

**PROJECT COMPLETION REPORT**

***PLAY FOOTBALL, STOP CORRUPTION***

**(CORRUPTION REDUCTION PROGRAMME FOR  
SPORTING ORGANISATIONS IN CAMEROON)**

**IMPLEMENTED BY THE GLOBAL NETWORK FOR  
GOOD GOVERNANCE (GNGG)**

**WITH THE FINANCIAL SUPPORT OF THE  
PARTNERSHIP FOR TRANSPARENCY FUND  
(PTF), WASHINGTON, DC**

*Limbe, Cameroon*

*October, 2010*

## **TABLE OF CONTENTS**

- ❖ Project in figures
- ❖ Executive Summary

### ***I) Project Description***

### ***II) Project Frame Work Evaluation And Implementation***

- ❖ Relevance
- ❖ Outputs
- ❖ Expenditures

### ***III) Project Impacts***

- ❖ Relevance
- ❖ Achieving Project Objectives
- ❖ Achievement of Project Goal

### ***IV) Overall Assessment and Recommendations***

- ❖ General Assessment
- ❖ Project Problems Encountered
- ❖ Lessons Learned
- ❖ Recommendations

## **ANNEXTURES**

- ❖ Project Financial Report
- ❖ Tool Kit

## **PROJECT IN FIGURES**

**PROJECT TITLE:** “Play Football, stop Corruption,” A Corruption Reduction Program for Sporting Organization in Cameroon.

**ESTIMATED PORJECT PERIOD :** February to December 2009

**ESTIMATED PROJECT BUDGET :** US \$ 25.500

**TOTAL PROJECT COST :** US \$ 24.000

**AMOUNT REQUESTED :** US \$ 21.500

**(EXCHANGE RATE USED :** 1\$ - 500(FCFA)

**ORGANIZATION:** Global Network for Good Governance (GNGG) MESODE HOUSE, 1<sup>st</sup> Floor, New Town Limbe, South West Region Cameroon. P.O. Box 607, Limbe.

**DATE FOUNDED :** 17<sup>th</sup> April 2000

**TYPE OF ORGANISATION :** NGO

## **EXECUTIVE SUMMARY**

The Project “Play Football, Stop Corruption” is a Corruption Reduction Program for Sporting Organizations in Cameroon, implemented by the Global Network for Good Governance (GNGG) with funding from the Partnership for Transparency Fund (PTF) in Washington, DC, USA. The project is implemented in collaboration with the Ministry of Sports and Physical Education; target sporting organizations, the Cameroon Football Association (FECAFOOT), the media and other stake holders.

The Project’s ultimate goal is to fight corruption in sporting organizations in Cameroon by raising awareness of corruption with sporting associations/organizations and the wider Civil Society Community, by organizing a three days workshop, to identify and develop an anti-corruption toolkit that reflects the situation in Cameroon and the participating organizations and finally, by encouraging the development of good governance methodologies and strategic direction of the organizations.

The review of existing laws and regulations for the prevention and punishment of corrupt practices as well as the setting up and management of sporting organizations in Cameroon carried out at the nascent stage of the project activity produced expected results in informing and better adapting the Toolkit as guidance for information, education and the sharing of best practices on anti-corruption.

The armoury of existing legislation relevant to anti-corruption, the setting up of sporting associations, the role of the media and other protection mechanisms reviewed in this process along with input into the Toolkit have produced an unprecedented result which hitherto has had unplanned impact on the project activity.

In the process of carrying out programmes, the football matches stumbled onto the rainy season. We applied to PTF and obtained their fiat for an extension of the implementation period. This resulted in a lengthy

administrative bureaucracy, waste of time, delay and waste of project resources of the organization. We have carefully addressed this deviation from the original project implementation schedule in this report as it has significantly delayed the project schedule with numerous correspondences between GNGG and PTF. However, the delay has as well produced a huge social and networking outcomes capable of enhancing overall project impact.

One other seemingly unrelated but striking issue is the arrest and eventual detention of the Project Officer, Edwin Franz, unconnected with the project implementation. A formal report was lodged with the local judicial authorities on the matter. The consequence of the arrest is that all latter stage project related materials, laptop computer, gadgets and reports as well as receipts were destroyed and / or collected from the Project Officer's place of abode. It also delayed the writing of this report and we are afraid that some details of expenditure and statistics shall not be ascertained with mathematical precision. We have just gathered pieces of papers to put this report together.

Print and electronic media reported on the football matches, the launching of the Toolkit and the bill boards. This high visibility developed perfect soil for effective public discussion, awareness and education of the public in general about abuse of power, corruption and proper management of sporting organizations in Cameroon.

The Toolkit is based on contributions by the Workshop participants but adapted to Cameroon's local realities. Input on the score card and write-ups come from the participants of the workshop for sporting organizations, the media and officials of the Ministry of Sports and Physical Education as well as the Cameroon Football Federation (FECAFOOT). Specific cases and topics, rules and regulations concerning corruption in Cameroon are well articulated in the toolkit, hence the need for its harmonisation and endorsement by the officials of the Ministry of Sports and Physical Education with its bureaucratic bottlenecks for ventilation formalities to meet FIFA standards.

Finally, the timely TV presentations which coincided with the 2010 World Cup Jamboree in South Africa, the public, CSOs and Private organizations had their ears open on the need to address issues of corruption and the roles and responsibilities of sporting organisations in promoting good enough governance and proper management structures within such organisations. It also creates great opportunity for networking and cooperation amongst the major stakeholders as GNGG emerges as a key partner in dissemination, training and the use of the Toolkit, leaflets, bill boards and other public awareness materials.

## **I) PROJECT DESCRIPTION**

Within the past decade or so, the subject of corruption has dominated discussions at the international level. Corruption has been identified as the major impediment to development especially in third world countries.

One of such sectors seriously hit by corruption is that of sporting organizations particularly football associations or clubs. At local, national and international levels, club executives engage in match fixing, bribery of referees and they as well bribe football federations. The clubs are also poorly managed with no manuals of financial, administrative, let alone logistics procedures.

Being a sporting country par excellence with a high profile in its football record, Cameroon has a good representation of sporting organizations. By encouraging participants of sporting organizations to discuss and identify the various forms of corruption, it is the start of a process of raising awareness within the sporting fraternity and the Wider Civil Society Community.

Along with informing club decision makers, the project aim is also to inform and educate the public about corruption, national and international standards and practices of managing. Sporting organisations and general discussions on corruption.

The key instruments for education and discussion on corruption in sporting organisations are the Toolkit, the newsletters and the Bill-board. In the main, the project activity consisted of the following 03 components.

- 1) Public awareness interventions
  - a) Organizing a three days workshop for sporting organisations under the theme “Promoting Transparency and Accountability in the Management of Sporting Organizations”.
  - b) Press Conference, TV discussions,
  - c) Dissemination of posters, leaflets and newsletters
  - d) Planting of Bill boards etc to trigger public watchdog interest and initiatives.
- 2) Develop and distribute a Toolkit or Handbook on Corruption for sporting organisations, which reflects the situation in Cameroon
- 3) Develop key good governance methodologies and strategies directions for the sporting organizations. This is in the form of a score card which is annexed to the toolkit.

## **II) PROJECT FRAMEWORK AND IMPLEMENTATION**

### **(A) Relevance**

The design of the Project which consists of the three components (supra) is adequately formulated to achieve the goals of the project.

In conformity with the project criteria of the Partnership for Transparency Fund (PTF), the project undertaken by GNCG has directly contributed to increased public awareness, discussion and CSO action against corruption particularly within sporting organisations. The T.V. Presentation created a unique frame work bringing immediate, high visibility and profiling of GNCG, PTF and other related project partners and stakeholders.

### **(B) Project Outputs**

An assessment of the project implementation and its results is based on targeted outputs of identified activities at project development stage, mid-term assessment, and final report with final project financial reports.

#### **(1) The Toolkit**

The Toolkit or Handbook produced by the project is based on the input of Workshop participants and adapted to local realities. A total of 1000 copies of the Toolkit were printed and disseminated to all the participants, anti-corruption agencies, and ministries, sporting organizations, the media, public libraries and academic. The Toolkit is in French and English, reflecting the bilingual nature of the country.

The Toolkit development with input from participants at the workshop is used to demonstrate the inadequacies of these provisions to combat and prevent corruption and in articulating the need for improvement on the management of sporting organizations in Cameroon. A score card on corruption is annexed to the Toolkit.

**(2) Development and Planting of 04 Anti-Corruption Bill Boards.**

Four anti-corruption bill boards using soccer anti-corruption themes were planted at the entrance to the South West, Littoral, North West and West Regions of Cameroon. The bill boards were designed and constructed by GNGG in collaboration with the Ministry of Sports and Physical Education and officials of the Municipalities concerned.

(3) Due to budgetary constraints, three out of four anti-corruption football matches were played in Limbe (South West Region); Bali (North West Region). The climax of the matches was the one in Limbe wherein ace footballer, Roger Milla had been earmarked to take the kick-off but for a last minute international engagement with the Cameroon National team who had a friendly in Rome, Italy, ahead of the World Cup Competition in South African. The matches were heavily attended with a greater public involvement in the fight against corruption.

**(4) Public Awareness Campaign**

1000 copies of the toolkit were distributed through the Ministry of Sports and Physical Education, 2000 leaflets, newsletters, posters, banners, and TV and FM Radio talk shows and messages were produced and disseminated along with press conference and TV discussions around corruption in general and in sporting organizations in particular.

The unexpected output of the project triggered interviews with project team members. The interviews and discussions concluded that extensive training and public awareness is needed in order to engage greater public involvement in the fight against corruption.

#### **(5) Administrative Supervision of the Project**

In general, the project has been able to provide timely monitoring and supervision throughout the whole project implementation. We registered delay in the latter stage of the project due to the rains and the arrest and detention of the project officer, Edwin Franz.

The members of the Project Management Team provided the strategic direction and orientation to ensure project compliance with the Project Implementation agreement.

#### **(6) Project Expenditures**

The Project estimated cost is US \$25,000 with US \$2,000 as GNGG counter part fund. PTF provides US \$21,500. The first tranche PTF funding worth US \$9,000 was disbursed early February 2009 and the second worth US \$9,000 was disbursed with a fair delay at our request and received later. The final tranche of US \$ 3,500 remains to be received after submission of the final project completion report.

The GNGG expenditure of the project is US \$ 24,000 which reflects a slight US \$ 1,500 higher than expected due to inflation and fluctuations in the exchange rate.

### **III) PROJECT IMPACT**

All in all, the project did not carry out any formal assessment of its impact. However, there has been apparent and ready impact in terms of much higher public attention to issues of corruption especially within sporting organizations.

The project also created a nation wide popularity for GNGG and enhanced the role and respect of CSOs and civil society activists and their action as a whole.

The production and distribution of the anti-corruption Toolkit meets the requirements of Cameroon sporting associations and the wider CSO/NGO Communities in the fight against corruption. These public awareness and education materials are enjoying greater attention and apprehension by the public.

The design, construction and planting of the anti-corruption bill boards will be a constant reminder of the impact that corruption has on sporting organizations and the wider community. They are planted at key entrance points into the head quarters of the 04 target regions at this pilot project.

Media highlights higher visibility coverage to cases of corruption especially at the wake of the 2010 World Cup finals in South Africa.

### **IV) GENERAL ASSEMENT AND RECOMMENDATIONS**

#### **(A) GENERAL ASSEMENT**

The project has achieved its objectives as conceived during the development period despite its hitches. It may therefore be considered as having been successfully completed. The project has clearly articulated and achieved its goals in quality and quantity in terms of increasing public and CSO awareness of and knowledge about corruption and the lack of adequate and effective legal framework and follow-up in efforts aimed at reducing and preventing corruption in sporting organizations and CSOs in general in Cameroon.

Raising awareness of the general public and CSOs on the need to monitor legislative as well as executive government performance is one of the key achievements of the project. Closer monitoring by civil society and the general public as well as the fact that corruption is just a way of life in Cameroon gives room for chances which entails change.

## **(B) PROBLEMS ENCOUNTERED**

The first is the rains which came early to disturb the anti-football matches.

The second is financial. Due to inflation and fluctuation in exchange rates, the project suffered in terms of real want of received funding.

Lastly, the arrest and detention of the project officer, Edwin Franz for issues unrelated to the project has rendered reporting very difficult. It caused delay in the submissions of progress reporting and overall psychological disturbances at the level of the organisation.

## **(C) LESSONS LEARNED**

The need for better contingency planning for future projects. We also need to review existing projects and possibly hire more support staff or network with other CSOs to allow greater impact and performance of its projects.

## **(D) RECOMMENDATIONS**

1. The use of the anti-corruption toolkit may serve as a continued foundation to citizens in the fight against corruption. It may act as another form of capacity building. There is room to improve the toolkit in the future.
2. It is highly recommended that GNGG approach and discusses in details with PTF about future funding support for a next phase of the project to build on its current achievements in improving governance in Cameroon.