having proportions below 3%.

**Table 25 :** Proportion (%) of households in Elak-Oku council.pertype of expectations in the domain of education and per educational cycle.

Education al cycle	Proportion (%) of households whose expectations in the domain of education are : (E19)								
	To have a school located	Built more classrooms	Add additional	Create more schools /vocational	Recuit more teaching staff	Distribute school textbooks	Improve the quality of the results	Reduce the costs	Others
Nursery	8.5	24.5	21.1	7.9	24.8	22.6	10.0	23.4	4.3
Primary	13.7	39.7	30.5	14.1	47.7	35.4	19.9	38.5	8.2
Secondary	13.2	33.2	26.2	12.7	38.5	24.4	20.5	29.8	11.1
Vocational training	0.7	3.1	2.0	1.0	3.5	0.7	1.1	2.8	0.4

Source: SCORECARD survey. Elak-Oku council. November 2017

### 3.4.6 Synthesis of the perception of services in the domain of education and suggested areas of improvement

Generally, all the educational cycles in Elak-Oku needs a lot of improvement in terms of quality and closeness to the households. From the survey, majority households affirm at least a member attending primary school, seconded by secondary school, then Nursery school and vocational school as the last. Meaning that there are very few vocational training centers in Elak-Oku or perhaps they are not known to the majority of the households. Vocational training centers are very important in the development of an area and the empowerment of the youthful population. The primary education is free for public schools in Cameroon, but yet many parents still complain among others of high tuition fee demanded by these schools. The authorities concerned have to look into these factors that seek to derail efforts aimed at the emancipation of the minds of our leaders of tomorrow.

Away from the education sector, Councils in Cameroon today have been given the power to promote and foster local development following the law on decentralization. The following section aims at capturing data about the council services delivered, the household's appraisal of such services, as well as the involvement of the population in the functioning of the council.

## 3.5. SERVICES OFFERED BY THE COUNCIL INSTITUTION

Decentralization involves bringing services closer to the population by an authority that is put in place by the population through universal suffrage or democracy. The provision of public services to the population through decentralization aims at increasing the access to these services by the population, as well as a higher level of efficiency and effectiveness of these services through accountability and good governance.

Decentralization is guided by the concept of participation which entails involving the households of the local communities or councils and other stakeholders in the all the stages of projects carried out in that community. This entails the involvement of the households throughout the project phase for local development projects. This indicates that the household is involved from the identification of these projects, through allocation of resources to the implementation and monitoring of these projects. Participation helps to empower the local government and population to be able to handle their developmental issues, increasing the sustainability of their development endeavours.

For better policies to be taken at the level of the local authorities, it is therefore necessary to get a feedback of the services offered to the households. This feedback is better obtained from the beneficiaries themselves who will better appreciate the activities of the local authority, giving a good base for better policies to be adopted to increase their satisfaction and standard of living. In this light, the CRCM study was aimed at assessing the perception of the different households in the Elak-Oku Council on the quality of services rendered to them at the council level and also their level of participation in the council's planning and execution of rural developmental projects.

### **3.5.1 Availability and usage of council services**

The request for some services from the council by the households was assessed in the CRCM study. This variable could indicate the availability of the council to render specific services as well as the quality of these services that would pull the households towards the council to achieve the services. Many services are provided by the Elak-Oku council such as the issuance of birth certificates, death certificates, marriage certificate, building plans, communal stamps and others as shown below. Many people need to go for these services since they are meant for public consumption. However the availability and usage of these services by the households varies, as shown on below.

The results of the study showed that 14.5% households in the Elak-Oku council requested Issuance of a birth certificate. Of the households that requested for this service, 90.8% attested that the service was good. As concerns the time spent to obtain this service, 39.7% affirmed it took less than a day meanwhile 47.3% said it took between a day and a week, and 9% said it took between a week and a month. None confirmed that it neither was ongoing nor took more than 3 months.

As concerns the other services offered by the council, Certification of official documents were requested by 3.2%, marriage certificates were 1.5% meanwhile the rest recorded below 1% request.

**Table 26 : Request for a service in the Council**

Services	Proportion of households which have requested for a service in the last 12 months	Proportion of households which are of the opinion that the reception for the said service is good	Time spent to obtain the services					
			Less than a day	Between 1 day and a week	Between a week and a month	Between one month and three months	More than three months	Ongoing
Issuance of a birth certificate	14.5	(90.8)	(39.7)	(47.3)	(9.0)	(4.0)	(0.0)	(0.0)
Certification of official documents	3.2	*	*	*	*	*	*	*
Building permit	0.4	*	*	*	*	*	*	*
Death certificate	0.0	*	*	*	*	*	*	*
Marriage certificate	1.5	*	*	*	*	*	*	*
Certificate of Residence	0.0	*	*	*	*	*	*	*
Approval/Validation of localisation plans	0.0	*	*	*	*	*	*	*
Request for Informations	3.5	*	*	*	*	*	*	*
Others	8.5	*	*	*	*	*	*	*

Source: SCORECARD survey. Elak-Oku council. November 2017(\* means insignificant data)

### 3.5.2 Cost and quality of services within the council institution

The council services are public and usually free of charge. Should any charge be attributed to any service, a receipt is given for justification. Even at that, the council is always striving to provide quality services to its community. We will be examining this with respect to delays.

Delays in obtaining services from the council could cause some dissatisfaction of the households towards these services, thereby pushing the households away from requesting the services. This slows down the achievements of services by the households, which does not reflect the reason for decentralization, which is to improve on the services for the households in order to increase their livelihood and thus development.

The delays in obtaining the council services as well as possible causes was assessed in the CRCM and the results show that as concerns the amount of time spent to obtain an issuance of a birth certificate by the council, 2.9% of the households in the council thought it was too long. The reason for such delay was considered insignificant.

**Table 27: Delays in obtaining a service in the Council**

<i>Services</i>	<b>Proportion (%) of households who consider that the time taken to be served is long or too long</b>	<b>Cause of the delay or very lengthy time for a service to be rendered</b>				<b>Proportion (%) of households who have paid a tip to obtain the services</b>
		<i>Unavailability of council staff/absent</i>	<i>The absence of working material</i>	<i>Corruption</i>	<i>Other factors</i>	
Issuance of a birth certificate	2.9	*	*	*	*	*
Certification of official documents	0.0	*	*	*	*	*
Building permit	0.0	*	*	*	*	*
Death certificate	0.0	*	*	*	*	*
Marriage certificate	0.2	*	*	*	*	*
Certificate of Residence	0.0	*	*	*	*	*
Approval/Validation of localisation plans	0.0	*	*	*	*	*
Request for Informations	0.4	*	*	*	*	*
Others	1.1	*	*	*	*	*

*Source: SCORECARD survey. Elak-Oku council. November 2017*

### 3.5.3 Appreciation of council services

The council has increasingly offered many important services to the population of its municipality since the advent of decentralization. The current decentralization laws gives more powers to the councils due to the good services they have been providing over the years. However there is need to improve on the the services offered by the council.

This study therefore sought the perception of the households as concerns the participation of the households in the council's action. This was assessed following the involvement of the households via information dissemination and involvement of the household members in the development activities of the council. This is a good means to enable the evaluation of present participatory efforts of the council, so it can be ameliorated upon for better participation of the households.

The results as concerns the involvement of the households in council activities showed a majority of over 65% households in the council who affirmed that, their quarter/village has been involved in



planning while only 19% were involved in the programming and budgeting sessions of the council. 71.6% of the household confirmed haven received support from the council in the development action of their village or quarter. Only 16.5% and 16% of the households affirmed being involved and/ or informed on the annual budget/income and expenditure of the council, meanwhile 52% affirmed council's participation in village assemblies.

**Table 28: Dissemination of information on Council actions and household involvement in the Council's activities**

Proportion of household who declared that they have been involved or were informed on the council activities					
<i>Participation in village assemblies</i>	<i>Communication on the council annual budget</i>	<i>Communication on income and expenditures of the council</i>	<i>Support the village/quarter in development actions</i>	<i>Involving the village/quarter in planning</i>	<i>Involving the village /quarter in programming and budgeting sessions</i>
52.6	16.5	16.0	71.6	65.1	19.0

Source: SCORECARD survey. Elak-Oku council. November 2017

### 3.5.4 Reasons for the non-satisfaction of the households with regards to the council services

As on seen on table below, about 29% of the households in the *Elak-Oku* council affirmed their dissatisfaction with the council's services. Out of these households, non-involvement of the households in the management of development of the development activities by the council, as well as poor visibility of the council action of the people were both highlighted as the reason for dissatisfaction by 3 out of 4 of the households. Cumbersome procedures with regard to the processing of users' requests and defaults inherent to the council staff were the next most important reasons of dissatisfaction with 24.8% and 26.6% respectively. 24.5% of the households said same for the unavailability of the council executive; meanwhile 25.4% had other reasons for their dissatisfaction for council services.

**Table 29:** Proportion of households unsatisfied with Council services.per reasons of dissatisfaction vis-à-vis Council services

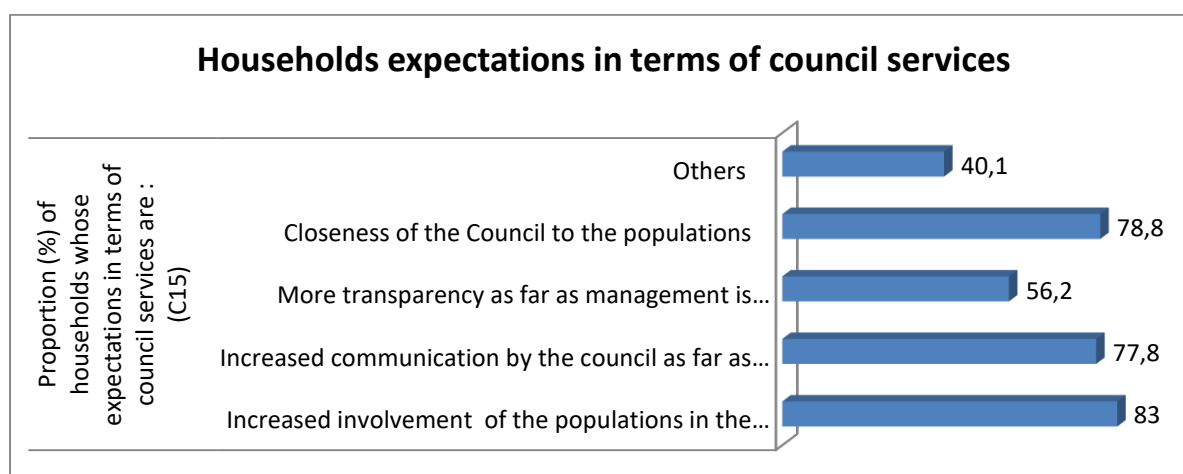
Proportion (%) of households not satisfied with council's services	Amongst the households not satisfied. proportion (%) whose reason of dissatisfaction is :					
	Cumbersome procedures with regard to the processing of users' requests	Non-involvement of the populations in the management of development activities by the council	Defaults inherent to the Council staff (absenteeism. corruption . poor reception. etc...)	Poor visibility of the council action on the populations	Unavailability of the council executive (the Mayors and his/her deputies)	Other
29.0	24.8	75.8	26.6	77.1	24.5	25.4

Source: SCORECARD survey. Elak-Oku council. November 2017

### 3.5.5 Main expectations in the services rendered by the council

As concerns the expectation of the households of the *Elak-Oku* council in terms of council services, 83% of the households indicated an increase involvement of the households in the decision-making process, meanwhile, 77.8% indicated increased communication by the council as far as its development actions are concerned. 78.8% of the households demanded closeness of the council to the households and 56.2% demanded more transparency as far as management by the council is concerned. Other expectations were highlighted by 40.1% of the households in the *Elak-Oku* council area.

**Figure 16: Households expectations in terms of council services**



### 3.5.6 Synthesis of the perception of council services and suggested areas of improvement

Globally, council services are well appreciated by the households, with a vast majority attesting it was good and that it took a week or less to get their request for services met. As concerns community participation in council activities, only very few households attest involvement or being

communicated of these actions. Only 19% of the households affirmed being involved or informed of the village programming and budgeting sessions, apart from which only a handful were involved in the other council activities. This can be due to the fact that there is a lack of flow of information from the council to the households. There is therefore the need for the council to put up mechanisms to ensure the flow of information to and from the households. This can be done through the media, through constant information in the various quarter or villages by the respective councillors, etc.

Overall, about 30% of the households were not satisfied with the council services. The major reasons of dissatisfaction included non-involvement of the households in the management of development activities by the council and poor visibility of the council's action on the households. All of these can be suitably addressed if there is ample communication between the council and the households and this goes further to reiterate the need of setting up better communication mechanisms.

Out of the so many services that are provided by the council, it appears the population only knows of the establishment of a birth certificate, marriage certificate and certification of official documents. It has also been noticed from the data displayed that a significant proportion of the households are not involved in decision making process in the area and activities on council's resource management system is not very clear or made available to the public. For example when it comes to involving the village/quarter in planning, 65.15% of the households attests to the fact that they were neither informed nor participated in the activity. As far as activities like communication on the council annual budget and involving the village /quarter in programming and budgeting sessions. only a negligible proportion (16.5% and 16%) declared they were involved. If the local population is not part of the planning process in the councils especially when it comes to issues related to resource management, it may affect the overall performance of the council. it reveals also that they are not really part of their development process? It is suggested that the council authorities get the people fully involved in the activities of the municipality.

### **3.6. Conclusion and main Recommendations**

The intention of this study was to identify and analyse some of the major problems faced by the inhabitants of the Elak-Oku council in various sectors (water health, Education and council services) with the intention of proposing solutions that can alleviate if not eliminate the negative situation in these sectors. The results of the survey indicate that the Elak-Oku council experiences some problems that hinder it from developing properly and its citizens to live a life that is up to their expectations. Some of these problems include ;

- Limited number of water sources
- undeveloped water sources
- Poor quality of water

- Insufficient number of health personnel available in hospitals
- limited number of health care units
- insufficiency of drugs in healthcare units
- insufficient or complete absence of equipment in healthcare units
- limited number of school in the nursery, primary and secondary cycles
- far distant need to cover in order to access schools
- non distribution of school textbooks in the nursery and primary cycles
- high tuition fees
- population's involvement in decision making at the level of the council
- population's involvement in development actions
- transparency in management at the level of the council

Though the survey pointed to several issues that adversely affect the development of the municipality, there is much hope as the council as well as other sectors have great potentials that can turn these problems into solution if the right orientation is provided.

This survey was an exciting activity from the beginning to its end though it was accompanied with some challenges. The study ended up capturing the opinions of the entire population of the Elak-Oku municipality. This study will have an added value if the results as well as recommendations are implemented properly.

### **3.6.1. Main recommendations**

Much can be achieved if development is carried out in a participatory manner. This will bring the major decision making units closer to the population so that decision making becomes participatory. This survey identified issues that if properly addressed, the quality of life as well as development goals at local and national levels will be achieved.

- The council should fit the scorecard mechanism (perception survey) into her annual plan/activities and even extend it to other sectors. With this put in place, this will enable the council to know the feelings, needs and expectations of its people before designing development projects.
- Selected village/quarter heads or members of the community should be co-opted to sit in alongside councillors during the budgetary and planning sessions of the council. This act will give the population a sense of belonging and increase their interest and participation in council activities thereby bringing about the much needed development in the community.

- The Council should also support the water management committee, private health care units and the PTAs in terms of finance and capacity building to better assist the government in service delivery in the sector of water, health and education respectively. These stakeholders have proven their worth in providing services in their respective areas as shown by data collected and analyzed during this study.

**CHAPTER 4: ACTION PLAN FOR THE IMPLEMENTATION OF THE CITIZEN REPORTING CARD MECHANISM FOR PUBLIC ACTION IN ELAK-OKU COUNCIL**

**4.1.Synthesis of the problems identified per sector**

**Table 30: Synthesis of problems in the Domain of Water in the Elak-Oku Municipality.**

Sector	Problem identified	Envisaged solution	Level of implementation	
			Local	External
Water	Insufficiency of water points	Identification of best location sites for the construction of water points in quarters		
		Construction of new water points and boreholes in all quarters in need		
	Poor quality of water	Construction of more good quality water points (taps and boreholes) to reduce the population's rate of using poor quality sources.		
		Improve water quality better management		
		Sensitization of the population on management and protection of water sources		
		Technical inspection of sites and purification		
		Organization of communities to regularly clean and purify their water points		
		Organize waste management campaigns so as to reduce the pollution of water points		

		Train households on the purification of water gotten from unsafe sources		
	Ineffective management of water points	Improve on the management of water points		
		Put in place or revamp water management committees for each village/quarter		
		Supervision and empowerment of the management committee		
		Organize monthly community work to ensure the state of the water points		
	Ineffective distribution of tap water due to breakdown and delay of repairs	Ensure rapid maintenance of breakdown		
		Development of a water point repairs mechanism per quarter		
		Educate the population and management committees on rapid maintenance		
		Provision of technical and financial assistance for the maintenance of tap water mechanisms		
	High cost of water provision	Reduction in cost of access to tap water services		
		Subsidize water management costs so as to reduce the burden on the community thereby making costs lower		
		Harmonization of water cost rates		

**Table 31: Synthesis of problems in the Domain of Health in Elak-Oku**

Sector	Problem identified	Envisaged solution	Level of implementation	
			Local	External
Health	Insufficiency of existing health care units	Creation and construction of new health care units		
		Site selection for the construction of future health care units		
		Organization of informal health care practitioners so as to boost healthcare in the municipality		
	Far distance to access the preferred health care units	Bring health care units closer to the population		
		Promoting low cost transportation of sick individuals to the health care units		
		Promoting village/quarter visits by health personnel		
		Ensuring strategic location of future healthcare units		
	Poor quality/ insufficient equipment	Provision of more quality equipment to healthcare units		
		Lobby with NGOs and other organizations for the provision of more equipment		
		Financial and material assistance towards the provision of adequate healthcare equipment		
		Frequent monitoring of the healthcare equipment to ensure they are in a good state and effective		



	Inadequate provision of drugs	Ensure regular supply of drugs to healthcare units		
		Partner with transporters who can collect drugs from the administrative head quarter to the health unit		
		Creation of more pharmacies in the municipality		
		Creation of small pharmacies in each quarter for the distribution of drugs		
	High cost of access to health care	Reduction in the cost of treatment		
		Creation of mutual health institution and sensitization of the households to join		
		Lobby for partnership with organizations for the subvention of the cost of healthcare to the poor		
		Financial assistance and fostering of policies for subvention of health care cost		
	Poor quality of services rendered	Improved services rendered by personnel		
		Posting of qualified staff		
		Ensure local evaluation of community health workers to make them step up service delivery		
		Training of community health workers.		

**Table 32: Synthesis of problems in the Domain of Education in Elak Oku**

Sector	Problem identified	Envisaged solution	Level of implementation	
			Local	External
Education	Insufficiency of teaching staff	Provision of more teaching staff		
		Recruitment and payment of PTA teachers		
		Ensure presence of staff posted to the educational institutions		
	High tuition	Reduction and regularization of fees in all schools		
		Enforce the law on free tuition in nursery and primary public schools		
		Ensure parents are not exploited in secondary schools through creation of a means of feedback to identify defaulters		
		Subvention school projects to help reduce the amount of PTA		
	Far distance to access educational services	Ensure strategic localization of future schools		
		Complete the cycles of schools, especially in the rural areas		
	Insufficiency of classrooms	More classrooms be constructed		
		Construction of temporal classrooms, provision of local building material		
		Construction and equipping of classroom blocks		
	Insufficiency of equipment	Provision of adequate school material		

		Use of the minimum package to assist schools with adequate equipment		
		Increase in the minimum package for schools		
	Insufficiency of schools	Creation of more schools with complete cycles		
		Localization of the school sites and provision of land		
		Provision of local manpower and material for construction of new schools		
	Non distribution of textbooks	Make available textbooks in all cycles		
		Lobby for the provision of books from Book Aid International (NGO)		
		Construction of school libraries		
		Construction of council libraries		
	Poor results	Sensitization of pupils/students on learning strategies, Orientation.		
		Institute prizes for high performing pupils and students		

**Table 33: Synthesis of problems in the Domain of Council service in the Elak-Oku Municipality**

Sector	Problem identified	Envisaged solution	Level of implementation	
			Local	External
Council services	Non-involvement of the population in the management of development activities	Increase involvement of the population in the development of <b>Elak-Oku</b> municipality		
		Representatives of the population should visit the council and invite council executive during development meetings		
		Invite representative of various villages during council development planning workshops		
	Poor visibility of the Council action on the population	Make the Council action more visible through the realization of concrete projects		
		Provide reports of village activities		
		Allocate projects to villages proportionately		
		Support village actions morally, financially and materially.		
	Default inherent to Council staff	Continuous follow up and monitoring of the behavior of council staff to ensure satisfactory performance		
		Take action against staff who act unethically		
		Put in place a suggestion box for the public to get feedback on staff services		

		Train council staff on customer service		
		Provide capacity building opportunities for council staff.		
		Recruit more staff		
	Cumbersome procedures with regards to the processing of user request	Facilitate the procedure regarding the processing of user request		
		Enable means of reporting to council executive in cases of delays or corruption		
		Make the procedure for obtaining documents clear and simple to the population through orientations		
		Reduce bottlenecks in processing files.		
	Poor communication on the Council annual budget and activities	Ensuring that councilor of the village frequently updates village on council activities		.
		Make available the annual budget on the council notice board		
		Create a functional website, email and Facebook page to display council information.		
		Training of communication officers on mass media uses		

STRATEGY OF THE WATER SECTOR: To make potable water systems available and adapted to the specific environment to all communities throughout the Republic of Cameroon

**Table 34: Action Plan for the Water sector**

Sector	Objective	Specific objective	Actions	Verifiable indicators	Means of verification	Assumptions for realisation	Expected results	Period	Responsibility	Partners	Estimated cost
Water	To make potable water available and affordable to all and sundry in Elak-Oku council area within 5 years	1. To develop and Improve accessibility to portable water	Identify communities without water and provide additional water points	Number of communities with portable water points	From council reports and field observation	Increase in number of water sources Availability of financial, human, and material resources	Water is available and affordable in the community	5years	-The population -technical service of the council. -VDC	DD MINEE BUI NGOs Member of parliament	To be determined by a careful study
			Identify and harness water sources in villages	Number of new water catchments	Report from DD MINEE. Bui From council reports and field observation	Many undeveloped water sources are found in the communities	Many water sources are found and developed in the communities	5years	The population Technical service of the council. VDC	DD MINEE BUI NGOs Member of parliament	

		3: To repair all damaged water points.	Recruitment and training of technicians on O&M	Number of trained technicians operating in the municipality	Report from DD MINEE. Bui Council Report Field visits WMC reports	Adequate financial and material support from the community	All damaged water points are repaired in time	5years	The population . technical service of the council. VDC	DD MINEE BUI NGOs Member of parliament	
		4. To improve water safety	Periodic cleaning and treatment of water points and WSS	Number and frequency of water safety measures carried	Councils report Minutes. Attendance sheets. field visits WMC reports	Adequate financial and material support from the community Strong community engagement in community work	Quality of water is improved . cleaning of water sources and treatment is frequent	5years	The population . technical service of the council. VDC	DD MINEE BUI NGOs Member of parliament	
		5. To improve on management of water points	Revamp the water management committee	Number of committees put in place and trained in the council area. periodic meetings	Councils report Minutes. Attendance sheets WMC reports Testimonies from the population	High level of commitment. Availability of resources Committee members put community interest first	Population is happy with the situation of water supply	5years	The population . Technical service of the council. VDC	DD MINEE BUI NGOs Member of parliament	

STRATEGY OF THE HEALTH SECTOR: Quality and accessible health care delivery to all persons in Cameroon without discrimination whatsoever.

**Table 35: Action Plan for the Health sector**

Sector	Objective	Specific objective	Actions	Verifiable indicators	Means of verification	Assumptions for realisation	Expected results	Period	Responsibility	Partners	Estimated cost
<b>Health</b>	<b>To ensure quality and affordable health care to all and sundry in Elak-Oku council area by 2023</b>	1: To Improve the staffing situation	Lobby for the recruitment of more staff	Number of staffs recruited	From council reports and field observation. Report from DMO	Increase in number of staff available. community health workers are provided	More staff are available and willing to handle cases of illness promptly	5years	The population . technical service of the council. VDC. management committee	Ministry of public health. DMO Elak-Oku NGOs Member of parliament	To be determined by a careful study
		2: To provide more health care units	Lobby for the creation and construction of a health care unit at Lum	Health care units created and constructed	Report from DMO Elak-Oku From council reports and field observation	Many health care units are available	Many health care units are available and there is an improvement in the quality of health	5years	VDC. the council. The member of parliament	Ministry of public health. DMO Elak-Oku	To be determined by a careful study



		3: To provide more drugs.	Construction of a pharmacy at the district hospital. -Recruitment of pharmacy attendants in the district hospital. provision of drugs	New pharmacies are constructed and equipped with drugs	Report from DMO Elak-Oku Council Report Field visits	Adequate drugs are supplied to the health care unit	Drugs are provided in the health care unit at affordable cost	5years	The population . technical service of the council. Mayor VDC. management committee	Ministry of health. Member of parliament. DMO Elak-Oku	To be determined by a careful study
		4. To provide more equipment	Lobby for the provision of equipment to health units	Number and quality of equipment provided	Councils report Management committee report. DMOs report	Adequate equipment's are made available	There is an improvement in the quality of health	5years	The population . Mayor. technical service of the council. VDC. management committee	Ministry of health. Member of parliament. DMO Elak-Oku	To be determined by a careful study

**STRATEGY OF THE EDUCATION SECTOR:** The promotion protection and provision of basic and secondary educational opportunities and conducive atmosphere; all over the entire national territory of the Republic of Cameroon

**Table 36: Action Plan for Educational sector**

Sector	Objective	Specific objective	Actions	Verifiable indicators	Means of verification	Assumptions for realisation	Expected results	Period	Responsibility	Partners	Estimated cost
<b>Education</b>	<b>To ensure greater access to quality and affordable education at the basic, secondary levels as well as vocational training in Elak-Oku council area by 2023</b>	1: To Improve the staffing situation of schools in the council area	Lobby for the recruitment of more staff	Number of staffs recruited	From council reports and field observation. Report from DDSE Bui/ IBE Elak-Oku	Increase in number of staff available. PTA teachers employed	More staff are available and committed to teach in the various schools	5years	The population . technical service of the council. VDC. PTA. Mayor	Ministry of Basic /Secondary education IBE Elak-Oku/ DDSE NGOs Member of parliament	To be determined by a careful study
		2: To provide more classrooms.	Construction of a more classrooms	New classrooms are constructed and equipped	Report from DDSE Bui/ IBE Elak-Oku. Council Report. Field visits	More available classrooms	More available and equipped classrooms with permanent material and children learn in conducive condition	5years	The population . technical service of the council. Mayor VDC. management committee , .PTA	Ministry of Basic/ Secondary education. IBEEElak-Oku. DDSE Bui	To be determined by a careful study

		3: To distribute school textbooks	Lobby for a Mass distribution of textbooks	Number and quality of textbooks provided	Report from DDSE Bui/ IBE Elak-Oku. Council Report. Field visits. testimony of parents	More and varied textbook are made available.	Children have access to textbook and the quality of results is improved	5years	The population . technical service of the council. Mayor VDC. management committee . member of parliament .PTA	Ministry of Basic/ Secondary education. IBEEElak-Oku. DDSE Bui, NGOs	To be determined by a careful study
		5. To provide more equipment and enhance repairs and maintenance	Lobby for the provision of equipment to all schools	Number and quality of equipment provided	Councils report Management committee report. IBE/DDSE report	Adequate equipment 's are made available	There is an improvement in the quality of education	5years	The population . Mayor. technical service of the council. VDC. management committee , PTA	Ministry of Basic/ Secondary education, IBEEElak-Oku. DDSE Bui, NGOs	To be determined by a careful study

		6. To improve on the quality of results	Quality standards set for all schools. teachers given targets. scholarship opportunities announced Promote school attendance amongst children	Number of continuous assessment (CAs) per term. Number of seminars and workshop organized for staff	Copies of CAs. publication of quality standards. invitation for different seminars. reports of IBE/DDSE	More follow up is ensured at all levels of learning	Sustained improvement in quality of results	5years	School authorities . teaching staff. pupils/ students. NGOs	Ministry of Basic/ Secondary education, IBEElak-Oku. DDSE Bui.	To be determined by a careful study
		7. To reduce the cost of access	Reduction in cost of access to education. provision of scholarship	Number of new cases enrolled after reduction.	Enrolment registers. reports of school authorities. minutes of PTA meeting	More pupils and students have access to learning	More awareness and increase in literacy	5years	School authorities . IBE/DDS E pupils/ students. NGOs	Ministry of Basic/ Secondary education, .IBEElak-Oku. DDSE Bui	To be determined by a careful study

**STRATEGY OF THE COUNCIL SECTOR:** To bring administration closer to the population. Ensure peace and order and empower the council to take greater charge of their own development (decentralization) in the Republic of Cameroon

**Table 37: Action Plan for the Council sector**

Sector	Objective	Specific objective	Actions	Verifiable indicators	Means of verification	Assumptions for realisation	Expected results	Period	Responsibility	Partners	Estimated cost
<b>Council services</b>	<b>To bring local administration closer to the population and empower the council to take greater charge of their own development in line with decentralization by December 2019</b>	1: To mobilise and engage the population in development	Invite representatives of the population and socio-cultural and development stakeholders to council sessions and other stakeholder meetings	Number of meetings organised. Number of stakeholders and socio professional group who attended meetings	From council reports and attendance sheets. invitation letters distributed. council notice board. Dispatch letters	Increase in number of actors invited during council sessions. Increase in the use of council services	More stakeholders participate in decision making. Sustained increase in the use of council services	1year	The Secretary General	Mayor PNDP	To be determined by a careful study
		2: To communicate all development actions	Announcements through radio, churches, palaces houses. Social media. Construction and placement of council notice boards at strategic locations of the town. development of a website. email and facebook page	Number of copies of different announcements sent out.  Website developed. Email address created	From council reports and field observation Testimony from the population	Increase turnout in all council activities. All communication avenues have been exploited	High involvement of the population in decision making at the council  Updated website Frequent use of all communication means	1year	The SG of the council  The population	The Mayor PNDP  DD communication  DD P&T	To be determined by a careful study

		3: To ensure transparency in management.	Publish administrative and financial account of the council yearly. Publish the annual investment plan of the council	Number of stakeholders who are aware of the accounts	All accounts and income sources are published on the notice board	Administrative and financial accounts are published	More awareness on the administrative and financial accounts is created	1year	The municipal treasurer Council finance officer Council council cahier The SG	Divisional treasury. Other financial services	To be determined by a careful study
		4: To increase population's access to decentralised services	Opening of special civil status centres. Employment of registrars. Creation of mobile registration centres Inform the population on the range of services offered by the council and conditions to access the services Train and follow up staff and councillors on offering quality services to the population	Number of special civil status centres created. Number of registrars employed Number	Area view of the special centres. field visits. list of newly recruited employees	Communities are willing to host the centres.	Increase access of the population to decentralised services.  Increase number of households benefiting from decentralised	1year	technical service of the council. Mayor	PNDP MINADT	To be determined by a careful study
		4. To provide more equipment to facilitate work	Need identification. Procurement of equipment	Number and quality of equipment provided	Councils report Report of the stores accountant	Increase in council revenue	There is an improvement in quality of equipment used by council workers	1year	Mayor. technical service of the council. stores accountant	PNDP Suppliers. Contractors	To be determined by a careful study

#### 4.6. PROGRAM FOR THE DISSEMINATION OF RESULTS AND THE PRESENTATION OF AN ACTION PLAN

DATE	VENUE	ACTIVITY	EXPECTED RESULTS	PERSONS RESPONSIBLE
	COMINSUD and Elak- Oku Council	1. Preparation 1.1.Administrative 1.2.Pedagogic	A contact meeting has taken place and the date for the restitution has been unanimously chosen, invitation letters sent out, all logistics for the workshop are prepared(workshop program, writing materials, study report printing and distributed)	SRCM supervisor for Elak- Oku CDO Stakeholders
	Elak- Oku council	2. Organisation of the workshop to retribute, review and validate the report of the study	The restitution workshop is attended by the various stakeholders, the various results per sector are presented for review by the participants, stakeholders have validated the results	SRCM supervisor for Elak- Oku CDO Stakeholders
	COMINSUD	3. Writing of report	01 report is written taking in to consideration the various observations made by participants of the workshop	SRCM supervisor for Elak- Oku
	PNDP	4. Submission of final Report	A final report is submitted to PNDP for technical validation	COMINSUD

## ANNEXES

This comprised of Annex 1: List of the stakeholders involved in the survey. Annex 2: Questionnaires. Annex 3: Questionnaires of the Scorecard survey and Annex 4: Prefectural order putting in place the steering committee of the Citizen Control for Public Action operation in the council

### Annex 2: List of the stakeholders involved in the survey

- Regional Delegate of MINEPAT
- RD and representatives of Sector Ministries concerned
- The Regional Coordinator of PNDP and staff
- The Administrative Authorities SDOs' representatives. DO
- Regional President and representatives of UCCC United Council and Cities of Cameroon
- The Council Executives and staff ;
- INS Regional Chief and staff
- Representative of Civil Society Organization.
- Household representatives (population)
- Traditional Authorities like the chiefs and village heads;
- Economic operators' representatives
- Religious Authorities;

### SCORECARD Council Team

S/N	Name	Position	Sex	Contact Number
0	Khan Rene Bawe (bawerene@gmail.com)	Council Supervisor	M	675411823
1	Aliah Isabella F.	Data Collector	F	675 708 024
2	Kemei Nelson K.	Data Collector	M	677 977 595
3	Konseh Ernest K.	Data Collector	M	670 544 170
4	Felix Njia J	Data Collector	M	691 056 004
5	Wang Gamze M.	Data Collector	M	670 782 198
6	Chi Lesley V.	Data Collector	F	670 465 564
7	Mbuh Marceline N.	Data Collector	F	699 047 622
8	Bafon Walter D.	Data Collector	M	670 544 170
9	Mnkong Louis N.	Data Collector	M	651 839 104
10	Wambeng Derick-C.	Data Collector	M	670 279 619



## Annex 2: Questionnaires

MINISTRE DE L'ECONOMIE. DE LA  
OF ECONOMY. PLANNING AND  
ET DE L'AMENAGEMENT DU TERRITOIRE



PLANIFICATION MINISTRY  
REGIONAL  
DEVELOPMENT

SECRETARIAT GENERAL

GENERAL SECRETARY

PROGRAMME NATIONAL DE DEVELOPPEMENT  
DEVELOPMENT  
PARTICIPATIF PROGRAM

NATIONAL COMMUNITY DRIVEN

CELLULE NATIONALE DE COORDINATION

NATIONAL COORDINATION UNIT

### *Citizen Report Card*

*Assessment of public services within the Council of .....*

<b>Section I. BACKGROUND INFORMATION</b>	
<b>A01</b> Region	_____  __
<b>A02</b> Division	_____  __
<b>A03</b> Council	_____  __ __
<b>A04</b> Batch number	_____  __
<b>A05</b> Enumeration Area Sequential number	_____  __
<b>A06</b> Residence stratum : 1=Urban 2=Semi-urban 3=Rural	_____  __
<b>A07</b> Name of the locality	_____  __ __
<b>A08</b> Structure number	_____  __ __
<b>A08a</b> Household number in the sample	_____  __
<b>A09</b> Name of the household head	_____  __
<b>A10</b> Age of the household head (in years)	_____  __
<b>A11</b> Sex of the household head : 1=Male 2=Female	_____  __
<b>A12</b> Name of the respondent	_____  __
<b>A13</b> Relationships between the respondent and the household's head (see codes)	_____  __
<b>A14</b> Sex of the respondent: 1=Male 2=Female	_____  __
<b>A15</b> Age of the respondent (on a bygone-year basis)	_____  __
<b>A16</b> Phone number of the respondent	_____  __ __ __ __ __ __ __
<b>A17</b> Date of beginning of the survey	_____  __ __ / __ __ / __ __
<b>A18</b> Date of end of the survey	_____  __ __ / __ __ / __ __
<b>A19</b> Name of the enumerator	_____  __
<b>A20</b> Name of the council's supervisor	_____  __

1.1

<b>H10</b>	Has this water point had a breakdown at a given time during the last six months. notably since .....? 1=Yes 2=No If no → H11.		__
<b>H10a</b>	If your water point had a breakdown at a given point in time during the last six months. notably since ..... how long did it take for it to be repaired? 1=Less than one week 2=Between one week and one month 3=Between one month and three months 4=Over three months 5=Not yet. if 5. → H11		__
<b>H10b</b>	Who repair it?  Who else?	1=Yes 2=No A=Mayor (Council) B=State C=An elite D=The Water Management Committee E=the village/quarter head F=CAMWATER/SNEC/CDE X=Other _____ partners/stakeholders :	__   __   __   __   __   __   __
<b>H11</b>	Do you have access to that water point at any moment of the day? 1=Yes 2=No If yes H13 →		__
<b>H12</b>	If no. what is the daily frequency in terms of potable water supply in your household? 1=Once ; 2=Twice; 3=Thrice		__
<b>H13</b>	Does the said frequency correspond to your current need in terms of potable water consumption-? 1=Yes 2=No		__
<b>H14</b>	Did you express any need in terms of potable water supply in the course of the last 6 months. more specifically since .....? 1=Yes 2=No If no → H18		__
<b>H15</b>	To whom did you submit your request/needs? (several answers are possible)  Other?	1=Yes 2=No A. Mayor (Council) B. State C. An elite D. The Water Management Committee E. The village/quarter head F. the Administrative authorities G. CAMWATER/SNEC/CDE X . Other _____ stakeholders :	__   __   __   __   __   __   __   __   __
<b>H16</b>	Has your need been met? 1=Yes 2=No If no → H18		__
<b>H17</b>	In the event of a satisfactory answer. how much times did it take for your need to be satisfied? 1=Less than one month 3=Over three months 2=Between one and three months		__
<b>H18</b>	Broadly speaking. what is your level of satisfaction. especially in terms of water supply in your village? (Just circle a single answer) 1=Satisfied 2= Indifferent 3=Unsatisfied If 1 or 2 → H20.		__
<b>H19</b>	State the reasons of your non-- 1=Yes 2=No		
<b>Section II. POTABLE WATER</b>			

	satisfaction with regard to water supply in your village (several answers are possible).  Any other reason?	A. Far distance to access to the water point B. Poor quality of water C. Insufficiency of water supply points D. Poor management of the water supply E. Failure/delay to repair in case of breakdown F. High cost of water supply X. Any other reasons to be specified : _____	__   __   __   __   __   __   __
<b>H20</b>	What are your expectations in terms of supply of potable water? (Several answers are possible).  Any other expectation?	1=Yes 2=No A. Additional water points ; B. Improvement in terms of management of the existing water points; C. Repair works should be carried out on the damaged water points ; D. Improvement of the quality of the existing water points ; E. Reduction of price ; X. Other expectations to be specified : _____	__   __   __   __   __   __

### **Section III. HEALTH**

<b>S01</b>	Which is the nearest health care unit to your household? 1= Public integrated health Centre 2= Hospital/CMA 3= Private health Centre	__
<b>S02</b>	How much time do you need. on average. to reach the nearest health care unit from your household? 1=Less than 15 minutes 2=Between 15 and 30 minutes 3=Between 30 minutes and 1 hour. 4 = Over 1 hour	__
<b>S03</b>	Where do your household members preferably go when they have health problems? (Just a single answer) 1=Public integrated health Center 5=Medicine store 2=Hospital /CMA 6=Go to a medical staff member 3=Private health center 7= Treat at home /Self-medication 4=Traditional healers 8=Others (to be specified)	__
<b>S04</b>	Has any member of your household gone. at least once. to the nearest health care unit in the course of the last 12 months. specifically since ..... ? 1=Yes 2=No If no → S17	__
<b>S05</b>	Who is in charge of managing such health care units? 1=Medical doctor 2=Nurse 3= Nurse aider 4=Other (to be specified) _____ 8= Does not know	__
<b>The last time a member of your household is taken care of in such a health care unit.</b>		
<b>S06</b>	Were the medical staffs present? 1=Yes 2=No	__
<b>S07</b>	Were minor medical equipment (such as scissors. syringes. spirit. cotton. betadine. thermometer.tensiometer. medical scale. etc.) always available? 1=Yes 2=No 8=Do not know	__
<b>S08</b>	Is your health care unit (CMA or Hospital) provided with hospitalization rooms? 1=Yes 2=No If no → S10.	__
<b>S09</b>	How many beds are available in the hospitalization rooms? 0= None. 1=Less than 5 beds 2=Between 5 and 10 beds 3=Over 10 beds 8=Does not know.	__
<b>S10</b>	How much did he/she pay for one consultation? (Session fees) 1=Free of charge 3=Between 500 and 1000 CFAF 2=Less than 500 CFAF 4=Over 1000 CFAF If S10=1 → S14	__

<b>S11</b>	How do you appraise the said amount? 1=High 2=Affordable 3=Insignificant	_
<b>S12</b>	In addition to the consultation fees. did the household member who received treatment give a tip to the medical staff for him/her to be better taken care of ? 1=Yes → 2=No If no S14	_
<b>S13</b>	If yes. did the person do it willingly or is he/she obliged by the medical staff to do so? 1=Personal initiative 2=Obliged by the medical staff to do so	_
<b>S14</b>	How did the household member appraise the welcome attitude of the medical staff of the said health care unit? 1=Caring 2=Fair 3=Poor	_
<b>S15</b>	Is this health care unit provided with a pharmacy/pro-pharmacy? 1=Yes → 2=No If no S17	_
<b>S16</b>	Are drugs always available? 1=Yes 2=No 8=Do not know	_
<b>S17</b>	Is this nearest health care unit capable of providing appropriate solutions to most of the health problems faced by your household? 1=Yes 2=No	_
<b>S18</b>	Broadly speaking. what is the level of satisfaction as concerns health care services provided by the nearest health care unit to your household? (Only circle a single answer) 1=Satisfied 2=Indifferent 3=Not satisfied If S18=1 or 2 → S20	_

<b>19</b>	State the reasons of your nonsatisfaction with regard to health services provided within the health care unit you attend? (several answers are possible)  Any other reason?	1=Yes 2=No A. Far distance to access the health care units B. Poor quality of services provided C. Insufficiency of existing health care units D. Defaults related to the health care unit staff E. Poor management of the health care unit F. Insufficiency of drugs G. Poor quality of/Insufficiency of equipments H. High cost with regard to health care access X. _____ To _____ be _____ specified) : _____	_   _   _   _   _   _   _   _   _
<b>S20</b>	What are your expectations with respect to health care services?  Any other expectations?	1=Yes 2=No A. Additional health care units B. Supply of drugs C. Transfer of a staff member D. Equipped health care units X. _____ Other _____ to _____ be specified _____	_   _   _   _   _   _

#### **Section IV. EDUCATION**

	Education cycle →	Nursery	Primary	Secondary	Vocational training
<b>E01</b>	Is your village/quarter provided with an education cycle « Name of the said cycle »? 1=Yes 2=No	_	_	_	_
<b>E02</b>	How many children from your household attend the nearest school? (name of the cycle) (write down the number in front of each cycle)	_ _	_ _	_ _	_ _

<b>E03</b>	How many Kilometers do children from your household cover. on average. to go to school? (name of the cycle)? 1=Less than 1 Km 2=Between 1 and 5 Kms 3=Over 5 Kms	_	_	_	_
<b>E04</b>	What is. on average. the time spent covered by children from your household to reach the nearest school on foot? (name of the cycle) (estimated in minutes)	_ _	_ _	_ _	_ _
<b>E05</b>	Is the school (name of the cycle) attended by children from your household provided with a complete cycle? 1=Yes 2=No		_	1st cycle  _	2nd cycle  _
<b>E06</b>	Is the vocational training center attended by children from your household provided with a complete workshop deemed suitable to their various trades? 1=Yes 2=No 3=Does not know				_
<b>E07</b>	Is the school (name of the cycle) attended by children from your household provided with a class-room per class level? 1=Yes 2=No	_	_	_	_
<b>E08</b>	Are all the children seated on a bench in the school (name of the cycle) attended by children from your household? 1=Yes 2=No	_	_	_	_
<b>E09</b>	Are school textbooks distributed to pupils in the school (name of the cycle) attended by children from your household? 1=Yes 2=No	_	_		
<b>E10</b>	How many student does a classroom attended by children from your household contain (name of the cycle)? 1=Less than 30 2=Between 30 and 60 3=Over 60 4=Does not know	_ _	_ _	_ _	_ _
<b>E11</b>	How do you assess the frequency of the attendance of teachers in the class-room(s) (name of cycle) in	_	_	_	_
	which the children from your household are enrolled? 1=Regular 2=Averagely regular 3=Irregular				
<b>E12</b>	How much do you pay per child from your household on average (registration. tuition fees. Parent-teacher associations' fees (PTA) (name of the cycle) throughout a school year? (write down the average amount)	----- - (estimated in FCFA)	----- - (estimated in FCFA)	----- - (estimated in FCFA)	----- - (estimated in n FCFA)
<b>E13</b>	How do you appraise such amount? 1=High 2=Affordable 3=Insignificant	_	_	_	_

<b>E14</b>	In addition to the fees. has your household paid additional fees to the personnel of the school (name of the cycle) prior to the enrolment of children from your household in school? 1=Yes 2=No If no E16	_	_	_	_
<b>E15</b>	Were you obliged to pay such additional fees to the school (name of the cycle) 1=Yes 2=No	_	_	_	_
<b>E16</b>	When classroom in the school of (name of the cycle) attended by children from your household need repairs. Who does the repairs? 1=Yes 2 =No A. Parents-Teachers' Associations (PTA) B. The Mayor (Council) C. A village organisation D. MINEDUB/MINESEC/MINEFOP E. Elites X. Other partners/stakeholders (to be specified) _____ Any other?	_   _   _   _   _   _	_   _   _   _   _   _	_   _   _   _   _   _	_   _   _   _   _   _
<b>E17</b>	In general. what is your level of satisfaction with regard to education services provided in the (name of the cycle) your village? (Only a single answer is possible) 1=Satisfied 2=Indifferent 3=Not satisfied. If 1 or 2 E19.	_	_	_	_
<b>E18</b>	State the reasons of your non-satisfaction in connection with the basic education services provided in (name of the cycle) in your village? (Several answers are possible) Any other reason? 1=Yes 2=No A. Far distance to access the education service B. Insufficiency of class-rooms C. Insufficiency of equipments D. Insufficiency of schools E. Insufficiency of teaching Staff F. No distribution of text books G. Poor results H. High tuition fees X. Any other reason to be specified	_   _   _   _   _   _   _   _   _   _   _	_   _   _   _   _   _   _   _   _   _   _	_   _   _   _   _   _   _   _   _   _   _	_   _   _   _   _   _   _   _   _   _   _
<b>E19</b>	Do you have any expectations in terms of provision of education services in the (name of the cycle)? (Several answers are possible) Any other expectation? 1=yes 2=No A. Have a school located nearer to the village/quarter B. Build more class-rooms C. Add additional Equipments D. Create more school/vocational training center	_   _   _   _	_   _   _   _	_   _   _   _	_   _   _   _

E. Recruit more teaching staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Distribute text books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Improve the results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Reduce the costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
X. Others (specified) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Section V. COUNCIL SERVICES							
Council Services ↓	<b>C01</b> Have you requested for a specific service to the council (name of the service) during the last 12 months. notably since..... ..... ? 1=Yes 2=No  following service →	<b>C02</b> How were you received during your last time at the council? (Choose only one answer) 1=Well 2=Indifferent 3=Bad	<b>C03</b> After how much time did you obtain the service requested from the Council? 1=At most after one day 2=Between one day and one week 3=Between one week and one month 4=Between one month and three months 5=Beyond three months 6= Ongoing If C03=1 2. 3. 4 or 5 → C04	<b>C03a</b> Since when did you ask for this service? (in day)	<b>C04</b> How do you assess this waiting time? 1=Reasonable 2=Long 3=Very long  If C04=1 → C06	<b>C05</b> If C04=2 or 3. If the time were deemed so long. what could be the problem according to you? 1=Unavailability of staff /absent  2=Absence of working material  3=Corruption  4=Other factors (to be specified) _____	<b>C06</b> Did you have to pay a tip in order to obtain the said service?  1=Yes 2=No
Issuance of birth certificates	_	_	_	_ _	_	_	_
Certification of official copies of documents	_	_	_	_ _	_	_	_
Building permit	_	_	_	_ _	_	_	_
Death certificate	_	_	_	_ _	_	_	_
Marriage certificate	_	_	_	_ _	_	_	_
Certificate of residence	_	_	_	_ _	_	_	_

Approval of localisation plans	_	_	_	_ _	_	_	_
Information	_	_	_	_ _	_	_	_
Other (to be specified)	_	_	_	_ _	_	_	_
<b>C07</b>	Has any member of your household taken part in the village assemblies aimed at drawing up the Council Development Plan (CDP, AIP, and MTEF)? 1=Yes 2=No						_
<b>C08</b>	Is any member of your household informed about the amount of the annual budget of your council? 1=Yes 2=No						_
<b>C09</b>	Is any member of your household informed about the expenditures and incomes of your council during the previous fiscal year? 1=Yes 2=No						_
<b>C10</b>	Does the council support the development actions of your village/quarter ( such as community activities, follow-up of village development committees, follow-up of management committees, setting up of village development and monitoring committees, carrying out of micro projects in your village/quarter, etc.)? 1=Yes 2=No 8=Does not know						_
<b>C11</b>	Does the council involve your village/quarter when planning development actions? 1=Yes 2=No 8=Does not know						_
<b>C12</b>	Does the council involve your village/quarter when programming and budgeting development actions? 1=Yes 2=No 8=Does not know						_
<b>C13</b>	Broadly speaking, what is your level of satisfaction as concerns services provided by the council? (choose only a single answer) 1=Satisfied 2=Indifferent 3=Not satisfied If 1 or 2 <b>C15</b> →						_
<b>C14</b>	State the reasons of your nonsatisfaction with regard to services provided by the council (Several answers are possible). Any other reason ?	1=Yes 2=No A. Cumbersome procedures with regard to the processing of users' requests B. Non-involvement of the populations in the management of development activities by the council C. Defaults inherent to the Council staff (absenteeism, corruption, poor reception, etc...) D. Poor visibility of the council action on the populations  E. Unavailability of the council executive (the Mayors and his/her deputies) X. Any other reasons (to be specified) _____					_   _   _   _    _   _

<b>C15</b>	<p>What do you expect from the council team? (Several answers are possible).</p> <p>Any other expectation?</p>	<p>1=Yes      2=No</p> <p>A. Increased involvement of the populations in the decision-making process</p> <p>B. Increased communication by the council as far as its development actions are concerned</p> <p>C. More transparency as far as management is concerned</p> <p>D. Closeness of the Council to the populations</p> <p>X. Any other expectation (to be specified) : _____</p>	<p> __ </p> <p> __ </p> <p> __ </p> <p> __ </p> <p> __ </p>
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