

# Attachment 1

**Project Title: Play Football, Stop Corruption:**  
(Corruption Reduction Programme for Sporting Organisations in Cameroon)

## Participating Organizations

The Global Network for Good Governance (GNGG) was born at the International Development Law Institute (IDLI) Rome, Italy. After attending a training course on the '*Legal Prevention and Judicial Control of Corruption*' in November 1999, the 29 participants agreed to create an international forum for sharing ideas, best practices and strategies in the fight against Corruption and the promotion of Good Governance. Cameroon was given a mandate to set up the forum. On the 17th April 2000, GNGG was registered as a nonprofit, non-governmental organisation under Cameroon Law. It was formally launched on 1<sup>st</sup> June 2002 with a conference themed: 'Good Governance and the Alleviation of Poverty in Developing Countries: The case of Cameroon.'

The GNGG Cameroon Chapter was started by a group of people concerned about governance issues within Cameroon and across Africa. This formation group includes members of the current Board and the volunteers of the GNGG. The organisation was established to address education and work place practices with key stakeholders including government, judicial, media and civil society to increase the awareness and promulgate the principles and practices of good governance. GNGG has various committees including:

- ❖ Human Rights,
- ❖ Media,
- ❖ Women's Empowerment,
- ❖ Research and Publication
- ❖ Good Governance

These committees serve as the moving force behind the CSO and instill new ideas into the working of the GNGG network in Cameroon.

GNGG – Cameroon Chapter is a registered national organisation with links to the international Network of Good Governance. It is part of a larger African and worldwide network that works with the International Advisory Board to promote governance and anti corruption practices and ways of working.

## GNGG's Target Groups

The Network's target groups include all movers and shakers of daily life:

- lawyers, representatives from the NGO community and forces of Law and Order
- organisations; women's groups; associations; religious
- administrators; parliamentarians; prosecutors; judges;
- customary court officials; Municipal Councilors; business
- authorities; traditional rulers; media and
- other professional groups

## Management Structure

Decisions are taken by majority vote. The Chairman has the casting vote in case of a tie. Management Committee decisions are conveyed to staff through the Secretary General. There are regular staff meetings where staffs are encouraged to discuss and develop plans for implementation of the Management Committees decisions.

The structure of the organisation is a three tiered structure with an International Advisory Board, a Management Committee and staff/volunteers.

**International Advisory Board** is made up of 13 persons who have relevant expertise and knowledge in the areas of Governance, Democracy and Anti Corruptions strategies. The various chapters are autonomous and are required to report activities to the secretariat.

**Management Committee:** Made up of 5 persons of which, 3 are women. Their role is to provide the strategic direction, organization's policy orientation and ensure the compliance with Statute and By-laws of Cameroon. The Management Committee is chaired by Mrs. Lydia Ndolo Ekaney a Barrister in the Cameroon judicial system.

**Staff:** There are three administrative staff, all female, two permanent and one volunteer. The administrative staffs play an active role in the day to day activities of the organisations including report writing, clerical support, and public relations and service the Secretary General and the Management Committee.

**Volunteers:** There are 13 volunteers, 7 women, 6 men. They form the various committees (Supra)

Ad hoc committees are convened as required for specific events e.g. a conference or forum

### **Sponsoring Organisations**

For this project GNGG will work collaboratively with the Ministry of Sports and Physical Education who have overall responsibility for the all sporting activities and associations. Given the high interest in soccer within the Cameroon population, this collaboration will stimulate discussions of anti corruption methodologies across a wide range of people and will herald the introduction of an anti corruption score card into the wider CSO community.

### **Summary of the Project**

Cameroon is a nation of sporting organisations who have a high profile and have a good representation within the CSO/NGO community. Too often it is thought that corruption is linked to finance but there are many different forms of corruption that can occur within an organisation. Transparency International defines corruption as

"the misuse of entrusted power for private gain". TI further differentiates between "according to rule" corruption and "against the rule" corruption. Facilitation payments, where a bribe is paid to receive preferential treatment for something that the bribe receiver is required to do by law, constitute the former. The latter, on the other hand, is a bribe paid to obtain services the bribe receiver is prohibited from providing."

It should be noted that this definition does not limit a bribe to finances but could also mean preferential treatment or the inclusion of a member within a sporting team without due process being undertaken.

Cameroon corruption ranking according to Transparency International Corruption Perception Index for 2007 rests with a Country ranking of 138 and a Regional ranking of 33.

By encouraging participants of sporting organisations to discuss and identify the various forms of corruption, it is the start of a process of raising awareness within the sporting fraternity and within the wider CSO/NGO community.

To assist in the defining and identification of corruption, this project will look at three specific areas:

1. Corruption within the organisations
2. Corruption within the administration including Board, Staff, policies and procedures
3. Personnel (HR) selection including how teams are selected

These areas will be discussed in a workshop format with written documents produced on each theme that would be shared with the wider CSO/NGO community. These documents will form a self assessment tool box for the organisations. Another output from the workshops will be the development and planting of 04 bill boards using a soccer theme to highlight that corruption affects all levels of society and organisations. Lastly, there will a local anti-corruption football (Soccer) match themed: " Play Football, Stop Corruption".

### **Aims of the Project**

The project has three aims:

1. To raise the awareness of corruption with sporting associations/organisations and the wider CSO/NGO community
2. Through a three days workshop, to identify and develop an anti corruption tool kit that reflects the situation in Cameroon and the participating organisations
3. Encourage the development of good governance methodologies including the documentation of all policies and procedures including setting the strategic direction of the organisation, HR and Financial.

## Methodology

The methodology will be based on active participation by all participants and the development of tangible outcomes including the development of a tool kit and the placement of 04 bill boards highlighting the impact of corruption using the analogy of soccer to support the interest shown by the Cameroon population in this sporting event.

The workshop will look at three separate aspects of sporting organisations: to identify where corruption can occur and to develop strategies for detecting and dealing with corruption. The workshop will focus on the following key functions of sporting organisations:

1. The organisation as a whole including the Board and senior staff
2. The Administration functions including Financial and logistics
3. Human Resources including selection on merit, conflict of interest in team selections etc

The Project will be administered in a series of phases and will include:

1. The inception of a Project Management Committee to manage the implementation of the project and the appointment of a volunteer coordinator who will be responsible for the development, organisation of the workshop and the production of the material prepared
2. The facilitation of the workshop with interested sporting organisations, representatives of GNGG and the Ministry of Sports and Physical Education.
3. Prepare the materials and four bill boards developed in the workshop for distribution through a high profile media launch by representatives of GNGG, the Ministry, key sporting organisations and sporting personalities.
4. Organise a promotion of anti corruption activities at four local Football Matches (Soccer Match)
5. Follow up work including production of TV programmes and newsletter, field trips to follow up with participants of the workshop

## Work Plan

	Means of Verification	Time frame
<b>Phase 1</b>		
Formation of Project Management Committee	Minutes of Management Committee/acceptance of ToR	Start of Project
Job description developed for project coordinator	Job description approved by management of GNGG	2 weeks
Recruitment of project coordinator	Contract successfully signed	4 weeks
Orientation of project coordinator	Orientation check listed and signed off by management of GNGG	3 days
<b>Phase 2</b>		
Identify relevant sporting organisations	List of organisations developed and signed off by the Ministry and GNGG	3 weeks
Venue identified and logistics negotiated	Venue booked and logistics arranged	2 weeks
TOR developed for Facilitators	Signed off by the Ministry and GNGG	3 weeks
Facilitators identified and contracted	Signed contract with facilitators	
Invitations developed and sent out to nominated sporting organisations	Invitation issued on behalf of the Ministry and GNGG	1 week
Undertake 1 X 3 day workshop with 30 participants	Workshop recorded and materials developed	3 weeks
Collate all material developed for write up and distribution	Materials developed into toolkit and media launch for bill boards, posters etc	8 weeks
<b>Phase 3</b>		

Identify and book venue for media launch	Venue booked	2 days
Identify key sporting and other personnel to attend the launch	List of personnel to attend the launch signed off by the Ministry and GNGG management	1 week
Organisation of press release and distribute release	Press release approved and distributed	1 week
Undertake the media launch	Media launch is completed	1 day
Evaluate the launch	Media coverage of the launch	2 days
<b>Phase 4</b>		
Organise anti corruption promotion at 4 local football matches	Negotiate with officials and Ministry of Sport for support of the local match	4 days
<b>Phase 5</b>		
Follow up	Schedule and undertake field visits Prepare for TV Sports programme Prepare articles for the production of the newsletters	4 day 5 days 5 days

## Impact

The impact of the project consists of components. The first is the production of an anti corruption toolkit that meets the requirements of Cameroon sporting associations and the wider CSO/NGO communities in the fight against corruption. This toolkit will be available through the Ministry of Sports and Physical Education and GNGG for all community organisations. The second centres around the launch of the toolkit and the bill boards which will be a constant reminder of the impact that corruption has on sporting organisations and the wider community. The bill boards shall be planted at the entrance to the 04 Provincial Headquarters that would participate at this pilot project.

## Reporting

GNGG recognises the need to report in an effective and timely manner and as such it will undertake to develop and submit narrative and financial quarterly reports that address the progress of the project and the outcomes to date. This report will be developed using data collected as part of the regular monitoring of the implementation by GNGG. A final report will be submitted two months after the completion of the project and will cover all the aspects of implementation including the development and distribution of the toolkit, the media launch, and all financial acquittals for the project. The project accounts will be audited by an accredited audit firm and the report submitted as part of the final report.

## GNGG's Capacity to Undertake the Project

GNGG has in the past undertaken many focus group discussions, held conferences, seminars, and other training within the areas of governance, human rights and empowerment. We run two publications, The Good Governance Observer and The Parrot, An anti-Corruption Newsletter.

GNGG has an Observer Status with The African Commission in Banjul, The Gambia, and A Consultative Status with La Francophonie, in Paris, France. Lastly, GNGG is one of the CSOs that reviews grant applications for the Civil Society Small Grants Project/Programme at the World Bank Country Office in Cameroon.

GNGG activities, past reports etc can be viewed at our website: [www.gngg.org](http://www.gngg.org).

## Budget

The overall budget is **10,279,500 Francs CFA**. GNGG will make an in kind contribution of **1,000,000 FCFA**  
Exchange Rate Used: 1 US Dollar = 500 FCFA

Dated 13. December 2008

## Attachment 2

Objectives	Indicators of Success	Means of Verification	Assumptions/Risks
<b>Purpose</b> To encourage participants of Sporting Organizations to discuss and identify the various forms of corruptions, to raise awareness within sporting fraternity and the wider CSO/NGO community	Different forms of corruption are identified by sporting groups. The groups are made aware of the need for transparency in all undertakings	Documentation from the three day works	That the 30 participants representing the sporting groups and the Ministry actively participate in the project
<b>Outputs</b> 1. Corruption score card is developed for use by CSO/NGO's	Checklist developed and formulated	Publication and distribution of the anti Corruption Score Cards	Ministry will assist GNGG to distribute the score cards
2. Development and planting of four anti corruption Bill boards using a soccer theme	Bill board designed and constructed	Photographs of Bill boards incorporated in the final report Billboard costs accurately recorded in the budget	Permission granted for the planting of the Billboards Resources are available for the Billboards
3. Organize four local anti corruption football matches in nominated provinces	Teams selected in a transparent manner Football match is undertaken on schedule within the approved budget	Photographs of match incorporated in the final report Football match costs accurately recorded in the budget	Selected team players are available Resources are available for the match
4. Undertake follow up activities with participants and the Ministry	All scheduled activities completed in a timely manner	Minutes of meetings Action Plans developed with participants and the Ministry	All parties are available to participate in the follow up
<b>Activities</b> 1.0 Convene the Project Committee	Terms of Reference developed and committee in place	Register of members of the committee	Creditable people available for the committee
1.1 Organize a three day workshop for 30 participants	Successful workshop organization with 30 participants for sporting bodies, Ministry and the wider CSO/NGO communities attending	Documentation from the workshop including attendance lists and photographs	That sporting bodies, the Ministry and the wider CSO/NGO community will send representative
1.2 List forms of corruption within three themes: 4. Board, organizational and Decision Making 5. Members, Volunteer and Staff 6. Team management and Players	Development of a checklist showing understanding of the different aspects of corruption	Scorecard developed	Recognition of corruption in the theme areas
1.3 Development of checklist and scorecard	Development of checklist and score card	Publication of checklist and score card	Resources available for development of scorecard
2. Development and planting of anticorruption billboards	Billboards designed and constructed	Photographs of the Billboards Billboard costs accurately recorded in the budget	Permission granted for the planting of the Billboards Resources are available for the Billboards

2.1 Using the checklist and scorecard design billboards	Billboard designed and sign off by Project Management Committee	Sign off documents by the Project Management Committee	Resources are available for the Billboards
2.2 Construction and Planting of the Billboards	Construction completed according to schedule and budget allocation	Photographs of the Billboards Billboard costs accurately recorded in the budget	Permission granted for the planting of the Billboards Resources are available for the Billboards
2.3 Media launch of scorecard and Billboards	Media coverage	Media reports incorporated in the final report	Media will not attend
3. Coordinate with local officials for four local matches in the provinces	Football match is undertaken on schedule within the approved budget	Photographs of match incorporated in the final report Football match costs accurately recorded in the budget	Selected team players are available Resources are available for the match
4. Implement follow up activities including TV Sports program, Field visits, production of the GNGG newsletter	All activities are completed on budget.	Minutes of trips, production of newsletter and TV sports show	Participants unavailable for visits. Production costs exceed budget and timelines

## Attachment 3

### Revised Project Budget, for the project: “Play Football Stop Corruption”, by the Global Network for Good Governance (GNGG) Cameroon.

#### Main Items of Expenditure:

##### Activity No. 1 – Appointment of Project Coordinator

		<b>PFT Contribution</b>	<b>GNGG Contribution</b>
a	Recruitment Cost	75 000 FRS CFA	
b	Publication of TOR	25 000 FRS	
c	Project Coordinator’ honoraria at 100 000 FRS x 6 months	600 000 FRS	
d	Local transportation subvention for Project Co-ordinator at 25, 000frs x 6 months	150 000 FRS	
	<b>Sub total</b>	<b>850, 000 FRS</b>	

##### ACTIVITY No. 2 – Workshop: 30 Participants

		<b>PFT Contribution</b>	<b>GNGG Contribution</b>
a	Venue of the workshop ( hire ) at 30 000frs x 3 days	90 000 FRS	
b	Board at 10 000 FRS x 30 persons x 3 days	900 000 FRS	
c	Feeding at 3000frs / person x 30 persons x 3 days	270 000 FRS	
d	Transport subvention for participants at 15 000 FRS/person for 30 persons	450 000 FRS	
e	Honoraria for Facilitators ( 4 ), at 75 000 FRS x 3 days	900 000 FRS	
f	Stationery ( Lumpsum )	315 000 FRS	
g	Press / Media ( lumpsum)	100 000 FRS	
	<b>Sub Total</b>	<b>3, 025, 000 FRS</b>	

##### Activity No. 3: Planting of Bill Boards

a	Purchase,artwork,design at 250 000frs x 4 bill boards	1 000 000 FRS
b	Placement fees, local Council dues, transportation etc at 250000Frsx 4	1000 000 FRS
	<b>Sub Total</b>	<b>2 000 000 FRS</b>

##### Activity No. 4: Toolkit Production

a	Printing of 1000 copies at 300frs each	<b>300 000 FRS</b>
b	Promotional materials for anti corruption activities at football matches. (Posters, t shirts etc.)	<b>400,000</b>
<b>b</b>	<b>Sub Total</b>	<b>700 000 FRS</b>

##### Activity No. 5: Media Launch of Toolkit / Presentation of the Bill Boards.

a	Hire of Venue	80 000 FRS
b	Media coverage	150 000 FRS
c	Administrative cost	150 000 FRS
d	Honoraria for Chief Launcher	100 000 FRS
e	Refreshment OR Launch cocktail	200 000 FRS
f	Animation by cultural groups / musicians	85 000 FRS
	<b>Sub Total</b>	<b>765 000 FRS</b>

**Activity No. 6: Four local Anti – Corruption Football Match.**

a	Certificates for players and officials	50,000Frs
b	Donation to the local clubs playing	1,000,000Frs
c	Refreshments for officials	250,000Frs
d	Trophies(04)	100,000Frs
e	Honoraria for match officials	100000Frs
	<b>Sub Total</b>	<b>1,500,000Frs</b>

**Activity No. 7: Follow up work.**

a	TV SPORTS PROGRAM ( Sports Round Up ) at 3000 FRS a week x 10 weeks	300 000 FRS
b	Transport subvention for the distribution of toolkit by Ministry / GNGG officials(lumpsum) x 3 weeks	200 000 FRS
c	Field visits(Monitoring) by Ministry officials to various target groups and organizations(variable) x 3 times	210000 FRS
d	Production of GNGG Anti – Corruption Newsletter (The Parrot) at 25000Frs x 6 Editions	150000 FRS
	<b>Sub Total</b>	<b>860,000Frs</b>

**Activity No. 8: Project Administrative Cost**

a	Preparation stage ( Communication, Administrative papers ,secretariat services, ) etc	400 000 FRS
b	Evaluation	175000FRS
c	Reporting	100000 FRS
d	Audit fees	165000FRS
e	Management committee costs	<b>400,000Frs</b>
	<b>Sub Total</b>	<b>1,240,000FRS</b>

**TOTAL COST OF PROJECT (without Miscellaneous) = 10,940,000Frs**

**GNGG Contribution : 1,000,000FrsCFA**

**Amount Requested from PTF: 9,940,000FCFA**

**Areas of GNGG Contribution:**

1)Activity 7 (b) -200,000Frs

2)Activity 8(a)- 400,000Frs

3)Activity 8(e) 400,000Frs

**Total: 1,000,000Frs CFA**