



**A COMPREHENSIVE REPORT OF THE PROJECT TO STRENGTHEN THE INTERNAL  
MECHANISMS OF THE UNIVERSITY OF BUEA FOR TRACKING AND CURBING  
CORRUPTION**

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**Change will happen with or without us: we are here to give this change a better  
direction**

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## List of Acronyms

ACS	-	Anti-Corruption Strategy
ACECM	-	Anti-Corruption and Ethics Committee Members
ACSM	-	Anti-Corruption and Ethics Sub Committee Members
CRTV	-	Cameroon Radio and Television
CEFAM	-	Center for the Training of Local Government Administrators
DVC	-	Deputy Vice Chancellor
IGI	-	International Governance Institute
ICE	-	Internal Control and Evaluation
I/C	-	In Charge of
FITCAM	-	Focal Integrity Team Cameroon
PTF	-	Partnership for Transparency Fund
PAID-WA	-	Pan African Institute for Development West Africa
STV	-	Spectrum Television
SOWEDA	-	South West Development Authority
NSIF	-	National Social Insurance Fund
UB	-	University of Buea

## **1.0. Introduction**

The International Governance Institute, Focal Integrity Team for Cameroon (IGI-FITCAM) on May 1<sup>st</sup> 2009, received financial support from Partnership for Transparency Fund (PTF) to conduct a project geared at strengthening the University of Buea's internal mechanisms for curbing financial mismanagement and corruption and to thereby enhance UB's institutional performance and reduce wastage of scarce public resources.

The International Governance Institute's Focal Integrity Team for Cameroon (FITCAM) proposed project to strengthen the internal mechanisms of the University of Buea for tracking and curbing corruption, is one of the proposed strategies to enhance the institutional performance of higher education establishments in Cameroon. The proposed UB anti corruption action is premised upon a strategy of strengthening the effectiveness of the university's internal mechanisms which are relatively untried and also, to carry out a significant test of the new structures put in place by the government of Cameroon through the Ministry of Higher Education.

The creation of sub committees for the fight against corruption and promotion of ethics in higher education in Cameroon, tags along instructions from the Minister of Higher Education at the ceremony for the installation of members of the central unit for the fight against corruption and for the promotion of ethics in Higher Education in 2008. As an emblem of nationalism, held in high esteem not only in the Anglophone region but nationally, the University of Buea became symbolically, the pioneering institution for the promotion of the fight against corruption in the education sector in Cameroon.

The positive reputation University of Buea enjoys internationally further reinforces the culture of pride which exists in relation to the University. The UB project was therefore an opportunity for the University to serve as a ground breaking force behind the anti-corruption movement in Higher Education Institutes constantly encouraged by the Head of State-H.E.Paul Biya. This report is therefore a compressive description of the objectives and outcomes of the UB project in addition to its replicability and sustainability in reducing corruption in Higher Education Institutions in Cameroon.

## **2.0 Institutional Background**

### 2.1 Guarantor

**The International Governance Institute (IGI)** is a UK registered charity organization working in the area of safeguarding the public good in the management of public affairs around the world. Please see link [www.igi-integrity.com](http://www.igi-integrity.com) . As a Christian value based and action oriented organization, IGI is represented in over 12 countries with the following as:

#### **Mission**

Changing the culture of communities, so as to make corruption unacceptable; influencing those seeking public office to exercise good governance and education of the people in participating and monitoring public accountability.

#### **Vision**

To have in the community, a public sector that is transparent, participatory and citizen centered, which is constantly cognizant of, responsive to, and answerable for the needs and aspiration of the ordinary people.

#### **Values**

Among other equally cherished standards; IGI upholds and safeguards the following values:

Integrity

Honesty

Impartiality

Humility

Responsibility

Transparency

The University of Buea project was conceived as a priority project for Cameroon by the country representation or affiliate of the global IGI charity known as Focal Integrity Team Cameroon (IGI-FITCAM). The project was coordinated and

directed during its implementation by Stephen Nkem Asek, focal officer for the IGI-FITCAM team.

## 2.2 Partnership for Transparency Fund

The International Governance Institute's Focal Integrity Team (FITCAM) requested for financial support from the Partnership for Transparency Fund (PTF) to fund the project to strengthen the University of Buea internal mechanisms for tracking and curbing corruption. Please see link [www.ptfund.org](http://www.ptfund.org) .

PTF granted US\$22,000 for the implementation of the project with respect to the various activities identified. This was disbursed in four tranches (including the additional supplementary grant request) of US\$10,000, US\$8000, US\$2200 and the US\$2000 which will be disbursed upon receipt of this report. The implementation of the project was followed on behest of PTF by Mr. Christopher Redfern who was designated as project adviser.

## 3.0 Account of activities undertaken

### 3.1 Goal of the University of Buea Anti -Corruption Programme

The targeted objective of the University of Buea anti-corruption program is a strengthened University of Buea internal mechanism for curbing financial mismanagement and corruption and an enhanced institutional performance capable of reducing wastage of public resources.

This entails reduction of the UB budget lost through mismanagement and malpractices to 10% by 2010 (2009/2010) academic year.

### 3.2 Objectives of the University of Buea Anti-Corruption Programme

1. To raise awareness about the problem of corruption at UB
2. To strengthen the newly-formed UB Anti-Corruption and Ethics Sub Committee
3. To launch a new strategy for fighting corruption within the university

### 3.3 Course of Action for the University of Buea Anti-Corruption Programme

The University of Buea anti-corruption programme has five implementation phases namely; the public launching meeting including the UB anti-corruption and ethics committee members, civil society organisations, local government representatives and the media; Holding of the UB anti-corruption and ethics committee members workshop-including the production of a small corruption monitoring handbook; the UB budget tracking meeting and operation; the organisation of the forum to review results of the tracking exercise and lastly, the forum to official present and pass on the university of Buea anti-corruption strategy action plan. The following is a brief highlight of actions under the five phases:

1. The public launch meeting of the UB project was aimed at introducing the project to the wider public in order to stimulate public dialogue and awareness on the current fight against corruption in higher education institutions in Cameroon-most essentially, the university of Buea
2. Training of members of the university of Buea anti-corruption and ethics committee on public ethics, development of a corruption prevention plan, corruption risk assessment, public service efficiency and corruption monitoring tools design, in addition to the production of a guidance handbook on corruption monitoring.
3. Field research and investigation to uncover how corruption and financial mismanagement occurs at the University of Buea despite the present control structures in position.
4. The fourth step was the holding of meetings to scrutinize and review summary reports of the field research and investigative exercise that have been carried out, in an attempt to harmonize the summary reports and input, additional information that would aid in conceiving a responsive and robust anti-corruption strategy document for the university.
5. The final stage in the course of implementing the anti-corruption program for the University of Buea was the official forum to present and pass on the newly conceived

anti-corruption prevention plan for the Higher Education sector-the case of the University of Buea, to officials of the University; under the watchful eyes of the national press, civil society and government representatives.

### 3.4 Planned Activities and the consequent Outputs

#### 3.5 **ACT.1:** The Public Launching Meeting

The key activity under this phase included the organisation of a public meeting to launch the university of Buea anti-corruption project including in attendance, the university of Buea anti-corruption and ethics committee members, civil society, government representatives and the media. The objective was to introduce the UB project to the wider public and potentially generate support at political level for replicating successful anti-corruption efforts in the South West Region.

The key achievements under this phase included the following:

- Hosting of 2 public banners. One at the entrance gate to the town of Buea and another at the strategic community square "bongo square".
- Participation of over 90% of the university of Buea anti-corruption and ethics committee members.
- Participation of more than 3 local government representatives in the Region at the public launching meeting of the project; including the Governor of the SW Region, the Lord Mayor of Buea, the IMAM of Buea, the Colonel of the Infantry and Motorized Battalion of the Region as well as the president of the syndicate of Higher Education Teachers in Cameroon.
- Participation and coverage of the public launch by a cross section of the national media including the Cameroon Radio and Television (CRTV) and the Satellite Television (STV)
- Organisation of a press conference that widely publicized the UB anti-corruption project



- Emission of the University of Buea anti corruption public launching meeting during the nation-wide news broadcast in the official French and English languages.
- Increase in the number of the general public who have heard about the project

3.6 **ACT.2:** Holding of the UB anti-corruption and ethics committee members workshop-including the production of a small corruption monitoring handbook

The activities under this phase included the production of a small corruption monitoring handbook for use by UB anti-corruption and ethics committee members along with, the training of the same, on corruption prevention plan, corruption risk assessment, public ethics and the design and use of corruption monitoring instruments.

Achievements under this phase included:

- Attendance and participation in the training course of 80% of the university of Buea anti-corruption committee members.
- 80% of the university of Buea anti-corruption and ethics committee members capable of writing a corruption assessment report and also proficient in explaining a corruption prevention plan. See training video report for training records and post training test results.
- Conception and production of a functional guiding text for the University of Buea anti-corruption and ethics committee, by members who participated in the training titled "Procedures for the Promotion of Ethics: University of Buea"
- Production of 300 copies of an anti-corruption monitoring handbook for the education sector in Cameroon. The monitoring handbook covers basic topics of the Concept of Corruption in Education, Academic Ethics and Standards of Behavior, Corruption Risk Assessment and Management, Development of a Corruption Prevention Plan, Minimum Standards required for Contracting in the Education Sector, Samples of IGI Public Ethics and Corruption Monitoring forms. The key purpose of producing a small monitoring handbook was to empower the targeted,

monitoring agents with monitoring skills and guidance in the course of the tracking and budget monitoring exercise.

### 3.7 **ACT.3:** the UB budget tracking meeting and operation

The essential activity under this phase included the conduct of an objective investigative exercise of the UB system by the university of Buea anti-corruption and ethics committee members for the purposes of testing their newly acquired corruption monitoring skills and also, to uncover the sort of corrupt practices prevailing in the system. This exercise which lasted for 3 months was to assist in gathering real facts on the ground that would feed the development of an anti corruption strategy for the university, in the event that such an exercise proves positive on the prevalence of corruption in the system.

Achievements under this phase are as follows:

The disclosure of corrupt practices identified in almost all facets of the university system. Herein is a brief summary of practices that were discovered and exposed:

#### **1. Poor management of the budget of the University of Buea**

Areas include:

- Issuing of mission orders
- Allocation of underserved allowance
- payment of supplies
- Payment of vouchers
- Payment of bonuses
- Granting of missions
- Debts owed National Social Insurance Fund as well as accrued debts to supplies

#### **2. Professional misconduct**

Areas include:

- Sexual harassment of students
- award of underserved marks to students
- leakage of examination questions
- victimization of students

### **3. Acceptance/demand for bribe during supervision of project of final year students**

Areas include:

- Final year research project
- Long essays

### **4. Employment**

Areas include:

- Recruitment of support staff
- Recruitment of assistant lecturers

### **5. Pressure from Parent on University staff**

Areas include:

- Threat to pass an undeserving student
- Threat to admit unqualified candidates into the university

### **6. Student criminal networks**

Areas include:

- Fake identities
- Impersonation
- Theft of student union dues

3.8 **ACT.4:** The organization of the Forum to review the results of the BTO exercise

The activity under this phase entailed the presentation of the worked out summary report of the investigative exercise for cross examination, review and additional input; along side, the draft copy of the University of Buea anti-corruption strategy. This was an opportunity for members of the University of Buea anti-corruption and ethics committee to add and complement to the materials collated from various sectors of the university.

The review meeting led to the following conclusions:

- Consensus on the identified corrupt practices in the University of Buea as factual
- Suggestions for the inclusion of corruption from the realm of students and parents in the report

- Widespread worry over damage of the report to the reputation of the University, as a result of the information collated and suggestion for a continuation of the project action in another State University to justify the exercise as not being biased.
- Recommendation over naming of the final document as follows “Combating Corruption and Promoting Good Governance in the Higher Education Sector in Cameroon: the case of the University of Buea (for the Investigation Report)” and Combating Corruption and Promoting Good Governance in the Higher Education Sector in Cameroon: The University of Buea Anti-Corruption Strategy (for the strategy document that was to be presented at the project closing forum), as against that which was previously titled on the report documents.

3.9. **ACT.5:** The forum to official present and pass on the university of Buea anti-corruption strategy action plan.

The main activity under this phase included the organization of a forum to discuss and to pass on the comprehensive new University of Buea Anti-Corruption Strategy to officials of the University.

The achievements are as follows:

- Development of a more comprehensive University of Buea Anti-Corruption Strategy document<sup>1</sup>.
- Attendance and participation of members of the university of Buea anti-corruption committee and the Deputy Vice Chancellor for Research, Cooperation and Relations with the Business World at the forum.
- Approval and strong support for the new University of Buea Anti-Corruption Strategy recorded. In evidence of this, public statements were made over both the press and the Government run Cameroon National Radio and Television (the CRTV), by Prof. Victor Ngoh-Deputy Vice Chancellor for Research and Cooperation with the Business World in recognition of the University’s acceptance of the new UB Anti-Corruption Strategy document in good faith.

<sup>1</sup> See attachment.1 for the detailed University of Buea Anti-Corruption Strategy document

#### **4.0. Underlying assumption used in measuring the UB project Impact and sustainability**

4.1 The successful implementation and impact of the planned activities under the University of Buea anti-corruption programme assumes the realization of the following:

- General support at political level for replicating successful anti-corruption efforts in South West Region
- Strengthening the University of Buea's internal mechanisms for curbing financial mismanagement is taken seriously by the university authorities
- University of Buea listens to public concern about financial mismanagement
- University of Buea Anti Corruption and Ethics Committee Members (ACECM) take their task seriously
- Support for a new Anti-Corruption Strategy (ACS) exists at key levels at the University of Buea.

#### **5.0. Assessment of the UB project Impact on reducing Corruption and Sustainability**

5.1. The key object in the performance of the University of Buea project entailed strengthening the University of Buea internal mechanisms for tracking and curbing corruption. This purposefully results to:

**a) Reduction of UB budget lost through financial mismanagement and malpractices to 10% by 2010 (2009/2010) academic year.**

The UB budget tracking exercise conducted by the University of Buea anti-corruption and ethics committee identified areas such as payment of bonuses, granting of missions, procurement and supplies in addition to debts as sources through which budget losses were being registered. The losses accrued to bills owed suppliers for 2006 to be worth over one hundred million francs cfa (100,000,000FCFA). This bills that were sent to the Ministry of Finance in Yaoundé for settlement were received back at the University in 2009. The Ministry realized that although the university received full subvention for that

year, they had failed to pay suppliers their dues. Money deducted from workers over the year as part of the National Social Insurance Fund (NSIF) worth over fifty million francs cfa equally stood out as accrued debts.

Presently, officials of the University of Buea Central Administration Account Session attest of up to 50% of the aforementioned accrued debts having been paid by management, indicating less losses and an improvement in the management of the university budget.

Again, this shows that the curbing of financial mismanagement at the University of Buea is taken seriously by management in ensuring a repay of funds that were made available but not used for their intended purposes.

**b) University of Buea Anti Corruption and Ethics Committee Members (ACECM) take their task seriously**

In setting up the University of Buea anti corruption and ethics committee as ordered by the Minister of Higher Education, members of the committee did not know how to proceed, as they had no previous knowledge in monitoring, reporting and investigating or indentifying practices considered as corruption in an educational environment.

Members of this community therefore needed to be sufficiently empowered to be able to take their responsibilities as described in Article 2 of Decision N0.2008/0724/UB/DVC/ICE<sup>2</sup> .

After the training which lasted for 3days, members of the University of Buea anti-corruption and ethics committee were able to:

- i. make careful and detailed study of cases of unethical behavior and of corrupt practices in their sector
- ii. seek to unmasked corrupt practices by examining records and interviewing persons deemed useful for their investigation
- iii. submit reports of cases of deviation from the norms of good governance (social, financial, managerial, and academic) at the University of Buea in demonstration of the Committee's seriousness to their assigned task. This

<sup>2</sup> Decision to create committees for fighting against corruption and for the promotion of ethics at the University of Buea

accordingly led to their report on examination leakages, student impersonation during exams, lecturer ethical behavior, theft of university resources and most significantly; the committee's report on the apparent leakage of questions from one of the examination papers of the Competitive Entrance Examination to the Faculty of Health Sciences at the University. The Exams were later cancelled by the Minister of Higher Education after due consultation with the Vice Chancellor of the University of Buea.

**c) University of Buea listens to public concern about financial mismanagement**

In response to public concern about financial mismanagement in UB and in testament of the ground work being carried out by members of the University of Buea anti-corruption and ethics committee, the Vice Chancellor of the University of Buea, issued a memorandum to all Faculty Officers, Deans, and Directors of UB carrying the subject; "Purchase of luxury items on the University budget".

The Memorandum called on all the aforementioned officers to make optimum use of their budgets so as to achieve their targets of performance in teaching and research. It noted having noticed that some delegated "voteholders" are authorizing the purchase of chairs and tables at prices which are far higher than that for furniture used by even the Vice Chancellor. It went further to affirm that the University has noted a total disregard for normal prices in the purchase of office supplies, equipment and computers.

This call for all delegated "voteholders" at the University to exercise caution and show realism in committing expenditures demonstrated the University's response to public concern about financial mismanagement at the University of Buea.

**c) Support for a new Anti-Corruption Strategy (ACS) exists at key levels at the University of Buea.**

Premised upon the approach of strengthening the University of Buea internal mechanisms which were so far relatively untried, one of the expected benefits of the project was to carry out a

significant test of the effectiveness of the structures in place with reference to the fight against corruption and promotion of ethics, and proposed a new strategy for the university in the event that the test proved negative.

The test was duly conducted by members of the University's anti-corruption and ethics committee and proved negative. In an attempt to lay out a more promising strategy for the University of Buea to follow in the future, a new Anti-Corruption Strategy (ACS) was developed with the assistance of experts drawn from Cameroon, United Kingdom and Australia by IGI-FITCAM.

In stressing the importance of the ACS which was handed over to the University of Buea, the Deputy Vice Chancellor for Research and Cooperation with the Business World at the University of Buea, the Head of the Law Department and Chair of the anti-corruption and ethics committee of the Faculty of Social and Management Sciences at the University, the president of the Syndicate of Higher Education Teachers in Cameroon, expressed their sincere commitments to ensure that the ACS exist and is applied in the sectors concerned at the University.

**d) General support at political level for replicating successful anti-corruption efforts in South West Region**

Encouraged by the Head of State, H.E.Paul Biya, the fight against corruption and promotion of ethics in the public service system in Cameroon, constitute a very important priority plan of the government. The desire of the government therefore, is to encourage the building of a public service system where the principles of neutrality, transparency, accountability, equality and objectivity are enabled to suitably anchor the fundamental frameworks upon which Cameroon's infant democracy has evolved.

In recognition and support of government agenda, the International Governance Institute's Focal Integrity Team for Cameroon received strong political support from the Minister of Higher Education, the Governor of the Region of South West, the Lord Mayor of Buea Rural Council, the National Public Security and Armed Forces in the Region of



South West in the course of implementing the University of Buea project.

Specific expression of interest for replicating a similar anti-corruption activity was also received from the Minister for Secondary Education, the Lord Mayor of the Buea Rural Council, as well as the Commander of the Motorized Battalion in the South West Region.

Other political support for replicating a similar anti-corruption action came from the heads of key Regional and National Educational Establishment in Cameroon. This included: the Pan African Institute for Development in West Africa (PAID-WA), the Local Government Training Center (CEFAM), and the South West Development Authority (SOWEDA).

Recently, the Deputy Vice Chancellor for Internal Control and Evaluation at the University of Douala, on Wednesday 3<sup>rd</sup> March, 2010 in a meeting with the director of IGI-Focal Integrity Team, expressed his support for the replication of a similar UB project with the Douala University.

#### **e) Commendation**

- The University of Buea corruption project has achieved its aim of strengthening UB's internal anti-corruption mechanisms, which were so far relatively untried. The budget tracking exercise carried out tested significantly, the effectiveness of both the old and new structures in place to fight corruption at the University (notably, the newly created portfolio of Deputy Vice Chancellor for Internal Control and Evaluation, and the Committee for the fight against corruption and promotion of ethics).
- This ground breaking initiative taken by the Government of Cameroon in curbing the corruption which exist in higher education establishments in the country, could be very valuable and instrumental in attaining this object.
- However, a careful assessment by the Central Unit for the Fight against Corruption and for the Promotion of Ethics in Higher Education as to how the anti-corruption and ethics committees at the various State

universities are constituted and configured is very paramount; in the absence of proper independence and detachment of the Committees from the grip of the university's' most senior executives, the framework of committees for the fight against corruption and promotion of ethics in state universities in Cameroon would have very little effect in combating a budding culture of corruption in Higher Education establishments.

## **6.0 Constrains**

- Pockets of resistance from some of the University top management added more difficulty than envisaged in carrying out the project.
- The human resources had been grossly underestimated compared to the demand that was there for a successful and timely implementation of the UB project.
- Time was the greatest limitation in implementation of the first stage of the project. Taking into account that the GA took a much longer time to come through on top of the long-drawn-out bank wiring transfers; new challenges were to emerge as a result of the University's academic calendar. To meet up, the project work became far too involving, demanding for much more time and extra resources than allocated to complete certain phases.
- The same was the low estimate of the financial resource that would be required to attract the targeted consultants to implement the project. This consequently had a severe effect on the quality of certain key outputs.

## **7.0 Lessons Learnt and their Replicability**

- ▶ During negotiation of the UB project IGI-FITCAM employed a top bottom approach. Later on in the project this changed. The reason being that IGI-FITCAM was being perceived as opponent and not partners by the top. We learn earlier on that to succeed, FITCAM must reach out to the bottom and win their support and trust. We therefore worked with individuals at the bottom whom we

new could tame members from the top of their hostility and resistance.

- ➡ In this way IGI-FITCAM was able to keep pace with the project activities while keeping members of the top informed. Therefore, the top bottom approach was a good diplomacy in obtaining the official support of the targeted authorities but not their active involvement.
  
- ➡ For better institutional mobilization and creation of local ownership of the action the bottom top approach was the best method that could promise sustainability of the initiative as well. The most essential task was to plant "the seed". While men slept they comprehended not how it sprouts; this has been a reality for the UB project and its political support for replicability.
  
- ➡ The choice to cooperate and engage members of the university anti-corruption committee was a good strategy, but the mobilization of the members amidst threats from the system was the greatest challenge which could only be overcome by a strong and friendly coordinating unit.
  
- ➡ The institution of per diem could serve as a strong motivating factor to compensate for the extra time those members of the committee input for the success of initiatives of this magnitude looking at their busy schedules as lecturers and academia.
  
- ➡ FITCAM recommends possible involvement in future round-tables organized by PTF to share best practices for the replication of the project not only in Africa but in other countries across the globe whose education system struggles with seminar challenges.
  
- ➡ The UB project has stimulated additional public interest and support for the fight against corruption in the system of Higher Education in Cameroon. University of Buea being the pioneer has awakened expectations in across other sectors. It would be unfair if the project

could not be continued in other State Universities or public sector in the country to widen the impact.

### **7.1. Future Plans**

- ❖ To perform the project exercise in the other four state universities in Cameroon picking-up with the University of Douala after Buea.
- ❖ Produce and publish a Manual of Good Governance and Anti-Corruption in the Education Sector in Cameroon for use by stakeholders and actors in both the Secondary and Higher Education Establishments in the country.

## 8.0 Summary Financial Report

Phase	Activity	Budgeted \$1-500FCFA	Budgeted FCFA	Actual	PTF in FCFA	IGI-FITCAM FCFA	Balance In FCFA
Phase 01	Program preparation and management	\$1250	625,000	1,225,000	825,000	400,000	
Phase 02	Public launch meeting	\$2569	1,284,500	1,129,500	939,500	190,000	
Phase 03	Training workshop For ACS Hand book printing	\$6329	3,164,500	3,218,000	2,523,000 212,500	695,000	
<b>Sub total</b>			<b>5,074,000</b>	<b>5,572,500</b>	<b>4,500,000</b>	<b>1,285,000</b>	
<b>1<sup>st</sup> Tranche</b>	<b>\$10,000</b>				<b>4,500,000</b>		
		<b>Budgeted \$1-450</b>					
Phase 04	Operation planning workshop	\$1394	627,300	627,300	627,300	450,000	
Phase 05	Budget tracking operation Transport/ office documentation material	\$4500 \$1000	2,025,000 450,000	2,025,500 450,000	2,025,500 450,000	328,852	
<b>2<sup>st</sup> Tranche</b>	<b>\$8,000</b>	<b>\$6894</b>	<b>3,102,300</b>	<b>3,102,300</b>	<b>3,102,300</b>	<b>778,852</b>	497,700 (\$1106)
<b>Phase 06</b>	Workshop to review results	\$3042	1,368,900	1,368,900	1,368,900	202,500	
<b>Phase 07</b>	Forum to discuss and present AC strategy	\$1478	665,100	665,100	665,100	67,500	
	Other cost including Postage of PCR	\$700	315,000	315,000	315,000		
<b>Final Tranche</b>	<b>\$4200 less \$2200</b>	<b>\$5520</b>		<b>2,349,000</b>	<b>2,349,000</b>		
<b>Grant total</b>	<b>\$22,200</b>	<b>\$22,114</b>		<b>11,023,800</b>	<b>9,951,300</b>	<b>3,112,704</b>	

## 9.0 SCORE AGAINST THE UB PROJECT IMPLEMENTATION PLAN

Objectives	Measurable indicators	Achievements	<input checked="" type="checkbox"/> Done <input type="checkbox"/> Not Yet Done
<p><u>GOAL:</u> To strengthen UB's internal mechanisms for curbing financial mismanagement and corruption and to thereby enhance UB's institutional performance and reduce wastage of public resources.</p>	<p>Reduction of UB budget lost through mismanagement and malpractices to 10% by 2010 (2009/2010) academic year.</p>	<p>General support at political level for replicating successful anti-corruption efforts in Cameroon.</p>	<p style="text-align: center;">✓</p>
<p><u>PURPOSE:</u> 1. To raise awareness about the problem of corruption at UB;  2. To strengthen the newly-formed UB Anti-Corruption Sub-Committee;  3. To launch a new strategy for fighting corruption within the university.</p>	<p>1. Attendance of media(3 articles on the program will be carried by 3 local press and 2 radio emissions on the two principal local radio stations in Fako Division ),at least 10 CSOs and 3 local government representatives at project's opening and closing.  2. Participation of 80%</p>	<p>Strengthening UB's internal mechanisms for curbing financial mismanagement is taken seriously by the university authorities.</p>	<p style="text-align: center;">✓  ✓</p>

	ACSC members in the initial training and BTO planning workshops and strategy development forum.		✓
<p><u>OUTPUTS:</u></p> <p>1. Significantly raised level of internal and external awareness of corruption and of efforts to control it;</p> <p>2. Training of 45 newly-installed Anti-Corruption Sub Committee members</p> <p>3. A comprehensive strategy and action plan for fighting corruption within UB.</p>	<p>1. At least 30% increase in no. of UB students and general public who have heard about the project.</p> <p>2. 80% of ACSC members who attended the initial training course capable of explaining a corruption prevention plan;</p> <p>3. Well worked strategy document is presented to the project's closing forum.</p>	<p>1. UB listens to public concern about financial mismanagement</p> <p>2. ACSC members take their task seriously;</p> <p>3. Support for a new anti-corruption strategy at UB exists at key levels.</p>	<p>✓</p> <p>✓</p> <p>✓</p>



## 10.0 Photo Gallery:

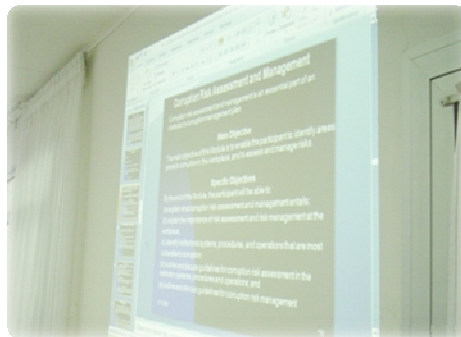


P.01. Public banner hosted for the project. P.02. Public launching meeting of the UB



Project

P.03 and P.04. The University of Buea Anti-Corruption and Ethics Committee Members in attendance during training



The Lord Mayor of Buea Rural Council (right hand corner) officiating the closing meeting of the training of the University of Buea Anti-Corruption and Ethics Committee

p.06

p.07



Flash back on the review meetings of the draft UB corruption monitoring report



p.8



p.9



The Director, FITCAM and the DVC, i/c Research and Cooperation with the Business World University of Buea, in an assessment of the final strategy document of the UB project.



The well worked out Anti Corruption Strategy document is passed on to the University of Buea and received by: Prof. Victor Julius Nghoh-Vice Chancellor in Charge of Research and Cooperation with the Business World, University of Buea.



The Lord Jesus told His disciples, "You are the light of the world" (Matt. 5:14). IGI wants to shine into the dark parts of our communities, where power is wielded in secret.

It is not just about exposing corruption, but about enlightening ordinary people to understand the process of governance, so that they can participate for the common good. Above all it is about establishing standards of honesty and service- the standards of Christ's kingdom.

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