

**Project Completion Report
Action Group for Democracy and Good Governance
AGDGG to
Partnership for Transparency Fund**



Strengthening the internal capacity of GBHS Limbe SMB and PTA to ensure proper use and application of material, financial and human educational resource of GBHS



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Abbreviations

Action Group for Democracy and Good Governance-----	AGDGG
Cameroon National Anti Corruption Commission.....	CONAC
Corruption Prevention Plan.....	CPP
Government Bilingual High School.....	GBHS
School Management Board.....	SMB
Parent Teacher Association.....	PTA
Partnership for Transparency Fund.....	PTF

0. Introduction

Improving governance and fighting corruption remain the main critical factors in increasing growth and broad based development in Cameroon to the levels necessary to significantly reduce poverty and improve livelihood. The challenges to improve governance and curb corruption remain huge in a country context where efforts to improve accountability and service delivery in education are little.

By diverting scarce resources intended to improve the quality and service of secondary education delivery in Cameroon; corruption is a major obstacle to the success of long term development initiatives and growth. In contrast to other sectors, the largest group of people affected directly or indirectly by corruption in the education system constitute children and young people. While the School Management Board and Parent Teacher Association are provided with the mandate to ensure an atmosphere and environment of education that is fair, transparent and exemplary, many continue to neglect this noble duty to achieve unjustified benefits which have far reaching effect and impact in the way the students they teach and the community perceive service delivery and reward.

To increase education outcomes and improve on service delivery, Action Group for Democracy and Good Governance collaborated with the school principal of Government Bilingual High School Limbe to monitor service delivery and introduce in-house measures designed to counter corruption and improve on the resource management of PTA and SMB funded activities and programs in GBHS Limbe.

In line with the Government's national strategy against corruption in education a series of activities were planned and delivered with the sole purpose of preventing a further loss of PTA funds and ensuring proper use of school resources.

In the beginning of 2011, Action Group for Democracy and Good Governance in a consortium with the International Peace Commission for Cameroon approached Partnership for Transparency Fund to support its proposal to significantly strengthen the internal capacity of school management committee and PTA to ensure proper use and application of material, financial and human educational resource of GBHS Limbe. This action was supported in June 2011 and became the first of such citizen against corruption approaches in the secondary education sector across the country. The activities of the project were accepted by the Regional Delegate for Secondary Education in the South West who represented the Ministry of Secondary Education at the projects' opening and at the final forum where a code of conduct for PTA and school management board was enforced and made public.

The GBHS Limbe secondary school resource management model has proven to be responsive and innovative in tackling the challenging practices of corruption and poor management that often go undetected in the administration of PTA and SMB funded activities in GBHS Limbe. The strong commitment and involvement of the school principal in the exercise created an enabling environment to mobilise and build stakeholder support for the improve performance that was needed. In this report, AGDGG provides information supported by relevant analysis, on the extent to which the project succeeded in achieving its original objectives.

1. **A description of activities undertaken by Action Group and the Outputs produced**

On the 1st of June 2011, Action Group for Democracy and Good Governance signed a Grant agreement with Partnership for Transparency Fund to conduct a project to improve the education resource management of GBHS Limbe. The implementation arrangement of the project was structured into two phases as follows.

Phase. 1 which include:

- Organisation of public launch meeting
- the Development and Printing of project hand book materials
- the conduct of a set of training meetings with members of GBHS Limbe Parent Teacher Association and School Management Board and;

Phase. 2 which include:

- Organisation of a field monitoring exercise for SMB and PTA in GBHS Limbe
- Development of AGDGG website content and hosting
- Organisation of a review exercise of SMB and PTA members investigation reports
- AGDGG follow up with members of SMB and PTA
- Forum to popularise PTA and SMB Action Plan and Code of Conduct

Organisation of public launch meeting

On June 20th, 2011, Action Group for Democracy and Good Governance held as part of its own string of designated task, a one day public meeting to publicly launch the GBHS Limbe School Resource Management Project. The meeting which took place at the school's conference hall was openly supported by the Cameroon National Anti Corruption Commission, the Regional and Divisional Delegates for Secondary Education, the GBHS Limbe PTA President, the Principal and staff of GBHS Limbe and a number of Principals from neighbouring Secondary Schools and media institutions who attended the project's opening.

The public launch provided an opportunity for the local government present to gain inside on the efforts and contribution of civil society organisations in making public institutions accountable and responsive to the demand for good governance in the secondary education system- especially as it relates to curbing corruption in the management of school resources.

The Regional Delegate for Secondary Education, who represented the Ministry, welcomed the project initiative and officially launched the implementation of the project. The opening was widely broadcast by representatives of the media coming from the Cameroon Radio and Television, Equinox Television, CANAL 2, Eden newspaper and Ocean City Radio. The launch provided an opportunity for AGDGG to work more closely with the local government authority responsible for education delivery and resource management in the education sector.

The Development and Printing of project hand book materials

The development and printing of handbook materials for the project was assigned to the International Peace Commission. The Commission developed two handbooks which covered lessons on how to develop and implement a code of conduct and, a reference handbook on corruption management and prevention in the education sector. The materials were handed to SMB and PTA members by the head of the education unit of the National Anti Corruption Commission- Mr Richard Fegue. A copy was also provided to the Commission to translate and multiply in French speaking schools in the Center Region. The materials currently serve the purpose of a one stop reference guide on corruption prevention and management for SMB and PTA as they perform their assignment of oversight on resource management in GBHS Limbe. IPC also developed the draft code of conduct which was presented at the review meeting for deliberation by the SMB and PTA. As indicated in the Letter of Agreement signed between IPC and AGDGG in May 2011, the assigned task was rated satisfactory in terms of implementation and accomplishment. Below is a list of component project activities which AGDGG undertook.

The conduct of a set of training meetings with members of GBHS Limbe Parent Teacher Association and School Management Board

The essential activity under this phase was the training of GBHS Limbe SMB and PTA members to improve on their knowledge and capacity to monitor resources and track corruption. For 3 days members of GBHS Limbe School Management Board and PTA benefited from specialized insights into methods and techniques for engagement in participatory and effective management of school resources and educational programs at GBHS Limbe.

The facilitators came from the Cameroon National Anti Corruption Commission (CONAC), the South African University of Pretoria and the Focal Integrity Team for Cameroon. AGDGG used this opportunity to provide a platform where these experts and practitioners could share best practices and technical knowledge in monitoring and improving service delivery in the administration of resources in GBHS Limbe.

By the end of the training, the members organised an in house session to evaluate and redefine the role played by the SMB and PTA to ensure effective management of resources and projects. New safety nets and measures were recommended and enforced. This measures included, joint consultation in identification of interventions and collective monitoring of service delivery and project initiatives.

Organisation of a field monitoring exercise for SMB and PTA in GBHS Limbe

A field exercise was organised by AGDGG for SMB and PTA members to establish in their practice a culture of routine monitoring and evaluation of service delivery and resource management processes in GBHS Limbe.

The practice would provide an opportunity for the SMB and PTA to identify early practices in the management processes that could likely lead to corruption and loss of school funds. The results of the exercise signal that the SMB and PTA have acquired in practice, skills for monitoring and reporting corruption, risk assessment and management.

In the past, collective field monitoring of PTA projects by the beneficiary community was hardly operational, only a fraction of PTA financed projects get to completion due to an absence of multi-stakeholder monitoring. Monitoring was an activity of isolation carried out by a few PTA individuals with little interest.

Organisation of a review exercise of SMB and PTA members investigation reports

The monitoring exercise innovated the manner in which PTA and SMB demanded accountability from service providers. At the close of the monitoring activity a review meeting was organised to evaluate and reform the service delivery and resource management process of GBHS.

During the exchanges the following issues were brought up for revision;

- Method of payment/collection of PTA levies-it was observed that the school bursar often manipulated the collection of PTA levies with statistics of payments that were not uniform; this presented a serious challenge to the school in developing its class list of registered students on time for the start of the academic year.
- Consultation and involvement of all interest groups in the identification of development priorities and administration of resources. Inputs should be sorted from parents, teachers and students in designing school plans and projects. The practice of the school administration being the sole author of the school's plan of action should be reformed.
- To avoid loss of funds and high risk and cost, feasibility studies should be carried out by the SMB and PTA regarding earmarked projects before resources are released to avoid uncompleted projects that usually follow poor feasibility analysis.
- The current role of Guidance Counsellors should be expanded to serve the purpose of student consultation on their development needs so that it can be considered during the establishment of the plan of activities and projects for the school year.
- Monitoring of service delivery should be made twice a year -bi-annually followed with an established report
- Site assessment and routine monitoring of ongoing and assigned school projects should be conducted by all interest groups (students, teachers, staff and parents)

- The elaboration and signing of a guiding document on the expected behaviour of SMB and PTA members. This document should be ratified by the highest education officer in the region (Regional Delegate for Secondary Education) in an assembly with all SMB and PTA members.

AGDGG follow up with members of SMB and PTA

As part of the project objective to strengthen significantly, the internal capacity of the SMB and PTA members to ensure proper use and application of material, financial and human resources of GBHS Limbe, AGDGG in collaboration with PTA and SMB members conducted a routine monitoring exercise of ongoing and completed PTA and SMB funded projects which established a new accountability and follow up approach to PTA projects in GBHS Limbe.

As part of a broader effort to consolidated the attitude and foster a consistent response of SMB and PTA in curbing corruption in the processes of service delivery and resource management, AGDGG mobilized the SMB and PTA for a field monitoring and assessment of a total of 6 activity and project under finance by PTA. The objective was to accompany the members in establishing a balance sheet of activities financed and activities completed during the current academic year 2011.2012.

The SMB and PTA scored card rated satisfactory the following activities that were planned for the 2011 academic year at the time of field evaluation:

- Maintenance of GBHS Limbe school Bus
- Payment of 6 PTA non administration staff
- Construction of 400 classroom desk financed by PTA
- Maintenance of science students' laboratory
- Construction of 3 classrooms
- Construction of the school hall

Code	Planned Projects 2011/2012	Status	% completion
001	Maintenance of GBHS Limbe school Bus	Done as planned by PTA	100
002	Payment of 6 PTA non administration staff such as security guards, drivers etc	Done as planned by PTA	100
003	Construction of 400 classroom desk financed PTA	Done as planned by PTA	100
004	Maintenance of science students' laboratory	Ongoing as planned by SMB	90
005	Construction of 3 classrooms	Near completion as planned by PTA	Over 80
006	Construction of the school hall	Basement established	20

Field evaluation and monitoring of the status of PTA funded activities in GBHS Limbe



Development of AGDGG website content and hosting

The creation of a website for Action Group for Democracy and Good Governance was enabled by the generous support of PTF. The site currently serves the purpose of communication and information sharing on the activities and programs of AGDGG most especially the project to curb corruption in the resource management system of GBHS. During one of the working sessions in GBHS Limbe, the project's program managers Okesack T. Agbor introduced the site to SMB and PTA members and encourage members to connect regularly for update and material information that could help further their knowledge and deepen their capacity.

In the near future this site will be useful in sharing ideas and hosting discussions amongst SMB and PTA of different schools on their challenges and success stories in improving transparency and accountability in the management of school resources. AGDGG intends to use the site as a medium whereby different SMB and PTA can follow up and learn from what is being done in other secondary schools with respect to improving on their service delivery and resource management system. Two of AGDGG staff, Okesack Thomas Agbor and Laurent Akege undertook training on the management, update and maintenance of the newly established AGDGG site. The domain name for the site is as follows: www.agdgg.org. Please click on this link www.agdgg.org to view site.

Forum to popularise PTA and SMB Action Plan and Code of Conduct

The public forum to popularise the actions that the PTA and SMB have established to improve service delivery was an opportunity to demonstrate to the local government and

heads of other schools how doing the difficult right instead of the easy wrong eliminates waste while at the same time, sustaining and providing a conducive learning environment that values integrity.

Apart from the institutionalisation of the proposed reforms that were deliberated during the review meeting of the SMB and PTA investigation report, the Regional Delegate for Secondary Education commended the SMB and PTA members for the bold step they undertook to address the problem of PTA project and resource management in their school.

He also congratulated Mme. Ebenye Lois for pioneering the introduction of the exercise in the secondary education sector in the region. The code of conduct was legitimised as a guidance text for the conduct of members of the SMB and PTA with a copy forwarded to the Minister of Secondary Education for the records. The Delegate announced that he will follow up with the Government to see that the code of code is established as a national wide text to govern the behaviour and comportsment of SMB and PTA members throughout the national territory.

2. An assessment of the project's impact on reducing corruption and sustainability

Project objective

To significantly strengthen the internal capacity of GBHS Limbe SMB and PTA to ensure proper use and application of material, financial and human educational resource of GBHS

In line with the project objective the AGDGG citizen against corruption project model was a respond to manifest weak areas in the operations of the SMB and PTA in GBHS Limbe which jeopardises transparency, accountability and efficiency in education service delivery. In the case of GBHS Limbe which was used as a pilot school, this jeopardy was consequential in the loss of funds and poor oversight of planned activities and projects. The cost of corruption to the school were measured in terms of insufficient infrastructure (classrooms), improper monitoring and assessment of PTA funded operations (ghost PTA teachers, school bus, equipments and supplies); and an ineffective SMB and PTA, incapable of holding service providers and managers of the institution into account.

As part of a broader effort to improve governance and reduce corruption the AGDGG approach was introduced in the GBHS system with the support of its Principal Officer-Lois Ebenye. The approach integrated anti corruption capacity building activities with field evaluation and monitoring of service delivery operations. For the first part, the project improved the climate of change and transparency in GBHS by broadening the knowledge base of the SMB and PTA in tracking and fighting corruption. While for the second part, It introduced a practice of information sharing on corruption amongst the SMB and PTA in school which systematically converted corruption anecdote and hearsay into verifiable facts

wherein sanctions can be established. Adding a more scientific approach and depth to the diagnostics and tracking of poor service delivery incidents.

The project in its choice of work with the SMB and PTA as a key target group facilitates the mobilisation of diverse stakeholder group to be involved in diagnostic work and corruption prevention effort in their establishment. This mobilisation was also potent in attracting government response in addressing particular problems plaguing the school. The institutionalisation of the code of conduct which was presented by the SMB and PTA to the Regional Delegate for Secondary Education in the South West, demonstrates how potent and responsive a mobilisation of diverse stakeholder group in an educational establishment to fight plaguing corruption problems can be effective.

An important contribution of the project was that it motivated the supervision of PTA development projects on campus (such as the construction of 300 new classroom desks, the tracking and elimination of PTA ghost teachers on the school payroll, the construction of 3 new classrooms as well as the completion of the basement of school hall) and established effective local monitoring points for a continuous tracking of a range of PTF funded development projects and services in the school against corruption in the foreseeable future.

The projects sustainability is facilitated by the role played by SMB and PTA in integrating the practices that were taught and in supporting the legitimisation of the code of conduct which now plays the role of a governing text for the behavioural disposition of all SMB and PTA members. Mindful of the fact that attitudes are not completely overturned overnight, AGDGG continues to provide quality ideas and expert follow up to the administration of GBHS Limbe in strengthening the general capacity of the school to resist acts and practices of corruption.

3. A discussion of the lessons learnt and their replicability

In the process of empowering the SMB and PTA of GBHS Limbe to succeed in building an accountable, resourceful, fair and transparent community, a number of lessons were learned. It is important for the SMB and PTA to develop and provide clear public or stakeholder information about its operations and shortcomings. This provides an opportunity for citizen organizations to provide input and assist with strategies that it can use to promote accountability more widely and build support for constructive engagement that is not seen as confrontational tactic, but rather as an acceptable and useful part of good governance.

SMBs and PTAs lack functional competencies that could enable them promote and sustain acceptable practices. To this extent there is need to develop capacity and functional competence of SMBs and PTAs in secondary schools to challenge and resist corruption.

In the course of the project, we observed that the student stakeholder group was ignored in the process. Students can be very instrumental in the fight against corruption and also

vulnerable to the practices of corruption in the system which they use. There is need therefore to orient and guide this group of the school community on how to operationalise the fight against corruption within themselves as responsible citizens, and also in the process of their study. Since students use and benefit from the existing corrupt secondary school system AGDGG has learned the importance of helping them overcome a life of corruption early in life.

There is readily available political will for constructive engagements in the fight against corruption in the secondary education sector in Cameroon; particularly in the South West Region where the project model by AGDGG has captured the support of the Regional Delegate of Secondary Education. A further request for the project's replicability has been made by the Principal of Government Grammar School Buea.

Finally, we have observed that a project model which incorporates in its strategic design, a multi-stakeholder approach to the fight against corruption and promotion of good educational practice has the potential to build trust, political will as well as the confidence of local school teachers and staff which is often needed to strengthen local ownership of the effort and interest in fighting corruption.

4. Conclusion

The major conclusion that can be haggard from this citizen anti-corruption project model is that the increased perception of the program model as complementary in strategy to the national anti corruption strategy of the government and the national anti corruption commission was directly linked to the central government's willingness to support and launch the GBHS AGDGG project model. In addition, the independence of citizen's anti corruption organizations away from government influence, and their openness to incorporate government authorities in their public anti-corruption campaigns and meetings remains critical for building political will to fight corruption. Donor support, in terms of technical assistance, skill building and fiscal support also play a central role in ensuring the success of anti-corruption initiatives as well as guaranteeing the independent of the citizen organization from government control and influence.

Finally, as regard the project timing and eventual completion of the overall activities by December 2011 as against the initially previewed time table of January 2012; the following factors account for this: The project work had begun since October 2010 when the support letter was signed by the Principal of GBHS Limbe. We were delayed by the long drag with CAJAD which resulted to the funds being delivered late in June. But the ground work for the project preparation which was a prime in our strategy to accomplish the activities on time was started long ago. Also, we were two organizations delivering a single project, which made implementation and work lighter. Thirdly, the task we were to conduct with students was removed from the overall plan of activity which also made it possible for the activities to be completed at this time.

5. Activities performed and completed and their resultant output as entered in the project implementation arrangement

Activities	Input to Outputs	Status
Formation of project management squad	AGDGG/IPC Project management team established	accomplished
Organization of public meeting to launch the AGDGG-GBHS project in Limbe	The AGDGG–GBHS anti corruption project to curb loss of PTA finances is well publicized	accomplished
Organize training workshop for School Management Board Members	Workshop is effectively organized and conducted. SMB attend workshop and participate in training	accomplished
Organization of monitoring exercise to gather baseline corruption data on PTA funds mismanagement in GBHS (positioning SMB to apply new skills learnt)	SMB are well encouraged to identify and discuss the various forms of corruption in PTA fund management-such as within the administration, staff, students, parents etc.	accomplished
Holding of workshop with SMB to review corruption prevention Plan (CPP) derived from monitoring reports as well as review of draft code of ethics document developed.	An effective CPP and Code of Conduct Development Guide is developed and accepted	accomplished
Organization of public meeting to disclose the official copy of the signed code of ethics as well as handing over of final CPP to school authorities	Final copies CPP and Code of Ethics is accepted and endorsed by school authorities.	accomplished
Follow up survey by AGDGG to gather and analyze activity impact	Project is well implemented and achieves its goal.	accomplished
PTF receives project completion report	Project completion report prepared	accomplished

6. **Government Bilingual High School (GBHS Limbe)**

Code of Conduct

A. Mission

- As far as the PTA and SMB bodies are concerned their mission is twofold as outlined below:
- Parent Teacher Association (PTA): To provide developmental assistance to government in improving on the school through its own resources
- School Management Board (SMB): To promote effective management and administration of school resources in GBHS Limbe for the benefit of all stakeholders and interest groups involved.

B. Values

- The PTA and SMB's values include transparency, confidentiality, accountability, sacrifice, integrity, courage, patience, responsibility, equity and humility.

C. General Principles guiding the two bodies or institutions

- The SMB and PTA are transparent, honest, fair, impartial and accountable in their relationships with everyone it works with (including students and parents) and within itself.
- The members/stakeholders will endeavour to perform all duties properly, faithfully and efficiently, allowing for openness, transparency and respect in their behaviour towards members and colleagues.
- The SMB and PTA as a body is politically non-partisan and non-sectarian.
- The body (ies) is open to work co-operatively with all individuals and groups, representatives of government, civil society, business, media and international institutions committed to the promotion of good governance and in assisting it with the development, growth and performance of the school. It respects and entertains diversity of opinions, ideas and beliefs.
- The SMB and PTA appointed members have as responsibility to ensure that its resources are utilized effectively, transparently and accountably. Its assets also, are used for no purpose other than for the advancement of the mission, goal and stated projects and objectives of GBHS Limbe or school.
- The members and stakeholders will follow on its activities and budget expenditures to ensure that its projects and programs respond to the needs of students, the school as well as that of the wider GBHS Limbe community.
- The SMB/PTA and its elected members demonstrate high level of accuracy and professionalism in the delivery of service to the GBHS Limbe community.
- Both the SMB and PTA members shall perform their duties and functions in accordance with the legislation and guiding documents of GBHS Limbe.

D. Practical Guidelines

1. Governance

- The body has a written charter or legislation defining its mission, goals and organizational structure.
- The body makes sure that people who are elected to positions of power or authority demonstrate high moral and professional values.
- The body in its guiding text clearly defines everybody's role and responsibilities and properly communicates them to all concerned.
- The body follows the participatory management and consultation processes in designing and following up on its activities and projects in order to enhance loyalty of the members and staff, quality of decision-making and integrity of the body.

2. Relationships

- The SMB and PTA members (Exco), employees and affiliated persons treat each other with respect and consideration.
- The SMB and PTA members, employees and affiliated persons communicate and consult with each other openly and collegially and in a manner that assists each of them to fulfil their duties and responsibilities faithfully and efficiently in the body.
- The SMB and PTA members, employees and affiliated persons respect the privacy and private lives of each other when dealing with personal information.
- No SMB or PTA member shall have any romantic relationship with any student of GBHS Limbe at the time of membership in GBHS Limbe as a staff.

3. Conflicts of Interest

- The SMB and PTA are committed to objectivity, impartiality and transparency in recruitment, admission, promotion and procurement procedures.
- The SMB and PTA should avoid hiring persons with whom the current Board members have close personal relationship (including their spouse, life partner, parent, child, sibling or other close family member); only on the grounds of a strong recommendation should this clause be overridden.
- Every person associated with the SMB and PTA should avoid or manage potential conflicts of interest, and openly acknowledge potential or actual conflicts of interest.
- The SMB and PTA's Board Members declare their financial and non-financial interests, which may potentially lead to or conceivably be perceived as a conflict of interest.
- The SMB and PTA members, employees and affiliated persons do not accept directly or indirectly any discount, gift, entertainment (invitations to dinner, cultural events, tourist visits, etc.) or favors that may influence the performance of their duties or judgment in the award of contracts or employment.
- The SMB and PTA does not accept funds from partners which are granted under condition that might impair the independence of the SMB and PTA to pursue its mission and objectives fairly.

4. Remunerated Work

- The SMB and PTA Members do not get a seating compensation for their participation in meetings requested by the body.

5. Private Behavior

- The SMB and PTA members, employees and affiliated persons do not use the institutions' business relationships to solicit or obtain favors or improper benefits in private life.
- The Organization's members, employees and affiliated persons do not allow individual political affiliations and/or activities unduly influence or interfere with the political neutrality that is the hallmark of the SMB and PTA.

6. Confidentiality, Transparency and Accountability

- The Body is as open as possible about all decisions and actions it takes concerning the business of the body and considering the special needs for transparency and accountability in all dealings.
- The SMB and PTA are transparent and accountable in their relations with the government, students, parents and other interested parties.
- The SMB and PTA maintain a regular financial audit performed by an independent auditing firm or respective state authorities as appropriate.
- The SMB and PTA fulfil all legal financial management and reporting in accordance with the requirements of the legislation of the Republic of Cameroon.
- The SMB and PTA members must ensure that proper feasibility has been conducted on all projects and programs it seeks to pursue before committing expenditure to avoid cost, risk and loss of PTA funds.
- Confidentiality with respect to information and deliberations that are under discussion or study should be strictly maintained until such information is deemed fit for public or wider consumption.

7. Cooperation and Networking

- The body supports and promotes cooperation, networking and coalition building among other SMB and PTA to learn from their experience and copy best practices.
- The SMB and PTA foster activities that facilitate capacity building, information sharing and exchange of experience among various stakeholders and encourage joint initiatives and project interventions.
- The SMB and PTA promote and support effective stakeholder participation by involving beneficiaries who should have a high interest in project implementation and monitoring.

E. Raising the Issue

- Any concerns about an interpretation, application or suspected violation of the Code shall be brought to the attention of the President with regard to PTA and the

Chairperson with regard to the School Management Board and the Principal with regard to both.

- Potential conflicts of interest shall be identified and declared by the person in potential conflict, or reported by others as soon as they become aware of such potential conflict of interest.
- No one shall be discriminated against or disciplined or reprimanded for reporting concerns related to violations of the SMB and PTA Code of Conduct.
- Any conflicts within the SMB and PTA shall be resolved in accordance with its Code of Conduct, Organization's Charter and the legislation of the Republic of Cameroon.
- The code shall be presented in both French and English.

F. Amendments

- Amendments to the Code shall be discussed with all parties concerned and approved by the General Meeting through a majority vote. All members shall have equal voting power during this process.

G. Sanctions

- Sanctions will include verbal and written warnings that will be issued by competent officials of the SMB and PTA as indicated above.
- In cases of consistent and deliberate default to the code numbering up to 3 the guilty party will be expelled by the members in a meeting.
- Property and assets stolen from the body by the guilty member must be refunded.

H. Endorsement

- All members must sign the code of conduct to fully assume membership.

7. Program budget summary

Series	Aspects of Activity	Budget in USD	Budget in FCFA	Actual Expenditure for PTF	Comments
1st Tranche \$8,500					
1A	Program preparation	\$1,517	702,500	702,500	PTF
1B	Training handbook development, code of conduct & printing	\$2,566	1,191,100	1,191,100	PTF
1C	Public meeting 1	\$1,440	720,000	720,000	PTF
1D	Workshop 1	\$1,680	840,000	840,000	PTF
	Sub total	\$7,203	3,453,600	3,453,600	PTF
2nd Tranche \$8,500					
1E	Workshop 3	\$560	280,000	280,000	PTF
1F	Operation Exercise	\$1,131	525,000	525,000	PTF
1G	Workshop 4	\$1,680	840,000	840,000	PTF
1H	Official public meeting 2	\$560	280,000	280,000	PTF
1I	Local transportation of staffs & other	\$1,800	900,000	900,000	PTF
1J	AGDGG web creation	\$2,100	963,000	963,000	PTF
1K	Over head	\$6,261	2,904,000	2,904,000	PTF
3rd Tranche \$4,300	Sub total	\$14,092	6,692,000	6,692,000	\$21,295
1L	Communication	\$1200	600,000	600,000	AGDGG
1M	Hall rental	\$480	240,000	240,000	
1N	Writing of report	\$1000	500,000	500,000	AGDGG
	Sub total	\$2680	1,340,000	1,340,000	\$2680
	Grand total	\$23,975	11,485,600	11,485,600	