



# 2024 ANNUAL REPORT

Research and Advocacy for Gender Justice  
(RAGJ)



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# A Beacon of Resilience and Transformation

2024 has been a remarkable journey of learning, growth, resilience, innovation, and impact for RAGJ and its partners. RAGJ's Assets-Based Community Development (ABCD) approach is at the heart of our efforts. This strategy has enabled us to establish a strong footprint in 315 localities across the Northwest, Southwest, West, and Littoral regions.

RAGJ has reached some of the most isolated and hard-to-access communities in English-speaking and French Cameroon. These communities have embraced our work, leading in scope of our initiatives, overcoming significant challenges with resilience and seizing new opportunities to effect positive change. Our dedication to social justice, equity, and inclusion shapes our efforts, ensuring our work remains impactful and accessible.

Key achievements and highlights

- Improved governance and leadership through rigorous oversight and internal audits by the Board of Trustees (BoTs).
- Strengthened institutional capacity through improved monitoring, evaluation, accountability, and learning processes, leading to greater efficiency, improved outcomes, and sustained impact in operations. Accessed more communities in a challenging context and overcame life-threatening circumstances while delivering life-saving protection assistance.
- Supported 9,600 persons, with 2,019 receiving civil documents, 5,191 receiving legal assistance, and 2,390 receiving specialized gender-based violence servicing.
- Hosted the “Tech and Treat Holiday Camp” with recreational activities for 26 children.
- Provided “Back-to-School” educational support to 41 vulnerable, marginalized, and displaced children



**Patience N. Agwenjang**  
*Executive Director*

Thank you, our communities, for trusting our services. Thank you, our esteemed Board of Trustees, for your excellent governance and legal advisory role, and our executive team for your unwavering commitment that has dramatically impacted communities and RAGJ. Thank you, UNHCR, for a fantastic 2021-2024 partnership that has tremendously impacted RAGJ's institutional development and transformation. Thank you, UNOCHA, UNFPA, UNICEF, IOM, AIRD, Ministry of Justice, Ministry of Social Affairs, Ministry of Women's Empowerment and the Family, Bureau of Civil Status, Municipal councils, and protection partners for the good collaboration.

# RAGJ's Blueprint

**Motto:** Recharged for innovation

**Vision:** RAGJ seeks a gender-just society with women and girls fully integrated into microeconomic and macroeconomic governance programming.

**Mission:** RAGJ's member team of legal, governance, monitoring and evaluation, data collection, and development experts are committed to reframing women's rights through action-research methodologies, evidence-based advocacy, and data-driven policy and law-making. RAGJ is highly skilled and resourceful in grassroots community mobilisation, sensitization, emergency programming, psychosocial servicing, socio-legal referral systems, legal empowerment, coaching, and training.

## Core values

- **Integrity:** We uphold the highest ethical standards in championing gender justice, ensuring our endeavours consistently align with our mission.
- **Innovation:** We employ cutting-edge research techniques for gathering data and a reflective and collaborative approach to learning and dissemination.



- **Inclusiveness:** We engage various stakeholders at various levels, fostering a participatory environment in our initiatives.
- **Respect:** We honour the inherent worth of every individual, treating all with the utmost dignity.
- **Transparency:** We maintain openness in our operational processes and decision-making, ensuring clarity and trustworthiness.
- **Accountability:** We are committed to answering to our stakeholders and prudently managing our resources.
- **Empowerment:** We are dedicated to strengthening individuals through legal and non-legal measures that promote self-sufficiency and economic growth.

**2021-2025 strategic goal:** Innovating and building resilience in conflict through an integrative emergency management strategy for grassroots communities and institutions in Cameroon.

## Strategic orientations and priorities for 2021-2025

- Promote justice, peace, and human rights through political, economic, socio-cultural, as well as institutional, structural, and digital transformation processes;
- Promote participatory governance in the co-creation of peace at microeconomic and macroeconomic governance levels; and
- Build inclusive economies through reconstruction, reintegration, relief, and recovery activities that empower disadvantaged populations.



# Program Areas

- **Justice and the Rule of Law (JRoL):** JRoL policy establishes RAGJ's Legal Aid Clinic by ensuring accessible professional survivor-centred legal services in communities, focusing on vulnerable, marginalised, and displaced persons. The clinic provides mobile, on-site, and online legal and non-legal services, enabling individuals to access and use their rights to protect their interests, access justice, and obtain legal remedies.
- **Governance and Democratic Accountability (GDA):** RAGJ strengthens community engagement and participatory governance. It promotes gender equality, social inclusion, and accountability, ensuring that public services are responsive and transparent. This program helps build a more inclusive and democratic society by advocating for policy reforms and developing community capacities.
- **Assets and Natural Resources Governance (ANRG):** RAGJ promotes the sustainable management of local assets and natural resources. It supports environmental protection and the development of local economies, ensuring that communities can responsibly use and benefit from their assets through sustainable practices.
- **Monitoring, Evaluation, Accountability, and Learning (MEAL):** RAGJ's MEAL policy establishes a systematic approach to enhancing effectiveness, efficiency, pertinence, impact, sustainability, and coherence of actions at strategic and programmatic levels. It facilitates the integration of stakeholders' concerns and expectations in programming. It ensures ethical principles such as integrity of actions, accountability, respect for diverse work approaches and perceptions, and beneficence towards stakeholders.



# Resiliency in Navigating a Complex Operational Context

## **Volatile conflict and political instability**

Using robust risk management protocols and security assessments, RAGJ established secure communication channels with communities to overcome unpredictable access restrictions on humanitarian workers. Whereas increasing trends in criminality, illegal taxes, arbitrary arrests/detention, threats, ultimatums, abduction for ransoms, threats to lives, abductions and extra-judicial killings, repressive actions on civilians, frequent violent confrontations (using improvised explosive devices, guns, etc.) between the state security forces (SSF) and non-state armed groups (NSAG) often lead to the killing of civilians. Also, frequent strikes, protests, ad hoc movement restrictions, prolonged lockdowns, multiple curfews, and various bans (e.g., on items with the Cameroon national flag, national identity cards, school uniforms, yellow taxis, bikes, android phones, etc.), including widespread destruction of property/infrastructure and extortion causing fear, distress, confusion and displacements and family separations. Inter-communal tensions linked to farmer- herder conflicts have intensified.



RAGJ used community-based and area-based approaches to identify and thoroughly incorporate community members' needs, perspectives, and expectations in strategy development and implementation through participatory community assessments, consultations, and feedback (via SMS, messages, phone calls, or in-person). Community leaders, traditional rulers/councils, religious leaders, women leaders, youth leaders, local influencers, and other protection actors served in the Civil Documentation Committees (CDCs), Legal Support Committees (LSCs), and Community-Based Protection Committees (CBPCs) that assisted in the implementation of activities.



## Access to Justice

Using mobile, on-site, and online legal aid clinics, RAGJ helped bridge the gap between forcibly displaced persons and justice/security services. Legal services are costly and largely unavailable in the areas where the most vulnerable populations reside. Moreover, most people are unaware of their right to access justice and legal remedies due to a limited understanding of their legal rights and a lack of information on how and where to address their issues. In some areas, bureaucratic obstacles complicate access to justice and security services. The lack of civil documentation exposes forcibly displaced persons to the risk of statelessness, making it challenging for them to integrate into new communities, move freely, access services, or find employment. Further, discriminatory traditional practices and cultural norms impede women's rights, including their rights to housing, land, and property.

RAGJ provided legal counseling and case-by-case consultations that empowered people with legal knowledge to claim their rights. Many could understand the legal infrastructure, regulatory frameworks, administrative policies and procedures, and justice servicing, analyze their social-political realities, and devise context-suitable strategies to achieve justice.

## Socioeconomic situation

RAGJ offered community-based psychosocial support services to persons witnessing a surge in psychosocial distress, psychological abuse, physical assaults, rape, sexual exploitation, promiscuity, prostitution, violence, and drug abuse. Gender-based violence and

child protection case management strategies were used to address various issues.

Adolescent girls remain vulnerable to forced marriage and sexual violence, mainly because many drop out of school for an extended period. The rise in child labor and exploitation continued, driven by the lack of viable livelihoods that compelled parents and caregivers to send children into labor. Additionally, an increasing number of unaccompanied and separated children (UASC) heightened the risk of violence, exploitation, and abuse. Widespread poverty and hardship, coupled with the loss or limitation of livelihoods—such as farming, jobs, and trade—and the inability to meet basic needs like food, education, health care, and housing, expose children, youth, boys, girls, women, and men to various vulnerabilities.

The needs of people in communities were tracked using vulnerability mapping, which measures age, gender, and diversity mainstreaming (AGDM) criteria. Priority was given to youths at risk of multiple vulnerabilities, children/youth in need of documentation to register for public exams or enroll in schools, survivors of gender-based violence, persons with disabilities, girls and women, and persons facing multiple human rights violations and protection risks. 80% of persons supported included persons forced to flee, and 20% were host community members affected by various protection risks. Critical cases were profiled and submitted to UNHCR for cash support.



### Environmental factors

Using UNHCR cars/ bikes and trekking, the RAGJ team could navigate challenging transportation conditions like muddy, hilly, steep, stony, and slippery roads, potholes, and dilapidated bridges that hinder access to distant, isolated, and hard-to-reach communities. Some communities could only be accessed through rivers using canoes. Additionally, water shortages, low power supply due to frequent electricity outages, restricted access to arable land, droughts, inadequate waste disposal, pollution, landslides, floods, and disease outbreaks (such as cholera) all contribute to the complex array of challenges these areas face.

### Technological context

Some remote communities experience limited or non-existent phone connectivity and internet access. The team had to trek, using sticks as support to meet the people and ensure they were serviced.



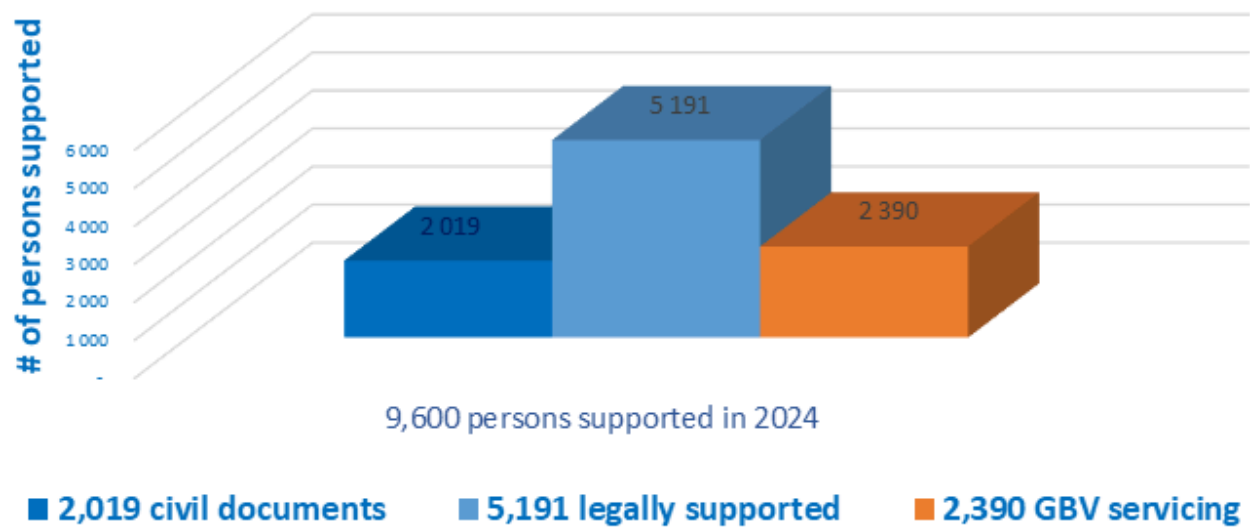


# Legal Support, Civil Documentation and Gender-based Violence for Vulnerable Displaced Persons in the Northwest, Southwest, West and Littoral Regions

As a UNHCR implementing partner, RAGJ has made significant progress in supporting 9,600 21,052 vulnerable, displaced, and marginalized individuals overcome protection risks. Many have gained access to justice, security, social services, legal protection, documentation, and a better understanding of their rights, enabling them to assert their claims. Others have been liberated from harassment, arbitrary arrests, and threats, allowing them to move freely within and outside their communities.

Additionally, some individuals have improved their livelihoods through jobs, trade, and farming, facilitating school registration, reducing dependency, and helping individuals and families cope with poverty and hardship. As a result, more families have achieved stability, experiencing restored dignity, increased respect, confidence, and social cohesion. Some have also relocated to safer areas, reducing their exposure to environmental risks while enjoying enhanced access to mobile phones, the internet, and information services.

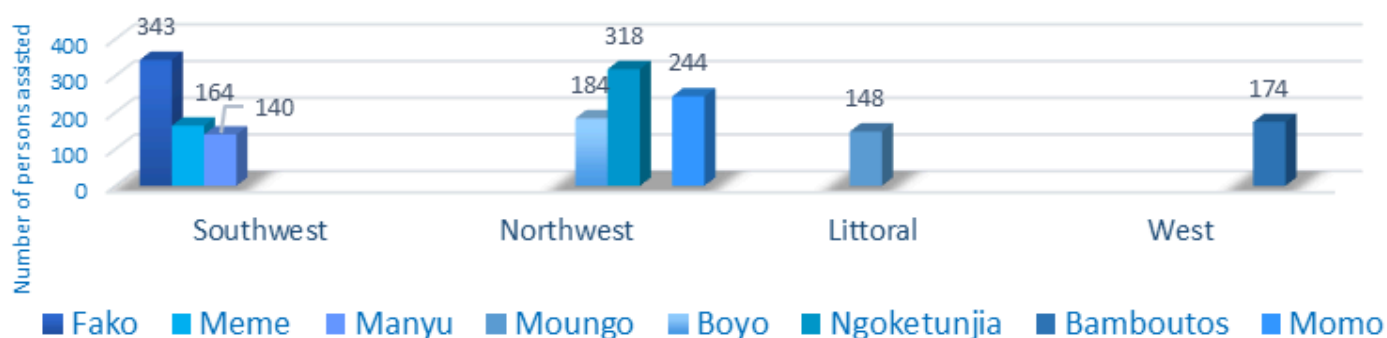
## UNHCR-RAGJ intervention in Northwest, Southwest, West and Littoral Regions



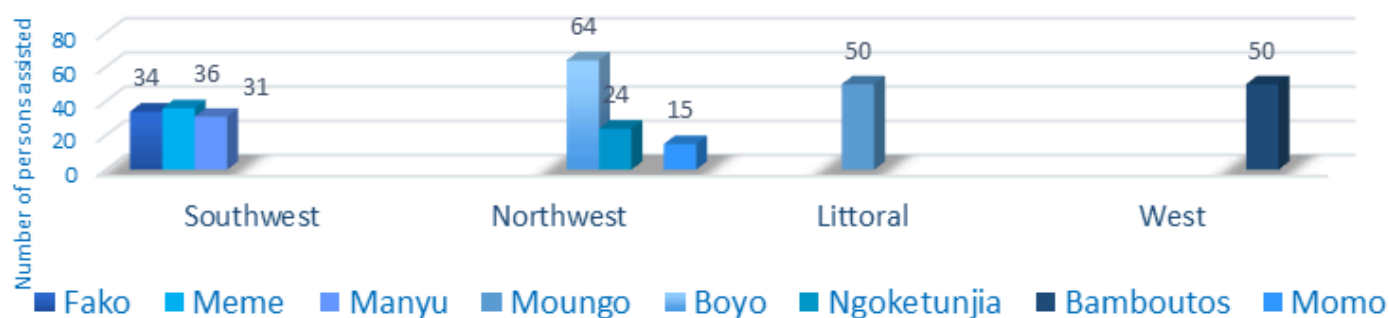
### Civil documentation

2,019 persons were assisted with 1,715 birth certificates and 304 national identity cards. 746 were assisted in the Northwest and 647 in the Southwest, with Fako and Ngoketunjia recording the highest number of persons assisted (343 and 318, respectively) in 2024. Boyo, followed by Bambotous and Moungo divisions, had the highest ID card assistance (64, 50, and 50 persons, respectively).

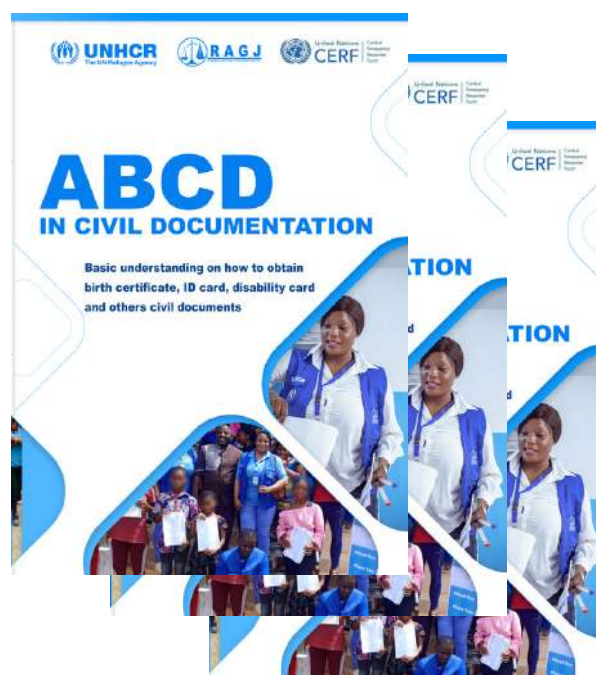
## Birth certificates assistance in 2024



## National identity card assistance in 2024



1000 copies of a *Community Handbook on Civil Documentation* produced in 2023 were distributed free of charge in communities and amongst protection actors. The handbook provided self-help guidance, drawing on best practices and learning to address the challenges and barriers displaced individuals face. It included information on topics such as how to identify a fraudulent birth certificate, reasons for the rejection of ID card applications by public security, the repercussions of providing false information for civil identification, and steps to take if a humanitarian or aid worker commits sexual or other forms of abuse. Additionally, it provided guidance on what to do if one experiences abuse from a teacher, doctor, authority figure, or host family member.





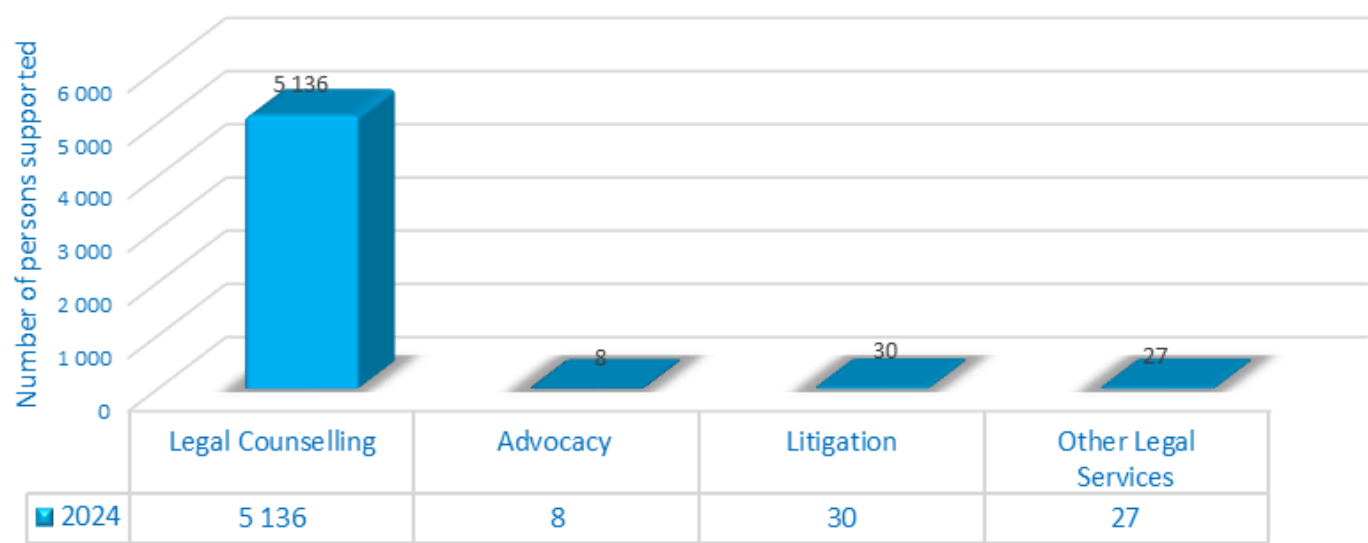
# Legal Support

## Legal Counselling and Representation

In 2024, UNHCR-RAGJ provided legal counselling and representation to 5,136 persons across the Northwest and Southwest regions of Cameroon through free-of-charge mobile, on-site, and online legal aid clinics and legal case management (following prescribed procedures). Working alongside 60 community leaders serving in the LSCs:

- 5,136 persons received legal counselling (case-by-case legal advisory).
- 8 persons received legal representation for out-of-court arrangements and advocacies to abort litigation processes.
- 30 persons received legal representation during litigation proceedings.
- 27 persons received other legal services.

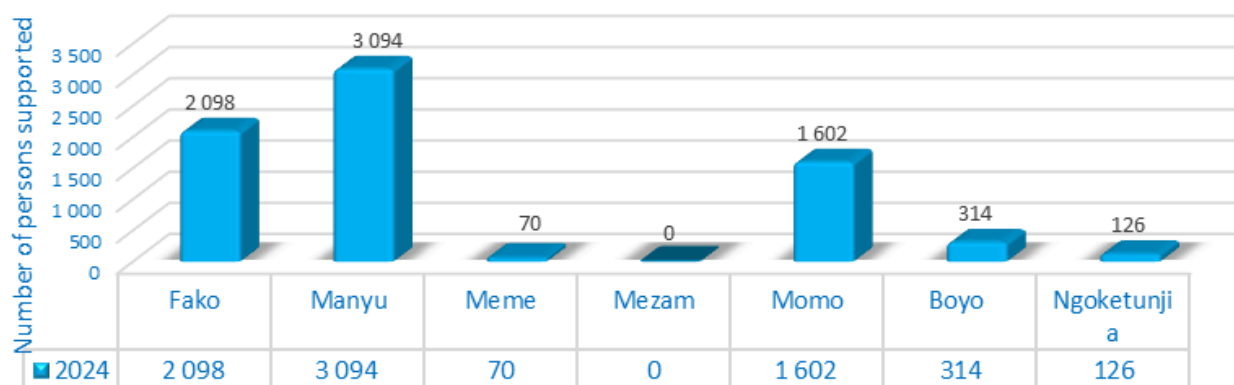
Legal Counselling and Representation in the Northwest and Southwest Regions



## Legal Counselling

As a result of community efforts, 5,136 individuals received pro-bono (free) mobile legal counselling, which included comprehensive one-on-one or group legal advisory sessions held in churches, schools, community gatherings, and detention centers. These sessions focused on informing participants about legal rights, particularly concerning displaced individuals, persons with disabilities, children, and women, as well as addressing the legal implications of GBV, including rape, sexual harassment, assault, and deprivation. The consultations were customized to address the specific needs of various groups, including students, out-of-school youth, sex workers, single mothers, abandoned women, widows, GBV survivors, individuals with disabilities (especially those with visual impairments), farmers, bike riders, prisoners, traditional leaders, religious leaders, and herbalists.

## Legal Counselling in the Northwest and Southwest Regions



## Legal Representation

After conducting both on-site and online legal clinical consultations, pro-bono (free) confidential legal advice was offered to 80 individuals facing protection risks and various vulnerabilities. Cases of human rights violations that were approved were handled following the JRoL procedures of RAGJ, which incorporate survivor-centered approaches to gender-based violence (GBV) and child protection. As a result, legal representation included:

- 8 persons accompanied during out-of-court arrangements (e.g., preliminary investigations at the security services, private chambers of the examining judges, or family/community meetings) and advocacies to abort litigation processes.
- 30 (20 new and 10 old cases) persons represented during litigation proceedings (as a last resort for victims of human rights violations or protection for suspects showing reformation or who have undergone sentencing time).
- 27 persons provided other legal services (e.g., legal advisory, civil documentation, accompanied to public and social services for relevant assistance, including the obtaining of medical-legal certificates, restraining orders, etc.) and non-legal services (psychosocial support/first aid, family tracing, business consultation, etc.). This included referrals for medical, psychosocial, or other protective responses.

## The Peculiarity of Legal Representation Cases

- Arbitrary detentions, prolonged detentions without a hearing, delayed judgment, delayed release upon judgment, and other circumstances that needed legal representation to expedite legal proceedings or administrative procedures.
- Juvenile crimes (theft, non-possession of ID cards, unintentional harm and lack of insurance, drug abuse, indecent exposures, etc.)
- Gender-based violence (matrimonial violence, rape, homosexuality, indecency to a minor, child abandonment, irresponsible parenthood, deprivation of education, early and forced marriage, spouse desertion, etc.).
- Most cases in need of alimony were able to transform their families' circumstances and protect the well-being of children with the multipurpose cash support from UNHCR.
- Unaccompanied minors, separated families, and homeless persons in need of shelter.
- Stigmatization of ex-detainees and socioeconomic reintegration.
- Economic hardships and need for medical assistance.



Individuals who received legal representation expressed immense relief from trauma, a restoration of their dignity, and renewed hope for potential changes in their circumstances and the possibility of achieving justice. Many reported increased self-esteem, empowering them to assert their rights and speak out against injustices confidently. Others felt secure and protected from the individuals responsible for violating their rights, while some experienced reconciliation within their families and felt their legal rights were safeguarded





# Gender-Based Violence

The low-protection environment in the northwest and southwest regions exacerbates the occurrence of various forms of gender-based violence, ranging from denial of resources and opportunities to physical assault and rape. However, this intervention focuses on Boyo division. It builds on a situational analysis conducted in Belo, Fundong, and Njinikon in 2024 by RAGJ with 75 CBPC members (as discussed in the section on community engagement and women's empowerment).

*GBV prevention, mitigation, and response in Boyo division resulted in 2,390 people receiving specialized GBV services through sanitization (1,974 people), case management (287 people), and livelihood training (152 people).*

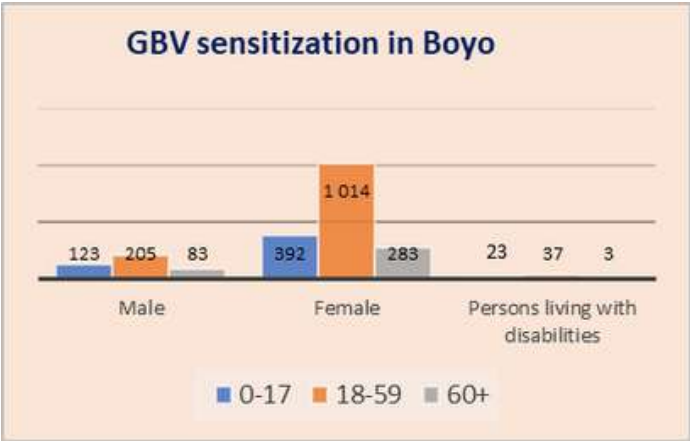


## Community sensitisation

Over 82.4 % (1,969) of participants were girls, 16.9% (403) were women, 52.7% (1,259) were older women, and 12.8% (307) were older women. 4.4 % (105 persons) were persons with disabilities, and 1.6 % (39) were pregnant women.



2,100 people were sensitized in community settings, meeting houses, njanji groups, schools, churches, and hospitals to prevent, mitigate, and respond to GBV incidents. 1,689 of the participants were girls (392), women (1,014 and older women (283). 87 participants were persons with disabilities, and 24 participants were pregnant women. Sensitization sessions were tailored to each group's needs, interests, and peculiarities.



This included a critical session with Njinikom Drivers Union, which resulted in commitments to change behaviors towards women and girls. These sessions facilitated GBV incidence reporting through the UNHCR-RAGJ and other community mechanisms

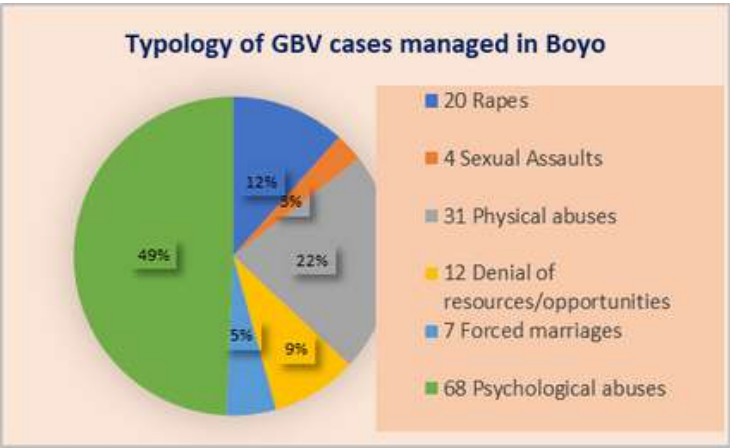
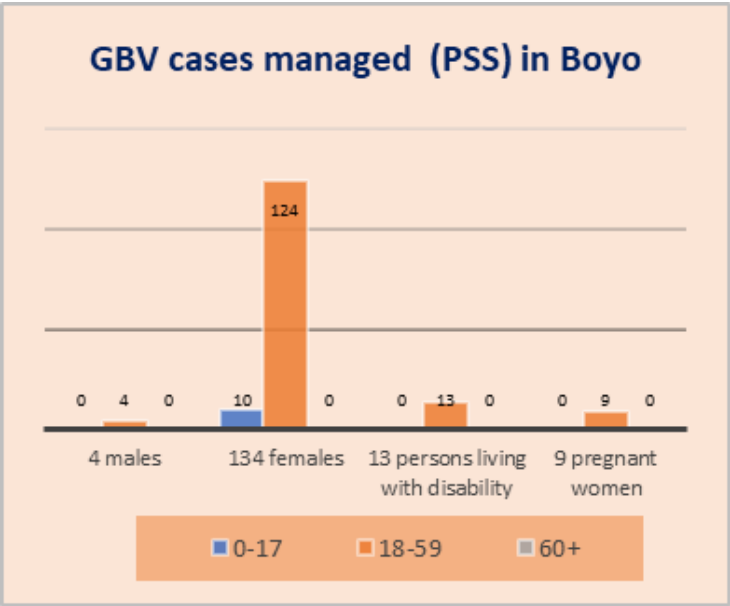


# GBV Case Management and Psychosocial Support

138 GBV survivors in Boyo receive case management services ranging from psychosocial first aid, psychosocial support, and detailed follow-up of their daily routines.

97.1% (134) of cases managed were girls, 7.2% (10) were women, 89.9% (124) were men, and 2.9% (4) were men. However, 9.4% (13) cases concerned persons with disability, and 6.5% (09) were pregnant women.

Psychological abuse represented 49% of the cases managed, followed by physical assault cases, which represented 22% of the cases. 20 cases of rape after 72 hours were equally reported. Cases of denial of resources and opportunities were critical as they were influenced mainly by the effects of matrilineal succession on the GBV survivors. Of the 138 psychosocial support cases managed, 85 experienced multiple forms of violence.





## Dignity Kit's

200 girls, women, men, and boys exposed to protection risks, including GBV survivors, received dignity kits with essential items to support their well-being and help restore their dignity. 22% of dignity kit recipients were 44 persons with disabilities, primarily members of Comfort the Blind Association. 15.5% were 31 pregnant women, with a significant number of nursing mothers. Another considerable number received income generation and life skills training, multipurpose cash, and shelter/NFI support to improve their livelihoods.







## 16 Days Activism Against GBV

Building on the 2024 theme of “Towards Beijing +30: UNiTE to End Violence against Women & Girls,” with an accent on “Responding and Rebuilding after Abuse,” a succession of activities was organized to commemorate the 16 Days Activism Against GBV in Boyo.

1. World Disability Day Celebration with Fundong Association of Persons with Disabilities and Comfort the Blind Belo – sensitization focused on disability rights, inclusion, and GBV.
2. School-related GBV Sensitization in GBHS Fundong and SAJOCCUL Fundong engaged 400 students in discussions about GBV types, clinical management of rape, its consequences, and available support, including community referral pathways to explore.
3. Cultural Jamboree with 200+ people in Fundong, including community leaders, GBV survivors, students, and cultural groups, engaged in psycho-ergo therapy activities, including football matches, traditional dances, and rope-jumping challenges, alongside GBV sensitization that fostered social cohesion and symbolic commitments to end GBV. All community participants received GBV Treats (Body Milk, Eau de Javel, Liquid Soap, and Vaseline) produced by GBV survivors.
4. Women and Girls Corner Discussions in Fundong focused on building self-esteem, peaceful living, inclusion, tolerance, and diversity amidst GBV occurrences/challenges.
5. Community Engagement with traditional leaders devising context-suitable strategies to mitigate and respond to GBV and women's and girls' engagement in the community.
6. Digital Awareness Campaign, including online content publication highlighting project activities across digital platforms like LinkedIn, Facebook, Instagram, WhatsApp, and the website.





# Community Engagement and Women's Empowerment

## Participatory assessment in Boyo division

In April 2024, RAGJ conducted three situational analyses in Belo, Fundong, and Njinikom with 75 members from Community-Based Protection Committees, highlighting gender-based violence as a significant protection issue. The traditional matrilineal succession in Boyo dictates that inheritance flows through the maternal line, meaning that his sister's son inherits the husband's property. This system leaves women and children dependent on their nephews, who often mistreat them. This dependency complicates family problem-solving and reinforces power imbalances and discriminatory practices, such as dowries that treat women as property and limited land ownership for women. Those fortunate enough to own land frequently fear that family members will seize their property upon their death. Additionally, state encroachment has led to land scarcity for men.

The traditional council's unreliability is exacerbated by corrupt leaders issuing conflicting rulings, which results in land disputes being improperly reported to inappropriate authorities like the Gendarmerie, fostering a culture of impunity among law enforcement. The presence of non-state armed groups heightens the fear surrounding the reporting of increasing protection incidents within the community. As a result, men often feel justified in physically abusing their wives and partners, sometimes sending them back to their families under the guise of love and correction. Widespread poverty further heightens the vulnerability of women and girls to various insecurities, including promiscuity, prostitution, and sexual violence. Children born out of wedlock are frequently abandoned by their fathers, lack documentation, and endure numerous injustices, particularly in the absence of community child protection services.





## Contribution to other UNHCR participation assessments:

- Age, Gender and Diversity Mainstreaming (AGDM) Assessments in the North-West, South-West, West, and Littoral regions in 2023 and 2024.
- Multi-Sector Initial Rapid Assessment (MIRA) for Buea flood incidence (2023), Egbekaw attack (2023), Bitingi attack (2024), Upper Bayang attack (2024), etc.

## Economic empowerment

157 persons (girls, women, men, & boys) were empowered through theoretical and practical training in household marketable items such as Body Milk (200 bottles of 250ml), Eau de Javel (200 bottles of 250ml), Liquid Soap (250 bottles of 750ml), and Vaseline (200 containers of 100g).

Participants included 100 GBV survivors, members of social and cultural groups, six persons living with a disability, and six pregnant women. All produce was assembled and shared with GBV survivors and participants of the 16 Days Activism activities, including the GBV Cultural Jamboree in Fundong.





## Protection servicing

About 2000+ persons referred to UNHCR by RAGJ for CBI support to mitigate protection risk were provided multipurpose cash, shelter, and NFI support, which improved the livelihoods of individuals and families. *Kyle is one such person. He struggled to provide for his wife and children (out-of-school dropouts) amidst displacement and hardship. After receiving birth certificates for his children and multipurpose cash support, he enrolled the children in school. He purchased a second-hand bike, which is now the source of livelihood for his family.*

## UNHCR-supported feedback and response mechanisms

Regular feedback/appreciation calls were received from people supported across all the project communities. This helped identify issues and people needing more attention and support, improving the response strategy and impact tracking.

## Supporting the implementation of Promoting Economic and Social Participation (PESoP) of Internally Displaced Persons in the West Region, Cameroon.

This intervention extended administrative and financial assistance for training, registration, profiling, and sensitization in five municipalities

- *Bafoussam 1, Dschang, Foumban, Kouoptamo, and Mbouda from November to December 2024.*





# Tech and Treat Holiday Camp

26 children were empowered through a team-building recreational program that fostered their social skills, cooperation, and communication. This boosted their creativity and ability to try new things as they learned appropriate social interaction skills and improved their self-efficacy and emotional well-being. Camp activities included basic ICT, pastry making, in/outdoor games, and diverse group games. Some of them discovered their talents and passions and created bonds that lasted beyond the program.





# Back to School

*In August 2024, 40 vulnerable, marginalized, and displaced children aged 9-15 from Upper Costain, Water Tank, and CDC Moliwe in the Fako division (Southwest) and Kottoh Nactigal in the Moungo division (Littoral region) received educational support, which enabled them to join their peers to commence the school year. Additionally, a young woman aged 28 years old was equally supported to attend form one in the secondary school since she had been struggling to attend school for the past eight years. Most parents were encouraged to send their children to school, especially CDC workers, who had worked for six to eight months without salaries. Parents and children said the children would improve their writing skills, and some children were amazed at the thought of using luxurious bags.*





# Success Stories

*Multiple testimonies have emerged, with beneficiaries or their parents breaking into tears at the relief of having documents. Over 100 persons used their birth certificates to obtain a national identity card and purchase/re-register their SIM cards.*

Improved livelihoods: Some have used their documents to obtain jobs (at a Micro-Finance company, as an MTN sales agent, etc.), constituting documents for job applications, completing business registration, fulfilling legal bike ride requirements, etc. For example, 23-year-old Gideon was forced to flee from Ndu to Bamenda with his siblings when their house was burned down. He lost his documents and struggled to get a new birth certificate, to no avail. He explained, "I couldn't make much money from riding a bike to provide for my siblings because I would run away from the Police while working. I don't remember the day I registered. I just heard news on the streets that people are registering IDPs for Birth certificates at Mile 4. Then I rushed there, and my information was collected. Today, I have a birth certificate, which is an essential document. I also have an ID card, I will not have to settle too many Police controls, and I will be able to make enough money to feed my siblings and myself. Thank you, UNCHR; this is a surprise blessing".



*After four years of struggle, a painter was forced to flee from Ediki Monge to Buea after his brother was brutally killed. Residing in a high-risk neighborhood and without a birth certificate and ID card exposed him to constant harassment from the police, and he could not secure formal jobs in other communities and distant locations, worsening his financial struggles. Now that he has a birth certificate and ID card, he can move freely, obtain jobs, and rebuild his life.*

**Free movement:** Many people have escaped extortion from state security forces, arbitrary arrest, and detention since the reception of their ID cards. Others could relocate to a safe location due to insecurities. Some persons expressed that, since the advent of the crises, they have never traveled back to their communities, but now they can return to their place of origin, as they now have the legal documents. Someone testified, "...I can confidently identify myself as a Cameroonian citizen." Another person could travel to bury her relative in the village.

**School registration/enrolment:** Many pupils/students who had dropped out of school for up to 7 years, were repeating studies, or could not enroll for studies (in primary, secondary, and vocational schools) or write public exams are now furthering their learning.

**Access to essential services:** Some used their documents to access social services, legalize marriage, file a litigation case for rape and child and release from prison. her child with birth certificates, an ID card, and multipurpose cash. She also received Psychosocial Support (PSS) and Psychological First Aid (PFA), which helped improve her behavior.

**A first-of-its-kind rescue of a child from death after severe rape:** Five-year-old Fifi and her mother fled from Wum, located in the Northwest region, to seek refuge in a fisherman's community in Limbe, where her mother resorted to sex work in a brothel. Tragically, Fifi was raped three times within a week by a Nigerian fisherman a grim reality often faced by children in that community, where such acts go unpunished due to bribery and corruption. Thanks to a referral from the Ministry of Social Affairs, the intervention by UNHCR-RAGJ enabled Fifi to receive critical medical care, covering her medical costs. She was found to be critically anemic, and her health report indicated only a 1% possibility of future childbearing. During this time, Fifi and her mother were provided with a safe space while efforts were made to re-arrest the perpetrator, who had escaped from detention after committing his crimes. The community found the courage to speak out against him, spurred by UNHCR-RAGJ's mobile legal clinic counselling sessions, and in addition to medical aid, Fifi and her mother received psychosocial first aid and ongoing support, along with legal counselling, cash assistance, clothing, food, and transportation to a new secure location following their stay in the safe space. As the case unfolds in court, the local municipal council has partnered to shut down the brothel where Fifi's mother worked, leading to the arrest of the associated pimp. Notably, other young girls in the community have been liberated from sexual exploitation, effectively dismantling the network that trafficked women from Wum.

**Child abuse and sexual exploitation within the school setting:** Bobo, a 13-year-old boy whose mother is disabled, was tragically raped by his teacher after they were forced to flee from Ngoketunjia to Buea. Disturbingly, Bobo's case was reported to be the fourth instance of sexual abuse by this same teacher. When the school authorities were informed, Bobo and his siblings were promptly dismissed, and their mother faced threats. At the hospital, Bobo's mother, despite her disability, was denied access to the test reports, medico-legal documents, and photographs documenting the injuries sustained by Bobo. Following the intervention of UNHCR-RAGJ, she obtained the necessary medical reports and certificates. At the same time, Bobo was provided with a birth certificate, psychosocial first aid, and ongoing support with regular follow-ups. Additionally, they received food assistance and legal representation in court. The perpetrator has since been charged with multiple offenses, including rape (*Section 296*), *homosexuality (Section 347(1))*, *indecent with a minor (Section 346(4))*, and *conditional threats using a knife (Section 302(1)) of the Penal Code*. He also faces enhanced penalties due to his position as a teacher (*Section 298*). The court has delivered a favorable judgment for Bobo and three other young victims. Moreover, a civil claim has been filed against the school, compelling it to implement stringent measures to combat child abuse and sexual exploitation within its environment.





“I have received life”: Amidst displacement, homelessness, the death of her relatives, poverty, hardship, and insecurity, 50-year-old Mami Aya and her children had endured prolonged physical assault (with some incidents requiring hospitalization due to severe beatings) and humiliation from her husband. After receiving psychosocial first aid, psychosocial support, and legal counselling, she built the confidence to file for divorce and has since been provided with legal representation, resulting in a favorable judgment. Mami Aya and her children

are beginning to heal from their trauma, and she has experienced a remarkable transformation, stating, “I have received life.” Additionally, she was given a dignity kit and cash-based intervention support, empowering her and her children to launch a food business.

**Woman with a disability overcoming gender-based violence:** Eyo, a 33-year-old woman with a speech disability, was compelled to flee from Mbonge to Kake-Bwitingi. After spending a year in her new community, she began to suffer prolonged physical abuse and humiliation from her husband just seven months into their marriage. His relentless torment and neglect created a miserable existence for Eyo and her children, as he consistently refused to send them to school. With the help of psychosocial first aid, ongoing support, and legal counseling, Eyo gained the confidence she needed to break free from this cycle of abuse. This support not only alleviated her children's trauma but also led to a transformative physical and emotional recovery for Eyo. Additionally, she received cash support that allowed her and her children to start a small business. In November 2024, a court ruling was issued in her favor, granting her a divorce.

**Secured Alimony:** Zozo, a single mother, was compelled to flee from Belo to Douala and Buea due to homelessness and hardship, leading her to work in a brothel as a sex worker. Fortunately, her partner helped her escape that life and they welcomed a child together. However, she endured physical violence and public humiliation from him and felt unable to return to Belo without proper identification documents. With intervention, her partner, accompanied by their relatives as witnesses, committed at the Police Station to stop harming her. He also provided her with 50,000 FRS to help her start a business. Additionally, she received vital support in the form of a certificate of loss, a birth certificate, and an ID card, which facilitated her return to Belo. Once back, Zozo continued to benefit from psychosocial support, a dignity kit, and cash assistance, all of which have enabled her to secure a stable livelihood for herself and her family.

**Family reconciliation:** Nineteen-year-old Mia was compelled to flee to Buea with her family, living in a dilapidated ‘plank’ shelter. She became pregnant by a neighbor’s son, and his family initially agreed to take her in to live in their more modest home. However, as time went on, they became physically and verbally abusive towards her. When the baby reached six months old, they took the child from Mia and forced her to leave. Thanks to intervention and follow-up discussions at the Police station involving both families, Mia was reunited with her baby and reconciled. The family of her child’s father committed to providing her with alimony to support her and the child moving forward.



**Fresh perspective:** Mami Zoey is a separated survivor of gender-based violence (GBV) who cares for a household of ten, which includes six children, two siblings, one of whom is a widow whose husband was killed by a stray bullet and her bedridden mother, who has been accused of witchcraft by her matrilineal successor. Due to the ongoing crisis, Zoey lost her job as a cleaner at a hospital in Bafut. She faced physical violence from NSAGs and was abandoned by her husband after he lost his job, as he denied their children inheritance due

to the matrilineal succession system. After returning to Boyo, Zoey could not farm the family land because her matrilineal successor monopolized it and continued the accusations against her mother. However, she received psychosocial first aid, psychological support, and dignity kits. Following her participation in a training program on detergent production, Zoey requested the necessary ingredients from RAGJ and successfully began making detergent to support her family.

**Restored health and rekindled hope:**

Nineteen-year-old displaced Joso was forced into a non-consensual relationship by her parents, which resulted in sexual violence. Her family rejected and abandoned her. Left without support, she dropped out of school, was denied vocational training, and struggled to survive on her own. During this challenging time, she endured a second incident of rape, which left her pregnant and even more isolated. At seven months pregnant and lacking access to antenatal care, Joso reached out for help from UNHCR-RAGJ. She received psychological first aid, case management, and medical referrals, ultimately undergoing an emergency cesarean section at Njinikom Hospital that ensured her and her baby’s survival.

through the UNHCR-RAGJ project's support, Joso regained her stability, receiving dignity kits, a national identity card, and multipurpose cash support.

**Enhanced quality of life:** “Mami Ekwang,” a 35-year-old mother of four, endured physical, psychological, sexual, and economic violence at the hands of her husband, who ultimately abandoned her. Facing numerous insecurities, she relocated to a new community, where she experienced hardship and depression. However, after receiving psychological first aid, case management, dignity kits, and skills training, she launched a small business selling cooked food—specifically “Ekwang”—which now sustains her family.



**Fostering hope for teenage mothers:** Eighteen-year-old Cindy, a teenage mother, faced immense challenges in caring for her child after experiencing rape, sexual harassment, and rejection from her family. With the help of case management, psychosocial support, dignity kits, and livelihood assistance, she obtained an ID card, facilitating her relocation. She enrolled in evening school and began a trade. Now, Cindy serves as an inspiration for other teenage mothers seeking to rebuild their lives.

**Revitalized livelihoods and expanded access to education:** “Mami Shaa” endured physical and sexual violence from her husband while facing extreme hardships with her four children in a displaced setting. Her family struggled to meet basic needs, and her children were unable to attend school. After receiving psychological support, self-empowerment training in detergent production, and multipurpose cash assistance, she revitalized her “shaa” business. This allowed her to enroll her children in school and register her eldest daughter in nursing school. As a result, her family’s living standards have improved, their dignity has been restored, and they now feel confident in their ability to integrate into the host community, paving the way for a brighter future.





# Financial Performance

Item Description	Revenue (XAF)	Expenditure (XAF)	Changes in Net Assets (XAF)
RAGJ Funds	592,300	592,300	0
UNHCR Funds	357,341,774	309,649,783	47,691,991
<b>Totals</b>	<b>357,934,074</b>	<b>310,242,083</b>	<b>47,691,991</b>
<b>EXPENSES</b>			
<b>Personnel Cost</b>			
Staff Allowances	53,020,000	52,860,000	160,000
Contractual Services	8,700,000	8,585,000	115,000
<b>General expenses</b>			
Contract with Non-Individuals	12,950,000	13,180,000	-230,000
Travels	30,000,000	32,200,000	-2,200,000
Direct Operating Costs	238,927,860	192,068,406	46,859,454
Administration & Other Costs	13,743,914	10,756,377	2,987,537
Gifts & Donations	592,300	592,300	0
<b>Total Expenses</b>	<b>357,934,074</b>	<b>310,242,083</b>	<b>47,691,991</b>





# Key Lessons

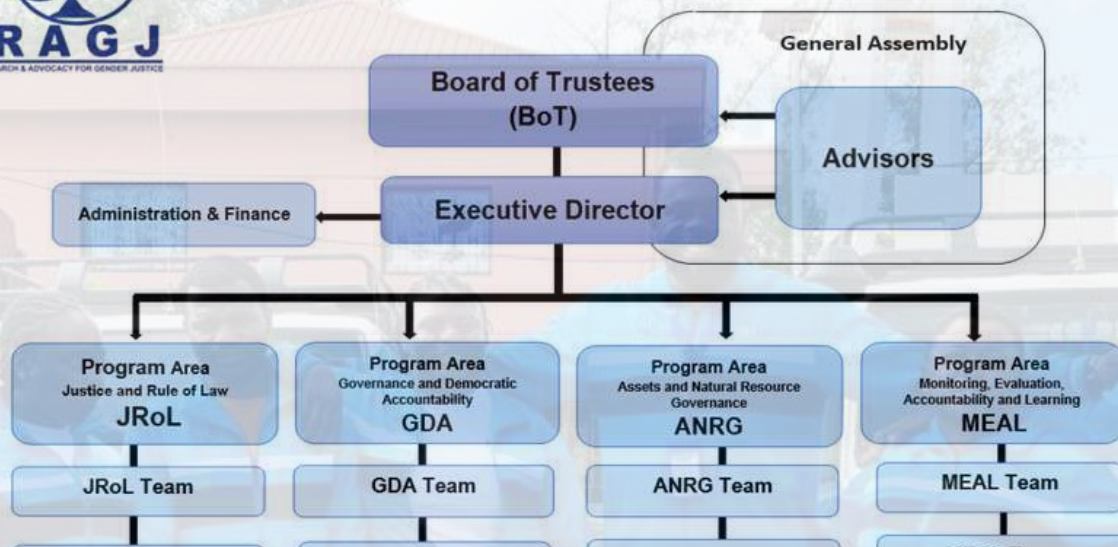
- Applying the humanitarian principles of neutrality, independence, impartiality, and do-no-harm facilitates working with multiple stakeholders.
- Improved literacy will help people claim their rights and responsibilities, demystify legal concepts, and reduce misconceptions about legal processes, procedures, and practices.
- Patience and detailed follow-up are required to obtain accurate information from people, and individuals must understand the repercussions of providing dishonest information so that they can safeguard their lives and livelihoods.
- Livelihood and cash support are critical aspects of protection services as they promote the dignity and community reintegration of vulnerable, marginalized, and displaced persons.
- Survivor-centered legal servicing includes psychosocial serving and systemic time investments.
- Communities need to explore alternative ways to achieve justice, establish protective measures for victims of rights violations, and create denunciation outlets for GBV perpetrators.
- When men (tradition authorities, religious leaders, native doctors, bike riders, teachers, etc.) actively engage in GBV prevention and mitigation activities, patriarchal norms are reviewed, minimizing harmful traditional practices such as property seizure from widows and children, ownership of widows, deprivation of education and other opportunities, etc.
- Mainstreaming agriculture and environmentally friendly activities in all interventions helps to reinforce the sustainability of actions in communities.



# Management Structure



## ORGANISATIONAL CHART



## Current Gender Ratio at RAGJ

Unit	Women (# of persons)	Men (# of persons)	Total (# of persons)
Board of Trustees	4	4	8
Executive Management	4	0	4
Buea office staff	9	10	19
Bamenda office staff	4	8	12
Fundong office staff	2	1	3
<b>Totals</b>	<b>23</b>	<b>23</b>	<b>46</b>
<b>Percentage (%)</b>	<b>50%</b>	<b>50%</b>	<b>100 %</b>

Senior management is gender-balanced, executive management is 100% women-led, and offices have more men.



# Board of Trustees (BoTs)



**Njweipi Stephen E.**  
*Board Chair*



**Justice Atabong A.**  
*Legal Advisor*



**Dr. Magha J. Akenji.**  
*Research Advisor*



**Agwenjang Bhaltevil.**  
*Risk Mitigation  
Advisor*



**Mbonde Theophile E.**  
*Legal Advisor*



**Mbuh Derick Ticha**  
*Governance Advisor*



**Balkisou Buba.**  
*Social Advisor*



**Mbacham Bridgette B.**  
*Gender Advisor*

# Executive Team



**Patience N. Agwenjang**  
*Executive Director*



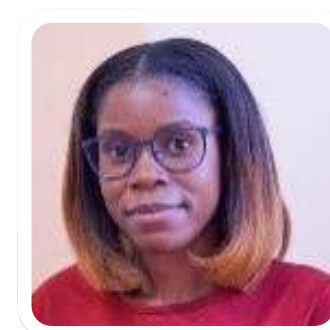
**Charlotte E. Agwenjang**  
*Program Manager*



**Azock Marilyne Agwenjang**  
*Program Manager*



**Achoh Ashly Agwenjang**  
*Admin/Fin/HR and  
Legal Officer*



**Natalia Isak**  
*Legal Advisor*



**Barrister Ndohmunang  
Nickson M.**  
*Legal Advisor*



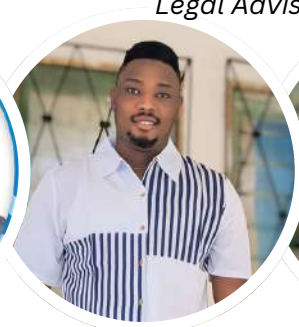
**Akoni C. Christopher**  
*Legal Advisor*



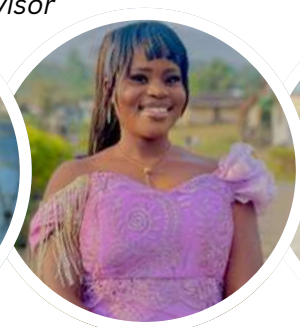
**Tamanjong Gaston**  
*Legal Assistant*



**Vanessa Labkuna B.**  
*Legal Assistant*



**Dike Dilan**  
*Legal Assistant*



**Enanga Hannah N.**  
*Legal Assistant*



**Ayukebi Noela A.**  
*HR Assistant*



**Kikefomo Genesis.**  
*Admin/Finance  
Assistant*



**Enow-Eta Ojong.**  
*Admin/Finance  
Assistant*



**Taba Eyere Midress**  
*Admin/Finance  
Assistant*



**Anim Cynthia Tamo**  
*Administrative  
Assistant*



**Kingsley Metuge**  
*IT & Communications  
Associate*



**Soh Milena Azwe**  
*Communications  
Assistant*

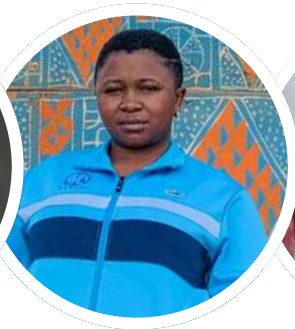




**Nsoh Claude Gwen**  
Communications  
Assistant



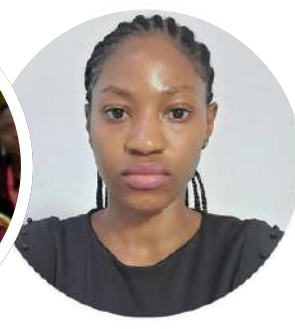
**Lum Adeline**  
Psychologist  
(Fundong office)



**Kum Vera Mmbi**  
Social Worker  
(Fundong office)



**Ndive Clarence.**  
Social Worker  
(Buea office)



**Ankiambom Tedji C.**  
Social worker  
(Bamenda office)



**Sandrine Foncha**  
Social worker  
(Bamenda office)



**Nghah Virginie S.**  
Social Worker  
(Bamenda office)



**Taku Nyuo L. Lawa**  
Research Assistant



**Ndi Irene Beri**  
Field Worker  
(Fako)



**Efande Joseph Nganje**  
Field Worker  
(Fako)



**A. Frank Alobwede.**  
Field worker  
(Fako)



**Nkeng Susan**  
Field worker  
(Meme)



**Teke Jean-Mark**  
Field worker  
(Momo)



**Kume Alexi**  
Field worker  
(Ngoketunjia)



**Conrad Ngong**  
Field Worker  
(Boyo)



**Monica Njike**  
Field worker  
(Moungo)



**Samson Nenge**  
Field worker  
(Meme)



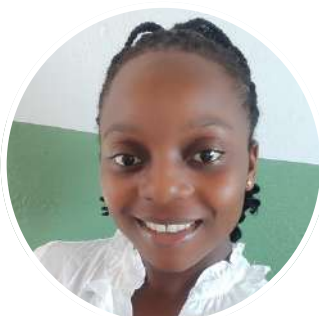
**Lyonga Richard**  
Driver



**Munasansai Alphonse**  
Driver



**Ndiyuo Clovis**  
Driver



**Che Claudette Manka'a**  
(Administrative Support)



**Dinga Meinert (Driver)**



# Professional Development and Staff Updates



- **Staff Induction**

In March 2024, staff and BoTs held an induction meeting to establish the performance Management Processes that guided the monitoring, evaluation, accountability, and learning (MEAL) system of RAGJ.



- **Appointment**

Dr Akenji J. Maghah, BoT member, was appointed Head of Division for Teaching and Programs at the Higher Institute of Transport and Logistics at the University of Bamenda.

- Ms Patience N. Agwenjang participated in the Participedia School of Democratic Innovation, Cape Town, South Africa.



Mr Ekinde Theophile Mbonde, BoT member, participated in three international leadership programs: Impact Directors Conference, Istanbul, Turkey; Leaders Fellowship Maldives, and World Policy Conference, Cape Town, South Africa.



- **Staff of the Year Recognition**

Ms Lum Adeline, RAGJ Psychologist, was recognized as a beacon of resilience, tirelessly providing psychological support to vulnerable displaced persons primarily in Belo, Fundong, and Njinikom amidst the challenges of violent conflict in the North-West regions of Cameroon



Ms Ashly Achoh Agwenjang, Legal Officer, participated in two programs on Human and Women's Rights: the 2024 Summer School for Human Rights Defenders at the University of Western Cape in Cape Town, South Africa and the Beijing+30 Feminist Forum for Central Africa.



Ms Balkisou Buba, BoT member, participated in seven International High Panel Discussions, including the UN Permanent Forum on Indigenous Issues in New York-USA, the Green Climate Fund MENA Regional Dialogue in Rabat-Morocco, the 5th Indigenous People's Advisory Group Meeting of the GCF in Songdo - Korea, the UN Climate Week in New York-USA, the African Forum on Business and Human Rights in Nairobi-Kenya, the UNFCCC COP 29 in Baku-Azerbaijan, and the UNCCD COP 16 in Riyadh-the Kingdom of Saudi Arabia.





*Recharged For Innovation !!!*