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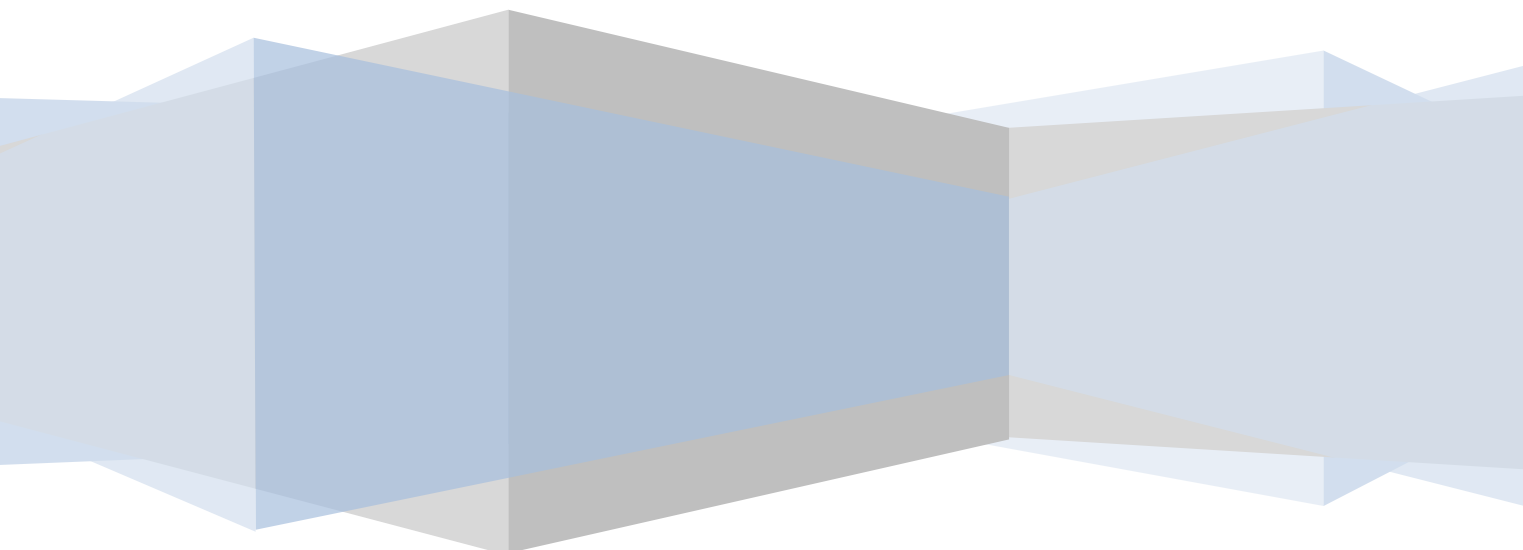
REPUBLIC OF CAMEROON
Peace – Work – Fatherland

Presidency of the Republic

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CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT





**His Excellency Paul BIYA,
President of the Republic of Cameroon**

**“We have resolved to fight relentlessly against corruption.
No-one should expect that we would stop along the way.
We shall carry on to the end, whatever some people may say.”**

(Extract from the New Year Message to the Nation, December 31, 2009)

ADMINISTRATIVE MAP OF CAMEROON



Stay the course!

Corruption is not inevitable. It should be prevented. Cameroon's development depends on a synergy of actions to fight this social cancer which is shattering all hopes for the sustainable development of our country. At a time when the achievement of the Millennium Development Goals initiated by the United Nations is a global challenge and request, an assessment of the implementation status is essential for each country. It is therefore urgent for Cameroon to stay the course by consolidating the achievements made in the efforts to tackle this evil since the campaign was launched by the Head of State in 1982.

It is true that the response to the fight against corruption requires a systemic approach. It is equally true that the fight against this cankerworm begins with efforts made by oneself, in little, even insignificant everyday activities in one's life, within one's family, in companies, associations, public and private services, or even at the higher level of the State.

This phenomenon, which has almost become a cultural issue with appellations that are specific to each environment or country, should not be a distraction from efforts geared towards maintaining focus on development, stability and social peace which remain cardinal values that should be firmly embraced.

The enactment of laws, the elaboration of regulatory instruments, the management of administrations and companies and the conduct of State affairs at the highest level are challenges which require good governance anchored on the quest for transparency, accountability, traceability and behavioural integrity. This requirement is first of all individual before being collective. This is what the Head of State meant in his address to the nation on December 31, 2013 when he declared:

“Certainly, there is still room for improvement in the effectiveness of our economic policies. We have a Growth and Employment Strategy which guides us towards achieving our goals. But, how come then that in some sectors of our economy, State action often seems to lack consistency and clarity? Why is it that in many cases, decision-making delays still constitute blockages in project implementation? Why can't any region of our country achieve a public investment budget execution rate of over 50%?”

ACRONYMS AND ABBREVIATIONS

A2C	Action Against Corruption
AB-SC	Audit Bench of the Supreme Court
ACEP	Agence de crédit pour l'entreprise privé au Cameroun
ADB	African Development Bank
AFIB	Ace Finance of Business
AGRASC	Agency for the Management and Recovery of Seized and Confiscated Assets
AIR	Rapid Interventions Unit
ANTIC	National Agency of Information and Communication Technologies
APPID	Association for the Progress and Promotion of Development Initiatives
ARMP	Public Contracts Regulatory Board
ARSEL	Electricity Sector Regulatory Agency
ART	Telecommunications Regulatory Agency
BACC	Baccalauréat
BCA	Business Council for Africa
BCAC	Business Coalition Against Corruption
BDCRF	Divisional Brigade for Forest Revenue Control
BEAC	Bank of Central African States
BEPC	Brevet d'Etude du Premier Cycle (Secondary School Leaving Certificate)
BGFT	Land Freight Management Bureau
BICEC	Banque Internationale du Cameroun pour l'Épargne et le Crédit
CAMDIAGNOSTIX	AIDS Screening Test Production Centre
CAMPOST	Cameroon Postal Services
CAMTEL	Cameroon Telecommunications Company
CAMWATER	Cameroon Water Utilities Corporation
CASSPC	Special Support Fund for Cultural Issues
CB	Central Bureau
CBC	Commercial Bank of Cameroon
CCA	Crédit Communautaire d'Afrique
CCEC	Caisse Camerounaise d'Épargne et de Crédit
CDBF	Budget and Finance Disciplinary Board
CDC Ltd	Community Development Credit Limited Company
CDMT	Medium-Term Expenditure Framework
CENADI	National Centre for the Development of Computer Services
CENAJES	National Youth and Sports Centre
CEPI	Caisse d'Épargne Populaire et d'Investissement
CERRA	Regional Agricultural Research Centre
CFC	Cameroon Housing Loans Fund
CHOC	Change Habits, Oppose Corruption

CIG	Common Initiative Group
CITEF	City Trust Credit Fund SA
CMA	District Medical Centre
CMLCC	Ministerial Anti-Corruption Unit
CNLCC	National Anti-Corruption Coalition
COBAC	Central African Banking Commission
CONAC	National Anti-Corruption Commission
CONSUPE	Supreme State Audit
CREMINCAM	Cameroon Mutual Investment Credit
CRESPO	Political Science Student Reflection Club
CRFPT	Regional Training Centre of Post and Telecommunications
CRS	Catholic Relief Services
CSE	Monitoring and Evaluation Committee
CSO	Civil Society Organisations
DDPP	Directorate of Personnel Expenses and Pensions
DGSN	General Delegation for National Security
DIT	Douala International Terminal
EACC	Ethics and Anti-Corruption Commission
ECCAS	Economic Community of Central African States
EDC	Electricity Development Corporation
EF	External Funding
ELECAM	Elections Cameroon
ENAM	Advanced School of Administration and Magistracy
ENSPT	Advanced School of Post and Telecommunications
EPA	Public Administrative Establishment
EUUF	Express Union Finance SA
EMU	Election Monitoring Unit
FACTS	Fight Against Corruption Through Schools
FEICOM	Special Council Support Fund for Mutual Assistance
FIU	Financial Intelligence Unit
FMLTF	Fight against Money laundering and Financing of Terrorism
FTMD	Formal Order Technical Sheets
GAD	General Affairs Division
GCE O/A	General Certificate of Education Ordinary/Advanced Level
GDB	General Directorate of Budget
GDTFMC	General Directorate of Treasury, Financial and Monetary Cooperation
GEIC	Cameroon Savings and Investment Reserve
GESP	Growth and Employment Strategy Paper
GICAM	Groupement Inter-patronal du Cameroun
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GNDDC	National Association for the Defence of Consumer Rights
GSS	Government Secondary School

IAACA	International Association of Anti-Corruption Authorities
IACD	International Anti-Corruption Day
IGS	General Inspectorate of Services
INTOSAI	International Organisation of Supreme Audit Institutions
IRAD	Institute of Agricultural Research for Development
KACC	Kenya Anti-Corruption Commission
MDG	Millennium Development Goals
MFDF	Maritime Fishing Development Fund
MFE	Micro-Finance Establishments
MINAC	Ministry of Arts and Culture
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs
MINATD	Ministry of Territorial Administration and Decentralization
MINCOM	Ministry of Communication
MINCOMMERCE	Ministry of Commerce
MINDCAF	Ministry of State Property, Surveys and Land Tenure
MINEDUB	Ministry of Basic Education
MINEE	Ministry of Water Resources and Energy
MINEFOP	Ministry of Employment and Vocational Training
MINEPAT	Ministry of Economy, Planning and Regional Development
MINEPDED	Ministry of the Environment, Nature Protection and Sustainable Development
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINESEC	Ministry of Secondary Education
MINFI	Ministry of Finance
MINFOF	Ministry of Forestry and Wildlife
MINFOPRA	Ministry of Public Service and Administrative Reform
MINHDU	Ministry of Housing and Urban Development
MINJEC	Ministry of Youth and Civic Education
MINJUSTICE	Ministry of Justice
MINMAP	Ministry of Public Contracts
MINMIDT	Ministry of Mines, Industry and Technological Development
MINPOSTEL	Ministry of Post and Telecommunications
MINPROFF	Ministry of Women's Empowerment and the Family
MINRESI	Ministry of Scientific Research and Innovation
MINSANTE	Ministry of Public Health
MINSEP	Ministry of Sports and Physical Education
MINTOUL	Ministry of Tourism and Leisure
MINTP	Ministry of Public Works
MINTRANS	Ministry of Transport
MINTSS	Ministry of Employment and Social Security
MIPROMALO	Local Materials Promotion Authority

IMPM	Medical and Medicinal Plant Research Institute
NAFI	National Agency for Financial Investigations
NCC	National Communication Council
NCC	Nouveau Crédit du Cameroun
NFCB	National Financial Credit Bank
NIC	National Institute of Cartography
OCLCIFF	Office Central de Lutte Contre la Corruption et les Infractions Financières et Fiscales de France
OG	Official Gazette
OHADA	Organization for the Harmonization of Business Law in Africa
PAD	Douala Ports Authority
PAJER-U	Rural and Urban Youth Support Programme
PARFIP	Public Finance Reform Support Programme
pFTMD	Pending Formal Order Technical Sheets
PIB	Public Investment Budget
PTA	Parent Teacher Association
REA	Rural Electrification Agency
RLA	Regional and Local Authorities
RM	Result-based Management
RRI	Rapid Results Initiatives
SCI	Supreme Control Institutions
TF	Tender File
UNCAC	United Nations Convention Against Corruption
UNCTAD	United Nations Conference on Trade and Development
UNODC	United Nations Office on Drugs and Crime
WPC	Women Promotion Centres
YGH	Yaounde General Hospital
PCFC	Forestry and Hunting Control Posts
NTFPs	Non Timber Forest Products
PILCC	Integrated Project for the Fight Against Corruption
PNDP	National Programme for Participative Development
PNEI	National Programme on Education to Integrity
HIPC	Heavily Indebted Poor Countries
PPBS	Planning, Programming, Budgetisation, Monitoring-Evaluation
PRECIS	Prevention, Education, Conditions, Incitation, Sanction
SABC	Cameroon Brewery Company Limited
SGBC	Société Générale de Banques du Cameroun
SAR/SM	Rural Handicrafts and Home Economics Centre
SCE	National Equipment Company
SCB	Société Commerciale de Banque
SCDP	National Petroleum Storage Company
PSGS	General Rules and Regulations of the Public Service

NACS	National Anti-Corruption Strategy
SOFINED	Société Financière et d'Épargne pour le Développement
SODEPA	Animal Production Development and Exploitation Company
SCC	Special Criminal Court
ToR	Terms of Reference
LC	Land Certificate
TRACFIN	Intelligence Management and Action against Clandestine Financial Flows
UBA	United Bank for Africa
UBC	Union Bank of Cameroon

LIST OF TABLES

Table N°	Description	Page
Table 1	Offences or misdeeds observed by the CONAC Election Monitoring Unit during the legislative and municipal elections of September 30, 2013	13
Table 2	Main cases treated by CONAC's Rapid Interventions Unit in 2013	36
Table 3	Summary of money recovered, pending recovery and those CONAC prevented the State from losing in 2013.	58
Table 4	Decisions reached by the Budget and Finance Disciplinary Board (BFDB) in 2013.	60
Table 5	Distribution of suspicion reports recorded by NAFI in 2013.	64
Table 6	Amounts of financial flows uncovered by NAFI in 2013.	64
Table 7	Number of files on obscure infringements and financial flow uncovered by NAFI from 2006 to 2013.	65
Table 8	Summary of activities carried out by the Special Criminal Court in 2013.	67
Table 9	Money collected and paid into the State Treasury following decisions taken by the SCC.	74
Table 10	Decisions taken by the Audit Bench of the Supreme Court following audits on the accounts of some bond holders.	78
Table 11	Decisions taken by the Audit Bench of the Supreme Court following accounts auditing of some Public Administrative Establishments and one Regional and Local Authority.	82
Table 12	Amounts recovered and paid into State Treasury following efforts made by Control Institutions in 2013.	83
Table 13	Financial flows identified, fines levied and amounts to be paid back as instructed by Control Institutions in 2013.	83
Table 14	Summary of sanctions taken by the General Delegation for National Security in 2013.	89
Table 15	Summary of results obtained in MINFOF within the framework of the implementation of "the best practices" programme in the eight regions involved in the Integrated Anti-Corruption Project (PILCC).	92
Table 16	Sawn timber registered at the entrance to Ngaoundere in 2013.	95
Table 17	List of timber species registered at the entrance to Ngaoundere in 2013.	95
Table 18	Sanctions taken by MINFOF following sensitisation and vulgarisation of probity documents on the exploitation of community forests.	97
Table 19	Analysis of forest governance monitoring parameters in 2013.	98
Table 20	Results obtained following the implementation of the RRI in Douala by the Ministry of Commerce in 2013.	108
Table 21	Results obtained by the Control and Fraud Repression Brigades of the Centre Region and Mfoundi Division following the implementation of a RRI by MINCOMMERCE in 2013.	109

Table 22	Increase in the reduction rate of absences during driving tests following the implementation of the RRI in the Littoral, West, South and South West Regional Delegations of Transports.	112
Table 23	Status of implementation of activities of the Anti-Corruption Unit of the Ministry of Posts and Telecommunications in 2013.	116
Table 24	Sanctions taken by MINEDUB at the end of the RRI implementation in the Centre and North West Regions.	133
Table 25	Administrative sanctions taken by the General Inspectorate of Services of MINESEC against some personnel after field evaluation missions in 2013.	135
Table 26	Results of the implementation of the 6 th series of the RRI in eight targeted hospitals during the 2 nd semester of 2013.	144
Table 27	MINEPDED RRI results in the Centre and Littoral Regions in 2013.	159
Table 28	Summary of corruption cases in Public Contracts in 2013.	167
Table 29	Treatment of corruption cases involving some ARMP staff.	178
Table 30	Summary of sanctions taken by the National Communication Council in 2013.	181
Table 31	Activities carried out by the NGO “Action against Corruption” in 2013.	192

TABLE OF CONTENTS

	Page
Administrative Map of Cameroon	ii
Foreword	iii
Acronyms and abbreviations	iv
List of Tables	viii
Table of Contents	x
GENERAL INTRODUCTION	
	1
Part I	
ANTI-CORRUPTION DRIVE IN SPECIALIZED INSTITUTIONS	
	3
Chapter 1: Activities of the National Anti-Corruption Commission (CONAC)	
	6
Section 1: Prevention and awareness activities	6
Section 2: Control and investigation activities	20
Section 3: Cooperation and training activities	48
Chapter 2: Activities of the Supreme State Audit (CONSUPE)	
	59
Section 1: Budget and Finance Disciplinary Board referrals	59
Section 2: Decisions of the BFDB	59
Section 3: Structural changes made in the CDBF in 2013	62
Chapter 3: Activities of the National Agency for Financial Investigations (NAFI)	
	63
Section 1: Statutory activities	63
Section 2: Evaluation of risk areas and money laundering types in 2013	66
Chapter 4: Activities of Specialised Jurisdictions	
	67
Section 1: Activities of the Special Criminal Court	67
Section 2: Activities of the Audit Bench of the Supreme Court	76

Part II	84
ANTI- CORRUPTION DRIVE IN PUBLIC ADMINISTRATIONS	
Part II.1: ANTI-CORRUPTION DRIVE IN PUBLIC ADMINISTRATIONS WITH SPECIFIC ACTIONS	85
Chapter 1: Ministries of sovereignty	86
Section 1: Activities of MINATD	86
Section 2: Activities of MINFOPRA	86
Section 3: Activities of MINJUSTICE	87
Section 4: Activities of the General Delegation for National Security	89
Chapter 2: Ministries in charge of the Economy and Finance	90
Section 1: Administrations in charge of the production, importation and distribution of goods	90
Section 2: Administrations in charge of funds search and financing	118
Chapter 3: Ministries in charge of the Education, Social and Cultural sectors	131
Section 1: Administrations in charge of the education sector	131
Section 2: Administrations in charge of the social sector	142
Section 3: Administrations in charge of the cultural sector	159
Part II.2: ANTI-CORRUPTION DRIVE IN PUBLIC ADMINISTRATIONS IN CHARGE OF CONTROL	164
Chapter 1: Activities of the Public Contracts Regulatory Board (ARMP)	165
Section 1: Identified corruption cases in Public Contracts	167
Section 2: Corruption cases involving ARMP staff	178
Chapter 2: Activities of the National Communication Council (NCC)	180
PART III	
ANTI-CORRUPTION DRIVE IN THE PRIVATE SECTOR AND THE CIVIL SOCIETY	184
Chapter 1: The Fight against Corruption in the Private Sector	186
Section 1: Presentation of the Business Council of Africa (BCA)	186

Section 2: Actions of the BCA	186
Chapter 2: The Civil Society and the fight against corruption	188
Section 1: Activities of Association pour le Progrès et la Promotion des Initiatives de Développement (APPID).	188
Section 2: Activities carried out by “HORIZONS FEMMES”	188
Section 3: Activities of the National Association for the Protection of Consumer Rights (GNDDC)	190
Section 4: Activities of “Action Contre la Corruption”	191
Section 5: The Political Science Student Reflection Club (CRESPO)	193
Section 6: Activities of the Association for Education and Integrity in Cameroon (ASSEDIC)	193
Section 7: Activities of “Stop Corruption Initiative” (SCI-Cameroon)	196
CONCLUSION AND RECOMMENDATIONS	198
APPENDIXES	199

GENERAL INTRODUCTION

Article 24(3) of Decree N°2006/088 of 11 March 2006 relating to the setting up, organization and functioning of the National Anti-Corruption Commission (CONAC) states:

“The Commission shall submit to the President of the Republic an annual report on the anti-corruption drive.”

The report shall present activities carried out by CONAC as well as various efforts made by anti-corruption stakeholders to stamp out this social cankerworm from our country. As a matter of fact, it has been said repeatedly that the fight against corruption is not the preserve of an individual or just one institution, but should involve people of all walks of life and institutions. Public administrations, the private sector and the civil society are expected to be at the forefront of this fight.

These bodies involved in the fight against corruption and now implementing the National Anti-Corruption Strategy (NACS) drawn up by CONAC and its partners do not only have to carry out activities but make their actions felt.

The anti-corruption status report is therefore a melting-pot in which the various initiatives taken are presented and evaluated. This all-inclusive approach entails the involvement of all these institutions or organs through their anti-corruption activity reports sent to CONAC. Some institutions or organs responded spontaneously while written requests were sent to others. Thus, out of 37 Public Administrative Units, CONAC received just 27 contributions within the framework of the 2013 anti-corruption status report.

From the methodological standpoint, this report is based on the actions carried out by CONAC as well as those realized by institutions involved in this fight either within the framework of prevention or repression.

Away from this convergence towards a unique goal, it should be noted that the State has bestowed the anti-corruption drive in Cameroon on specialized institutions which draft and implement strategies and actions that are executed by various Public Administrative Units, the private sector and civil society.

This Report presents, in the following three parts, activities carried out in 2013 by each of these entities.

Part I: Fight against corruption in specialized institutions.

Part II: Fight against corruption in Public Administrations.

Part III: Fight against corruption by the Civil Society and in the Private Sector.

PART I:
**ANTI-CORRUPTION DRIVE
IN SPECIALIZED INSTITUTIONS**

Corruption can be defined as embezzlement or abuse of office. It is passive in the case where a person accepts offers, promises, gifts, presents or any undue advantage in order to perform or refrain from performing their duties. Conversely, it is active when a person uses the same means to reward the complacency of a professional so as to obtain some advantages (G. CONU, *Vocabulaire juridique*, PUF, Paris, 2007, p.246).

The Cameroon Penal Code of June 12, 1967 reprimands the corruption of civil servants (Articles 134 and 161), the corruption of employees (Article 312), corruption in elections (Articles 123 and 130) and corruption of youth (Article 344).

According to Article 2(1) of Decree N°2006/088 of March 11, 2006 relating to the setting up, organization and functioning of the National Anti-Corruption Commission (CONAC), “The Commission is an independent public body charged with contributing to the fight against *corruption*.”

In view of this specific mission spelt out in its constituent instrument, CONAC is the central body in the fight against corruption in Cameroon. It is therefore responsible, amongst other things, for “... *monitoring and evaluating the effective implementation of the government’s anti-corruption plan, gathering, centralizing and analysing any denunciation and information relating to practices, deeds or acts of corruption and similar offences lodged with it ...*” (Article 2(2) of the 2006 decree.

Cameroon ratified the United Nations Convention Against Corruption of 31 October 2003, otherwise known as the Merida Convention, by Presidential Decree N°2004/124 of 1 May 2004 (Official Gazette of 1 June 2004, p.685). This Convention links the following offences to corruption:

- embezzlement, misappropriation, or other diversion of property by a State employee (Article 17);
- influence peddling (Article 18);
- abuse of office (Article 19);
- illegal enrichment (Article 20);
- laundering of ill-gotten wealth (Article 23);
- concealment (Article 24);
- obstruction of justice (Article 25);
- non-compliance with Public Contracts rules (Article 9).

Moreover, this Convention states that corruption is an offence which can be blamed on public officials in the country (Article 15), as well as civil servants and employees of international public organisations abroad (Article 16). Hence, corruption concerns public and private sectors (Articles 21 and 22).

Specific duties relating to the fight against corruption have been assigned to CONAC as well as other institutions such as the Supreme State Audit (CONSUPE), the National Agency for Financial Investigations (NAFI) and specialised judicial entities.

Part I of this report presents the anti-corruption activities carried out by each of these institutions in 2013 within the scope of their competence.

This part is divided into:

Chapter 1: Activities of the National Anti-Corruption Commission

Chapter 2: Activities of the Supreme State Audit

Chapter 3: Activities of the National Agency for Financial Investigations

Chapter 4: Activities of specialised jurisdictions.

CHAPTER 1: ACTIVITIES OF THE NATIONAL ANTI-CORRUPTION COMMISSION

Article 2(1) of Decree N°2006/088 of 11 March 2006 stipulates that CONAC is "... an independent public body charged with contributing to *the fight against corruption.*"

Article 2(2) states that "...in that capacity, it shall notably be responsible for:

- monitoring and evaluating the effective implementation of the Government's anti-corruption plan;
- gathering, centralizing and analysing denunciations and information forwarded to it in respect of corrupt practices, deeds, facts and similar offences;
- conducting all studies or investigations and proposing any measures aimed at forestalling or curbing corruption;
- carrying out, where necessary, on-the-spot controls of the execution of projects, as well as the evaluation of the conditions of public contracts award;
- disseminating and popularizing anti-corruption instruments;
- identifying the causes of corruption and proposing to the relevant authorities, measures likely to lead to its eradication from all public and semi-public services;
- performing any other duties assigned it by the President of the Republic."

These duties can therefore be summarized into two main activities:

- prevention and communication (Section 1);
- gathering of evidences which may lead to repressive actions where necessary (Section 2).

These two activities were reinforced in 2013 through cooperation ties between CONAC and national and international institutions as well as personnel training (Section 3).

SECTION 1: PREVENTION AND COMMUNICATION ACTIVITIES

Several activities were carried out in the domain of prevention (1) and communication (2).

§1. PREVENTION AND AWARENESS ACTIVITIES

Apart from organizing training workshops for members of the National Anti-Corruption Coalition and Forces of Law and Order in 2013, CONAC evaluated the implementation of Regional Action Plans of the National Anti-Corruption Strategy (A), the implementation of RRIs in Public administrations (B), monitored the September 2013 legislative and municipal elections (C) and participated in the FENASSCO and University games (D).

A - Evaluation of the implementation of Regional Action Plans

The implementation of the National Anti-Corruption Strategy (NACS) adopted by the Government, its technical and financial partners on February 8, 2011, started in March 2011.

CONAC opted for a dual component implementation approach in order to ensure an optimal application of this document all through the national territory: firstly, a very vast broadcast and popularisation of recommended anti-corruption methods and subsequently, follow up of actions and results obtained. Thus, educational workshops were organized and trainings provided to institutions responsible for implementing the NACS. Two implementation techniques were adopted by CONAC namely: Rapid Results Initiatives (RRI) and Action Plans.

Considering that almost all State institutions are now on board the RRI implementation process, it was important to ensure that Regions were not left out. Consequently, workshops were also organized for them.

These regional workshops had three objectives:

- to familiarize regional officials with the provisions of the NACS so as to guarantee its optimal implementation;
- to provide them with copies of the document;
- to develop Regional Action Plans.

Due to time timing and financial constraints, only the 2012 action plans for the Adamawa and North Regions were monitored and evaluated in 2013.

1. Evaluation of the implementation level of Action Plans for Adamawa Region in 2013

Prevention and education activities were given more attention in the region, while actions on encouragement of probity and repression were very timid with an execution rate of about 11%. The repression rate even dropped from 7% in 2012 to 4% in 2013.

2. Evaluation of the implementation level of Action Plans for the North Region in 2013

During a workshop in 2013, CONAC evaluated the Action Plan developed and adopted in 2012 and adopted another Action Plan for 2013. This evaluation showed an increase in the implementation of all the elements of PRECIS (Prevention, Education, Conditions, Incentives, Sanctions). In 2012, no incentive-related action was carried out in the North Region. However, these actions were initiated in 2013. The beginning was timid, but the important thing is that the process has begun. In 2013 on the contrary, actions on education were actually carried out by public administrations and civil society organizations which are very active in the region.

B. RRI implementation in Public Administrations

In order to inculcate the culture of integrity in every citizen, the government supervised the drawing up a National Anti-Corruption Strategy in a participatory approach involving all sectors of national life. Considered as an effective measuring rod, NACS clearly defines the path to be taken, assigns specific roles, sets the standards for the coordination of anti-corruption activities and results-assessment criteria, and prescribes the necessary resources to mobilize for an effective fight against corruption.

NACS was approved by the Government on February 8, 2011. Its implementation started in most Ministries and other public institutions through the Rapid Results Initiatives. In 2013, 21 ministries and public institutions were involved in the implementation of RRIs against 17 in 2012, representing an increase of 23.52% in relative terms. However, nine (9) new structures were involved in the 2012 implementation process.

In 2013, CONAC launched, supervised and conducted the RRI in several public administrations. Thus in March 2013, the 5th series of RRIs was launched in the Ministry of Finance, Ministry of Territorial Administration and Decentralization, Ministry of the Environment, Nature Protection and Sustainable Development, Ministry of Livestock, Fisheries and Animal Industries, Ministry of Commerce, Ministry of Social Affairs, Ministry of Public Service and Administrative Reform, Ministry of Scientific Research and Innovation, Ministry of Tourism and Leisure, etc.

The implementation and the results obtained for each RRI are shown in the section reserved for ministries in this Report.

C. Monitoring of the legislative and municipal elections of September 30, 2013

Governance in the electoral process helps to highlight the issue of elections in Cameroon and the involvement of independent control structures in such elections.

Although ELECAM is the backbone of the organization and supervision of the electoral process in Cameroon, other actors are involved in this process, notably the State, political parties, Civil Society and some specialized agencies. This part of the report presents the election coverage by CONAC. In this light, CONAC created an Elections Monitoring Unit (1) which enabled them to come out with some findings (2) and recommendations (3).

1. Creation of an Elections Monitoring Unit

Prior to the twin elections of 30 September 2013, the National Anti-Corruption Commission set up an Elections Monitoring Unit (EMU) in charge of collecting, identifying and centralizing all denunciations of corruption or irregularities observed in the field by stakeholders in the electoral process. CONAC was not acting as an “elections observer” per se like national and international structures that require authorization from MINADT. However, as a technical entity with specific missions, its scope (electoral corruption) and deployment are in line with the missions conferred upon it by its constituent decree.

By so doing, CONAC inaugurated a new element of its missions, that is, the consideration of issues related to electoral corruption. This activity was also a follow-up of the implementation of the National Anti-Corruption Strategy adopted by the Government in February 2011, the National Programme on Education to Integrity drawn up with people of all walks of life and the education community in 2010.

The Elections Monitoring Unit (EMU) is an instrument used to assess the behaviour of stakeholders of the electoral process in Cameroon. It was set up by CONAC to better understand electoral corruption issue. The results obtained by CONAC through this instrument helped to unveil some irregularities and acts of corruption before and during the elections.

a) Organization and working method of the Elections Monitoring Unit

CONAC signed memo N°0018/P/CONAC/VP/SP of 27 September 2013 to organize a permanent service of the Central Bureau of the Electoral Monitoring Unit responsible for monitoring the legislative and municipal elections of September 30, 2013. This document organized and specified the working schedule and operation method of this Unit.

EMU was responsible for observing the activities of elections stakeholders during the electoral campaign and voting on Election Day.

b) Composition of the Election Monitoring Unit

The Election Monitoring Unit was made up of:

- a Central Bureau (CB) supervised by a Bureau Head;
- field teams composed of Civil Society Organizations (CSOs) National Anti-Corruption Coalition officials (CNLCC) enrolled on the basis of pioneer affiliated structures to CNLCC. Members of the National Anti-Corruption Coalition were organized and spread across the 58 Divisions of the Republic. CONAC mobilized 32 organizations and Civil Society members to distribute copies of the Code of Good Conduct and monitor the activities of election stakeholders. Over 40,000 copies of this Code were distributed throughout the national territory;
- two Rapid Interventions Unit teams were deployed in Yaounde and Douala.

The CB was split into three specialized teams:

- Team 1 was in charge of collecting and forwarding data and denunciations from election stakeholders;
- Team 2 analysed the data and information received;
- Team 3 was in charge of administrative procedures.

The Central Bureau kept a 24-hour permanent service and worked from 25 September to 30 September 2013.

c) Organisation of work at the Central Bureau

The CB headquarters was in the CONAC building in Yaounde. It was equipped with telephone terminals to simultaneously receive several denunciations and laptops for processing data collected.

The work of the CB was to:

- identify, collect and centralize election-related denunciations;
- verify such denunciations by contacting the rapid interventions teams and Coalition members deployed in the 58 divisions of Cameroon.

d) Participation of the National Anti-Corruption Coalition

CONAC selected and mobilized 32 organizations and Civil Society stakeholders to distribute the Code of Good Conduct and monitor the activities of election stakeholders. This section was done among pioneer National Anti-Corruption Coalition entities.

CONAC commends the high degree of involvement of these structures to which only travel and communication allowances were given for the enormous work they did on the field. More than 40,000 copies of the Code of Good Conduct were distributed throughout the national territory.

All these structures showed a very high level of professionalism and through them, CONAC succeeded in this new experience. Regional Governors also facilitated the deployment of these teams with respect to the tasks entrusted to them. Such collaboration is worth mentioning and encouraging.

2. Observations on the conduct of elections

Approximately 400 calls received at the Elections Monitoring Central Bureau as well as observations from the Rapid Intervention teams and members of about thirty CSOs deployed on the field indicated:

- a strong public zeal to report cases of irregularities, facts, acts and corrupt practices;
- denunciations confirmed as founded, fanciful (made in bad faith, not necessarily considering certain circumstances), or sometimes false from citizens and political party representatives ;
- good collaboration and involvement of election stakeholders through instant denunciations of activities of some political party leaders.

A classification, categorization and geographical location of offenses and irregularities was compiled basing on these denunciations and calls.

a) Types of recorded offenses and treatment thereof by the Central Bureau.

Most offenses recorded indicated suspected electoral fraud which often occurred in pre-election period and continued during voting.

- **During pre-election period**

Findings at this level showed that throughout the country, some political parties passed themselves off as ELECAM relay groups in the distribution of voter cards. This is illegal and can be likened to fraud, thus justifying the fact that many voters with officially known political affiliations were unable to collect their voter registration cards.

This scenario led to fraud in the establishment and production of voter's card. As experienced in the last twin elections, such failure often blamed on ELECAM could be due to a technical or data management fault. In one case, a citizen in possession of his receipt could neither find his card

nor name on the electoral lists posted, more so because these lists were posted only the day before the Elections.

Also, in pre-electoral procedures, “fraud” in choosing voting centres was also noted: some centres were placed either in uneasily accessible areas or in homes of traditional authorities or local chiefdoms where access could play on the free choice of the electorate. Legal provisions relating to timely display of voter lists were not equally respected.

- **During voting**

Another category of fraud occurred during actual voting. In some places, the non-display of electoral lists in front of polling stations was identified as a case of fraud in the organization of the electoral process.

Cases of post-electoral fraud on vote counting operations were not reported.

b) Types and categories of offenses recorded

Two categories of violations were identified on the field:

- voting related offenses;
- offenses perpetrated by election and other public officials representing administrative units).

Reported cases of corruption, related offenses and irregularities were:

- influence peddling,
- abuse of office and power;
- favouritism;
- falsification and use of fake documents;
- financial corruption through conscience buying ;
- false statements and false promises;
- illegal detention of documents.

Most irregularities found in the field involved:

- lack of knowledge on voting conditions and Electoral texts by some election officials (polling stations Presidents and representatives of Administrative services);
- irregular signing of reports;
- indiscreet polling booths;
- verbal intimidations;
- abnormal language use ;
- absence of names on electoral lists whereas bearers are in possession of duly issued voter's cards;
- poorly organized computer filing system (large discrepancy between numbers on voter cards and those on lists in polling stations);
- late delivery of ballot boxes in some enclave areas.

c) Treatment of denunciations at the Central Bureau

The following three methods were used to exploit denunciations received at the Central Bureau:

- cross-checking of information from field teams so as to have a credible overview of the irregularities identified and to update the database on abnormalities noted;
- campaigns on awareness, information, advice, guidance to enable users and stakeholders to better know, understand and master electoral procedures and rights thereof;
- timely transmission to the competent authorities or specialized structures (Police) of cases involving stakeholders caught in malpractices for investigations.

d) Categorization and geographical location of denunciations

The commission of contrary offenses to good electoral governance was noticeable and identified during the election campaigns and on Election Day. This enabled the EMU to come out with some observations.

CONAC deployed two mobile teams which visited some localities in Yaounde and Douala.

- Yaounde AIR visited 12 voting centres and 46 Polling Stations (PS) in Mfoundi Division;
- Douala AIR visited 22 voting centres and observed 133 polling stations in Wouri Division.

Identified offenses or irregularities involved some citizens, political party leaders and officials of ELECAM, the structure that is supposed to be in charge of organizing and supervising elections. The table below summarizes the domains, offenses and observed areas. It was drawn up on the basis of phone calls received from election stakeholders, members of Civil Society Organizations, members of the National Anti-Corruption Coalition and special reports from CONAC Rapid Interventions Teams on the field.

Table 1: Offences or misdeeds observed by the CONAC Election Monitoring Unit during the legislative and municipal elections of September 30, 2013.

N°	Domain	Identified offences or irregularities	Area observed
1.	Citizens	Possession of several voter's cards (40 people arrested and taken to the Central Police Station)	Ngaoundere
		Purchase of voter cards by the outgoing Mayor of Maroua	Maroua
		Intimidation of voters	
		Sale of voter's cards to potential opposition voters at CFA 2,000 francs	Buea (Bokwango)
		Sale of voter's cards to potential voters of the opposition in the private residence of the Director of a State company at CFA 10,000 francs	Pouma
		Non withdrawal of 76 voter's cards and death threats	Bafoussam
		Diversion of voter cards to wrong locations	Adamaoua (Vina : Djalingo Village)
		Ballot paper trafficking by citizens in exchange for money	Nkondjock (Nyong-et-Kellé
		Confiscation of 106 voter's cards and the promise of withdrawal of CFA 5,000 francs per card in favour of a political party.	Maroua Town
		Destruction of posters of an opposition party by unidentified individuals	Nkolafamba
		Physical threats and burning of the cassock of a pastor, member of an opposition party, by individuals claiming to be of the ruling party.	
		Public insults and notorious tribalism of ELECAM officials	Yaounde 1 (Polling Station D of Fondation Tchoungui)
		Existence of young children or officials recommended by the Quarter Head to orient voters at polling centres	Tsinga (GHS Yaounde)
		Existence of voters whose names do not feature on the displayed lists	Yaounde 2 (Ecole Sacré Coeur, Mokolo)
Impersonation (A lady who came to vote found out that someone else had already voted in her stead)	Yaounde II (Elig-Effa-Public Works School Polling Station		

N°	Domain	Identified offences or irregularities	Area observed
2	Political Parties	Conscience buying of citizens in Yaounde II District by councillors (distribution of money, food, oil and soap)	Yaounde II
		Intimidation and threat of exclusion for non-compliance with the slogan of voting the party of the association's leader	Mentchum
		Preferential voting prescriptions for a party with call credit transfer promises via SMS	Yaounde I, Adamaoua
		Suspected buying over of 3 candidates on the list of an opposition party at CFA 250,000 francs each by the representative of the ruling party	Nkolafamba
		Violence and intimidation of the candidate of an opposition party by militants of the ruling party	Yaounde II (Mokolo Tax Office)
		Intimidation of a Member of Parliament, member of an opposition party	Yaounde II (Central Mosque, Briquiterie)
		Intimidation by outgoing Mayor not to pay the salaries of the municipal staff on a list other than his	East (Abong Mbang)
		Transfer of 200 voter cards to private homes by traditional, administrative and political members of the ruling party (against material and financial compensations)	Bamboutos
		Positioning of touts by some political parties at the entrance of polling stations	Yaounde II (Mokolo Tax Office)
		Continuation of campaign on election day irrespective of the legally specified deadline	Centre (Monatele)
		Conscience buying by political party leaders	
		Unlawful confinement of voter cards	Maroua, Bafoussam

N°	Domain	Identified offences or irregularities	Area observed
3	The Institution in charge of organizing elections	Poor organization in the voter identification process (numbers inscribed on voter cards were not in conformity with those on the lists displayed)	Most polling stations in Douala and Yaounde
		Refusal by presidents of polling stations to let holders of voter cards with names displayed on the list but with no national identity cards to vote	Yaounde II (Ecole Sacré Coeur, Mokolo)
		Difference in numbers on displayed lists from those on duly issued cards	Yaounde I, II, III
		Greed of ELECAM officials and effects on the delivery of election materials	Bangangté
		Unavailability of indelible ink in some polling stations	Yaounde 1 (Polling Station C of Fondation Tchoungui - Mballa II)
		Insufficient ballot papers in some polling stations	Douala GS Ndogmbong
		Signing of election report before the close of polling stations	Yaounde 1 (Polling Station C of Fondation Tchoungui - Mballa II)
		Influence peddling of Presidents of some polling stations who decide who should or not vote; refusal to allow voters to vote despite the regularity of their cards	Yaounde 1 (Polling Station C of Fondation Tchoungui - Mballa II)
		No names on electoral lists notwithstanding the possession of regularly issued voter cards	Yaounde I (GS Bastos Polling Station C)
		Lack of knowledge on the Electoral Code by Presidents of polling stations	Yaounde II (Ntougou I Polling Station)
Insufficiently discreet polling booths	Yaounde I		
4	Other forms of irregularities	Unjustified modification of lists of officials of polling stations by administrative authorities	Ebolowa I

The presence of CONAC on the field was well appreciated by election stakeholders who spontaneously collaborated with the teams. This activity was a full-scale test of the capabilities of CONAC in deploying its outreach activities and especially in popularizing its missions and actions through the Rapid Interventions Unit deployed in Douala and Yaounde at the same time.

In spite of the offences and malfunctioning identified, CONAC noted the following positive points:

- opening of polling stations on time;
- very good security conditions;
- remarkable and reassuring presence of Forces of Law and Order around polling stations;
- large mobilization of administrative, security and traditional authorities;
- good material organization of the polls;
- effective involvement of election stakeholders: the Administration, representatives of political parties, ELECAM, the Civil Society, Observers, churches and national and international polling agents;
- high turnout of voters;
- high level of collaboration between the different actors involved in polling stations;
- great interest manifested by the public in the electoral process (voting, vote counting and presentation of results);
- great satisfaction clearly expressed by the public with regard to the presence on the field of national and international observers and CONAC.

Finally, we must give credits to public authorities for ensuring peace and serenity in and around polling stations and for the major positive strides like biometric and easy registration on electoral lists, free issuance of the National Identity Card, rich electoral materials, facilitation of accreditation of national and international observers by MINATD, huge deployment of ELECAM, timely opening of several polling stations, high participation of political parties, respect for constitutional legality, to mention but these.

Beyond these positive aspects noted by the public, national and international independent observers and even NGOs, the President of the Republic, in his end of year message to the Nation on 31 December 2013, expressed satisfaction with the progress of this important event in our country and especially the election year in Cameroon. He said:

“The senatorial elections of 14 April and the legislative and municipal elections of 30 September took place in a calm and transparent atmosphere. All observers confirmed this fact and I believe that it reflects the maturity of the Cameroonian people who have understood that achieving social progress requires stable institutions and sound policies. The few failings reported were not enough to challenge the validity of the said elections. In this regard, ELECAM deserves to be commended. The enhanced credibility of the legislative and municipal elections sufficiently justified the time it took to introduce biometrics into our electoral system”.

From observation, the municipal and legislative elections of 30 September 2013 enabled us to generally note that a set of measures and actions must be taken at the helm of the State and by all stakeholders in the electoral process to improve the organization and conduct of future elections in our country.

In this wake of events, CONAC, in line with its duty to propose actions and measures to curb corruption in all sectors of public life in our country, has made a number of recommendations for the improvement of upcoming elections.

3. CONAC's recommendations after the elections

a) On the part of the Government

Forces of Law and Order should continue to be present wherever voting takes place. The necessity for being close to polling stations is imperative to avoid any possible upsurge or incident.

The Judicial Administration, on its part, should be mobilized to ensure the regularity of voting and fair elections. It should be noted that although the administrative courts had been created, they were not yet functional in 2013.

b) To Elections Cameroon (ELECAM)

ELECAM is the body responsible for organizing elections in Cameroon. With respect to this, ELECAM should ensure:

- objective and rational recruitment of personnel;
- mastery of the Electoral Code by heads of polling stations;
- building human resource capacity especially on issues relating to legislations on voting and the electoral law;
- timely and adequate production and distribution of electoral materials (voter cards, ballot boxes, polling booths, etc.);
- reinforcement of staff in polling stations;
- improvement of the conditions of polling stations.

c) To political parties

Education on citizenship, democratic principles, as well as ethics of political party representatives is becoming increasingly compelling. Reprehensible attitudes such as influence peddling, like the case of some of them indicating the colour of ballot papers for their militants to choose on the pretext that they were facilitating the operations, were noted. It would also be necessary for all political parties involved in elections to respect republican requirements by withdrawing pre-election campaign banners in public areas before Election Day.

Some of the political parties meticulously play the democratic game by placing their representatives at the disposal of Commissions. However, this concerns only a limited number of them. Others do not seem to have sufficient resources to cover all geographical areas where they even venture to have candidates.

As part of collaboration with ELECAM, some political parties let their representatives open to negotiations by failing to provide them with the necessary resources to fulfil their missions in the Commissions. Political parties therefore should provide their representatives the means to ensure their independence of mind and action.

d) To citizens

There is need to sufficiently inform, educate and sensitize people on the need to master the Electoral Code and the practical procedures related to voting and electoral disputes.

These missions could be carried out by public authorities, the Civil Society and specialized institutions through radio and television programmes on the mastery of the electoral law, the stakes of an election, responsible participation, corruption and related offenses in election period.

D. Participation of CONAC at the FENASSCO and University Games

As part of the implementation of the National Programme on Education to Integrity (NPEI), the National Anti-Corruption Commission, in collaboration with the Ministry of Basic Education and that of Higher Education, did not only take part in the activities marking the celebration of the 8th edition of FENASSCO “League B” Games from 1 to 5 April 2013 in Douala, but was also involved in the Ngaoundere University Games from 20 to 27 April 2013.

These activities enabled CONAC to raise awareness among pupils, students and others who came to watch the games and to assess the level of mastery of challenges of the anti-corruption drive by young people.

During these Games, 7,000 leaflets on integrity, 1,600 commented copies of the National Anthem and 250 copies of the 2012 Cameroon’s Annual Anti-Corruption Status Report were distributed.

§2. COMMUNICATION ACTIVITIES

In 2013, CONAC carried out several communication activities. Besides the participation of CONAC at the summer holiday camp organised by CPCC and in awareness campaigns on Civic Education and National Integration in schools in Okola, noteworthy also are the two round table conferences, one on the health sector and the other on the sports sector, the distribution of copies of the national Anthem in French and English, the Code of Good Conduct for the 2013 elections and the annual reports on the activities of CONAC. However, within the context of this report, public lectures were organised on good conduct of legislative and municipal elections (A) and radio and television programme broadcasts (B).

A. Organization of public lectures on elections

As part of activities of the 2013 election year in Cameroon and basing on its statutory missions, CONAC organised 10 conferences on electoral corruption in the 10 regions of the country after the electorate was convened on July 2, 2013. Political parties had until 17 August 2013 to submit their files. These conferences took place from August 7 to September 12, 2013 on the theme: “*Ridding corrupt practices from the electoral process.*” During these tours, stakeholders of the electoral process made recommendations that led to drafting of a Code of Good Conduct for the proper conduct of elections. Copies in French and English (4,000 in number) were distributed throughout the national territory.

The organization of these conferences by CONAC is in line with the sectorial activities of the institution and above all, a requirement for the effective implementation of the National Anti-Corruption Strategy. This preventive approach aimed at raising awareness among stakeholders in the electoral process on the need for collective consciousness and the promotion of electoral integrity and transparency.

Conferences on the fight against electoral corruption were intended, among others, to support CONAC in its perennial mission of combatting corruption. The ultimate purpose of these conferences was to enable election stakeholders to apply the lessons learned in the following domains:

- participation in referendums where actors are expected to renounce corrupt practices;
- population mastery of legal and institutional tools to better guard against electoral corruption;
- collaboration between CONAC and other relevant bodies to collect denunciations.

CONAC's action was based on a set of national and international legal instruments relating to issues of electoral corruption. Without being exhaustive, Article 21 of the 1948 Universal Declaration of Human Rights which establishes the basic principles of "electoral rights", the United Nations Convention Against Corruption, the African Charter on Democracy, Elections and Governance ratified by Cameroon in 2012, the Cameroon Constitution, the law of 19 April 2012 on the Electoral Code amended and supplemented by Law N°2012/017 of 21 December 2012 and notably the provisions of the Cameroon Penal Code relating to electoral offenses.

Basically, Article 289 of this law stipulates that "is liable to the penalties provided for in Article 123(1) of the Penal Code any person who ... through gifts, generosity, favours, promise of public or private employment or any other specific benefits offered with the purpose of influencing the vote of one or several electors, obtains their vote, either directly or through a third party ... accepts or requests from candidates, gifts, generosity, favours or benefits ...". Article 184 of the same law says that "*is liable to the penalties provided for in Article 123(1) of the Penal Code any person who, acting on their personal behalf or on behalf of a political party, uses funds received in the context of public funding for purposes other than those provided for under the law.*"

Eventually, this strengthens electoral governance of our country, thus resulting in outcomes that reflect the real will of voters.

B. Broadcast of radio and television programmes

CONAC came up with radio and television programmes to inform and educate the public for purpose of better visibility. Partnership agreements with national public and private media were signed with the aim of relaying the activities of the institution and disseminating messages on the anti-corruption drive.

Thus, in 2013, CONAC produced 18 ESPACE CONAC television programmes that were broadcast on Canal 2 International, a private television channel. Furthermore, as part of its partnership with CRTV, a State-owned media, 25 radio programmes were produced and broadcast throughout the National Radio Network.

In addition to hearings and reports on the anti-corruption activities of CONAC, these programmes focused on the following topics:

- public finance: the need for a dignified control;
- corruption in the issuance of land titles;
- debate on the two versions of the National Anthem and the promotion of patriotism;
- depredation by band;
- fake CONAC agents;
- referral to CONAC for cases within the jurisdiction of courts;
- clandestine civil officials;
- youth and civic behaviour;
- fake ages in school and university games in Cameroon;
- refund of money before the Special Criminal Court;
- corruption-free elections;
- corruption as an obstacle to development;
- the abusive use of social goods;
- corruption in the Transport sector, a Chinese puzzle;
- adulteration of fuel in Yaounde;
- Special Judicial Police Officers of the SCC and the fight against corruption and related offenses;
- swindling on telephone;
- sports and corruption;
- the obligation to "speak well" in the Ministry of Finance and;
- fake documents in public contracts:.

SECTION 2: CONTROL AND INVESTIGATION ACTIVITIES

According to Article 3 of Decree N°2006/088 of 11 March 2006, CONAC may initiate proceedings for any corrupt practices, deeds and facts and similar offenses with which it is acquainted. Any natural person or corporate body may also lodge with the Commission, any complaint or denunciation in respect of corrupt deeds.

In 2013, CONAC recorded 2,758 denunciations and complaints which were not only received from the 10 regions of the country but also from abroad (see Appendix). This was a remarkable increase compared to 2012 when the number stood at 2,089.

Some of these denunciations, which were not related to corruption and similar offenses, were referred to relevant Authorities (See Appendix). For others, the Rapid Intervention Unit was deployed (particularly those in Yaounde and its environs), or investigations prescribed.

CONAC carried out the following investigations:

- audit of Cameroon Housing Loans Fund (CFC);
- control of fake money transfers from the Ministry of Finance to some micro-finance institutions;

- administrative and financial audit of Yaounde General Hospital;
- allegations of tax fraud at SABC;
- payment of compensation dues in Nkoteng Village;
- allegations of embezzlement in the Rumpi project;
- allegations of fraud in entrance examinations to ENS and ENSET of the University of Bamenda;
- rural electrification of Lobo town;
- collection and management of fees for the issuance of transcripts and certificates of success at MINESEC;
- misappropriation of funds in for the construction of the Bazou road in Tongo village;
- audit of the Douala General Hospital.

As said above, CONAC carried out specific control operations (§1) and audit of some institutions (§2). In either case, each mission ensured compliance with the adversarial principle of enabling each agent to present their explanations either orally or in writing. Whatever the case, control was done either on the spot, on transmitted documents or both.

This report also ensures that those indicted are presumed innocence as no action has yet been taken against them pursuant to constitutional provisions (Preamble of the Constitution of 2 June 1972 amended and supplemented by Laws No 96/06 of 18 January 1996 and No. 2008/001 of 14 April 2008) and international conventions ratified by Cameroon (Article 7 of the African Charter on Human and Peoples' Rights of 27 June 1981; Article 14 of the International Covenant on Civil and Political Rights of 16 December 1966. Article 11 of the Universal Declaration of Human Rights of 10 December 1948 and Article 30 of the UN Convention Against Corruption of 31 October 2003).

§1. CONTROL ACTIVITIES

Here, we shall only present investigations carried out on fake transfers of salaries and pensions by the Ministry of Finance to microfinance institutions and banks (A) and the inquiry carried out at MINESEC on the management of levies for the issuance of transcripts and certificates of success (B) considering that other controls carried out were only completed in 2014. Their results will be included in the report that will be published this year.

A. Investigations on fake transfers of salaries and pensions to Micro-Finance Institutions and Banks by the Ministry of Finance

Microfinance services provide varied financial products to clients who cannot meet up with the traditional or formal financial system. Generally, microfinance services enable the less wealthy social class of people to have permanent access to a range of high quality financial services adapted to their needs including credit, savings, insurance and money transfers.

However, these second-degree banking companies are, just like conventional banks, platforms for fake transfers of salaries and pensions to civil servants, embezzlement and money laundering.

A denunciation in 2009 reported cases of fake transfers of salaries and pensions of civil servants to Micro-Finance Institutions (MFIs) and banks. As a result, the Chairman of CONAC ordered

an investigation to verify the alleged facts. These investigations carried out between 9 July 2012 and 28 July 2013 intended to clean up the payroll of the State as well as the functioning of Micro-finance institutions (MFIs), check money laundering activities and fiscal fraud.

The investigation team which was deployed respectively to the Ministry of Finance, Banks and Micro-Finance Institutions (MFIs) targeted the following areas:

- specialised services of the Ministry of Finance (General Directorate of Treasury and Financial and Monetary Cooperation, General Directorate of Budget, and the National Information Development Centre);
- banks and Micro-Finance Institutions.

1. Specialised structures of the Ministry of Finance

At the Ministry of Finance, the Mission went to the General Directorate of Treasury, Financial and Monetary Cooperation (DGTCM), the General Directorate of Budget (DGB) and the National Information Development Centre (CENADI).

The Directorate of Treasury, Financial and Monetary Cooperation is responsible, among others, for monitoring the activities of credit and micro-finance institutions, controlling credit institutions affiliated with the Bank of Central African States (BEAC) and the Central African Banking Commission (COBAC).

Studying the updated lists of MFIs as of 30 June 2013, the Mission identified 59 MFIs to which salaries and pensions from the Ministry of Finance were transferred. There are 149 1st category MFIs, 43 in category 2 and 4 in category 3.

The 1st category MFIs collect savings from members which they use in granting loans that bear them interest. The 2nd category MFIs collects savings and provides loans to third parties, especially to corporations. Category 3 MFIs grants loans to third parties but does not collect savings. The information received from the DGTCM enabled the Mission to continue with its investigations in full knowledge of the realities in this domain. As such, the Mission agreed to focus initially on MFIs in Yaounde, given the amount of work to be done on the period from 2008 to June 2012.

Tired of waiting without being received for forty-five minutes at the Secretariat of the General Manager of Budget, the Mission decided to go to the Directorate of Personnel Expenses and Pensions (DDPP).

Among other functions, the DDPP is responsible for the management of the main payroll of the State, personnel files, pensions and annuities, liquidation and programming staff costs on the State budget.

During working sessions with the Director of Personnel Expenses and Pensions, it was agreed that the transfer of salaries and pensions of the suspected cases be suspended in order to oblige the beneficiaries to produce the required documents including their decisions of integration, advancement, pension grants and attestations of effective presence in service.

The list of the 32 persons concerned including their administrative numbers and salaries or pensions for the period in question, as drawn up by their respective banks, was sent to the Director of Personnel Expenses and Pensions who in turn caused the suspension as required. The reason for the suspension, which was proposed by the Director and accepted by the Mission, was because the state in which personnel files were preserved would have necessitated a good number of weeks of dedicated search in MINFI archives before getting hold of the information needed. It was therefore intended to re-establish the salaries immediately those concerned justified their situations.

So far, the Mission has received only six (06) justified petitions and now has 26 cases of unclaimed suspended salaries and wonders whether these could be cases of fake salary transfers. It is difficult to say for now because the Mission is still waiting for the other civil servants to send in their complaints. The documents required for reprocessing the applications on the suspended salaries and pensions are:

- decision justifying all the financial benefits (retirement decision, advancement decision, integration decision, employment contract);
- certificate of effective presence in service.

It was also agreed that the Director should hand over to the Mission a detailed salary statement concerning State personnel serving abroad. As a matter of fact, some former public officials who had served in Cameroon embassies abroad but had been called back to the country years ago continue to receive salaries as diplomats, even though they no more are.

At the National Centre for the Development of Computer Services (CENADI), just like it was at the DGTCM and DDPP, the Mission received a high degree of collaboration. Officials did everything in their power to provide the requested payslips.

2. Banks and Micro-Finance Institutions

Investigations in banks and micro-finance institutions in Yaounde led the Mission to the following 11 banks:

- United Bank of Africa (UBA);
- Union Bank of Cameroon (UBC);
- ECOBANK Cameroon SA;
- Atlantic Bank;
- Afriland First Bank;
- Commercial Bank of Cameroon (CBC);
- SGBC;
- BICEC;
- SCB;
- Standard Chartered Bank;
- National Financial Credit Bank SA (NFCB)

and the following 17 MFIs:

- Crédit Communautaire d'Afrique (CCA);
- Express Union Finance SA (EUF);
- Société Financière et d'Épargne pour le Développement (SOFINED);
- Caisse Camerounaise d'Épargne et de Crédit (CCEC) ;
- National Equipment Company (SCE);
- Financial House;
- Rural Investment Credit SA;
- City Trust Credit Fund SA (CITEF Cameroon);
- ACEP Cameroon SA;
- Money Opportunity;
- Ace Finance of Business (AFIB SA);
- Nouveau Crédit du Cameroun (NCC);
- Crédit Mutuel d'Investissement (CREMINCAM);
- Crédit de Développement Communautaire SA (CDC BOMTOCK);
- Caisses d'Épargne Populaire et d'Investissement (CEPI);
- Grenier d'Épargne et d'investissement du Cameroun (GEIC);
- Rural Investment Credit.

The Mission requested banks and MFIs to place at their disposal all salary and pension statements of State employees who are their clients, that is to say, the amounts that the account holders had not collected since June 2008, and those paid back into the Government Treasury. In some of the structures, the computer listing of salaries and pensions from MINFI was handed over to the Mission.

a) Findings

After working on the above entries, the Mission noted that some public officials had several administrative numbers which enabled them to collect several salaries. This situation was reported to officials of DDPP/MINFI. The Mission received diverse feedbacks.

Banks that responded to the Mission's requests were: BICEC, SGBC, UBC, Standard Bank, City Bank, CBC, NFC Bank, Atlantic Bank, Ecobank, UBA and Afriland First Bank.

SCB Cameroon did not respond at all, whereas the State transfers enormous sums of money as wages, salaries and pensions of its employees.

SCB Cameroon oversees the activities of a dozen microfinance institutions, the most prominent being:

- Crédit du Sahel;
- CAMCUL LTD;
- La Régionale d'Épargne et de Crédit;
- Fonds Provincial de Refinancement;
- SOCOOPECA / CFMI;
- Société Coopérative d'Épargne et de Crédit;
- Providence Savings & Loans.

It is important to emphasize here that it was at the SCB Delta Agency that civil servants with several administrative numbers were discovered.

MFIs which responded to the requests of the Mission were:

- CITEF Cameroon;
- Financial House;
- Money Opportunity;
- CreminCam;
- GEIC;
- Express Union;
- Kingdom Saving Fd;
- AFIB;
- SOFINED;
- ACEP;
- Rural Invest Credit;
- SCE;
- Nouveau Crédit Cam;
- CDC Boumtock;
- City Trust Credit Fund;
- CCA.

Considering the work done on institutions that collaborated with the Mission, salaries and pensions to be paid back into State coffers amounted to CFA 4 billion 079 million 737 thousand 150 francs, of which CFA 3 billion 453 million 542 thousand 289 francs and CFA 312 million 669 thousand 777 francs were transferred respectively to BICEC and MFIs. Here, CFA 325 million 582 thousand 281 francs was recovered. The amount still to be recovered is estimated at CFA 3 billion 754 million 154 thousand 869 francs.

Very large sums of money are wrongly paid by the State into Banks and Microfinance Institutions as salaries and pensions.

This situation has been encouraged by failings in archiving career deeds of public officials. Pursuant to Article 23(1) of the General Rules and Regulations of the Public Service (SGFP), a personal professional file must contain every necessary document concerning the administrative status and career development of each State employee and must be compiled and kept by the Administration. These documents must be incessantly coded, recorded and filed.

Considering the current state of things at the DDPP, one would require whole days to find the file of a State employee. Even when this file is found, it is generally incomplete. This explains why the solution agreed on to suspend the transfers of suspected cases of fake salaries so as to verify the authenticity of the denunciation was adopted. Through this suspension, it was found out that only 6 of the 32 incriminated cases were justified.

Huge sums of money are transferred from State coffers every month to pay:

- personnel on secondment to a financially autonomous entity or organization, or laid off;

- dead State employees and pensioners;
- State employees who no longer have diplomatic status;
- multiple salaries transferred to holders of several personnel administrative numbers;
- armed forces, especially soldiers, on false bases.

Some institutions, especially the National Equipment Company (SCE), have paid back these sums to the State Treasury and have formerly requested the Ministry of Finance to suspend their transfers into these accounts. They have even gone further by attaching the name lists with the administrative numbers of the employees involved. This has not always been taken into account in time by the officials of the Ministry of Finance. BICEC even compiled a list of deceased public employees and pensioners but up to now, their salary transfers have not yet been suspended.

It should be noted that micro-finance institutions are strongly suspected for money laundering activities. This second aspect of the investigation assigned to the Mission was to highlight elements of suspected fraud or tax evasion through microfinance institutions. It is worth mentioning that these financial institutions requested the intervention of COBAC who formerly questioned CONAC's power to control microfinance institutions. The Chairman responded that CONAC was not monitoring these institutions per se, but was simply investigating, following denunciations of acts of corruption and similar offenses.

With this clarification, microfinance institutions no longer hesitated to provide the following documents as requested by the Mission:

- the statutes;
- financial statements of the last four fiscal years;
- meeting reports;
- current account statements of the major shareholders and the loan statements granted to them.

Large sums of money have been invested by shareholders in the capital of institutions like Crédit Communautaire d'Afrique (CCA), Express Union Finance SA, Régionale d'Épargne et de Crédit and SOFINED which aspire to become full-fledged banks.

The origin of sums involved becomes questionable considering that the founders are generally natural persons holding a majority of shares and a considerable influence on the business.

b) Recommendations

CONAC came up with the following recommendations that will help to clean up the payroll of the State:

- investigations on payment of salaries and pensions to military personnel should be carried out;
- investigations in Cameroon's diplomatic representations should be conducted to unveil undue salaries transferred to accounts of officials who have been called back to the country or retired;

- the Minister of Finance should assign the Directorate of Personnel Expenses and Pensions (DDPP) to set up a filing system in conformity with Article 23(1) of the General Rules and Regulations of the Public Service;
- the Minister of Finance should order extensive investigations in banks and MFIs to recover large sums of money wrongly transferred for years as salaries and pensions;
- the Finance Minister should instruct the DDPP to clear up the situation of State employees with multiple administrative numbers and who receive undue salaries.

In order to combat tax evasion and money laundering, the Minister of Finance should:

- order a verification team on the tax situation of microfinance institutions and their founders;
- recover the sums illegally transferred to banks and MFIs;
- fish out the networks involved in the institution and transfer of fake salaries;
- determine the source of the sums involved.

CONAC recommends probing into the effective presence and administrative corps of the 26 persons who did not show up after the suspension of their salaries or pensions.

B. Inquiry on the collection and management of levies for the issuance of transcripts and attestations to successful candidates by the Department of Examinations and Certification of the Ministry of Secondary Education.

In response to an undated anonymous denunciation addressed to the Chairman of CONAC and received on September 4, 2012, an investigation team was deployed to the Ministry of Secondary Education from 11 December 2012 to 3 April 2013.

Investigations began on 11 December 2012 at MINESEC. In the absence of the Minister and Secretary of State, the investigation team was received by the Secretary General who, in order to facilitate the investigations, requested the presence of the Director of Examinations and Certification. After a brief discussion on the purpose of the Mission, the team, alongside the Director of Examinations and Certification, headed for the office of the latter where further information relating to the mission was given.

The team then met several officials of the directorate for discussions. The Director of Examinations and Certification (DECC) and the Director of Financial Resources and Equipment (DRFM) handed over the documents needed by the audit team.

29 officials were heard in the course of these investigations.

The report drawn up by the team on mission states how the investigations were carried out, gives the conclusion and makes some recommendations.

1. Assessment of the investigations.

The following six points raised in the anonymous denunciation were studied:

- non-issuance of certificates by MINESEC since 1992;
- non-use of acquired equipment (computers, printers, stationery) to produce certificates;
- existence of a plan to print diplomas in France;
- issuance of certificates of success and academic transcripts for the sum of CFA 500 francs;
- involvement of personnel other than those of the Department of Examinations and Certification (DECC) in the organization of examinations;
- irregularities in contract award procedures.

The allegation concerning the non-issuance of certificates by MINESEC since 1992 was founded and confirmed by the Minister of Secondary Education in his press briefing of 14 December 2012 during which he announced the production of 400,000 certificates for the 2008, 2009 and 2010 sessions of BEPC and CAP.

On 12 December 2012, the Mission, together with the Director of Examinations and Certification visited Government Technical High School in Nkolbisson and noted that the operation was effectively being carried out.

What remains is the production of certificates for previous sessions and sessions after this period.

As of the day of denunciation, the Mission found out that the allegation of non-use of equipment acquired for the production of certificates was true. The Mission noted that some of these materials consisting of four printers, nine computers and one server were used for producing the above-mentioned certificates at the Technical High School Nkolbisson. The bulk of it is still stored in the basement of the Ministry. From the observation of the Mission, if all this material were used, it could produce more certificates, since the initial 400,000 were produced by about thirty people in just one month.

The Mission noted the existence of a plan to print certificates in France. The forms are actually made in this country by company O. although they are customized in Cameroon. This operation consists in printing the names, year and place of birth of recipients, as well as the examination date and session on imported forms. However, the question is whether it would not be cheaper for the State if these forms were produced in Cameroon.

The issuance of certificates of success upon payment of the sum of CFA500 francs is founded and justified. The legal basis for this activity which was presented to the Mission included:

- Prime Ministerial Decree No. 96/016/PM of 13 February 1996 to lay down the procedures for the application of Article 11 of Law No. 95/010 of 1 July 1995 on the Finance Law for the 1995-1996 financial year;
- Joint Order of the Minister of Economy and Finance and the Minister of National Education No.20/B1/1464/MINEFI/MINEDUC/CAB of 18 May 1996 to clarify certain provisions of the aforementioned decree.

However, these texts do not confer the duty of collection and management of levies on the Director of Examinations and Certification, but on a Finance Board which was supposed to have been set up at that time at the Directorate of Financial Resources and Projects.

The Mission also noted that:

- in addition to CFA500 francs, users were forced to purchase a form for CFA 100 francs;
- the sale of this form and many others spurred up a photocopy activity in the area;
- the owners of the photocopy machines use the Ministry's space and electricity supply;
- the certificates of success and transcripts issued to applicants are supposed to be used only once.

After the first visit of the Mission and its observations on the illegality of these practices, the Director of Examinations and Certification posted a communique stating that henceforth only handwritten applications will be received from users. The Minister subsequently signed a circular letter in the same line on January 7, 2013.

Financially speaking, the collection and management of levies for issuing certificates of success and transcripts is the main questionable aspect.

The sums collected by various agents of the Directorate are, at the end of each day, handed over to Mrs M. née N.T. who acts as main Cashier and who in turn, pays it in, on a weekly basis, to the Director of Examinations and Certification, Mr B.B. who signs to attest receipt. The total amount collected from October 2009, the date of installation of Mr B.B. to October 2012, not considering the amount collected in December 2010 which was not presented to the Team on mission, shows a total of CFA 85,019,500 (eighty five million nineteen thousand five hundred) francs collected.

At the request of the CONAC Team, on 17 January 2013, Mr B.B. produced a statement of expenditures of revenue allocated to the Directorate from October 2009 to October 2012. This statement revealed a total revenue of CFA 100,471,885 (one hundred million four hundred and seventy-one thousand eight hundred and eighty-five) francs. The difference between these two amounts may be explained firstly by the fact that the revenue for December 2010 was not presented to the CONAC team, and secondly, because the Team did not consider the CFA 11,766,185 (eleven million seven hundred and sixty-six thousand one hundred and eighty-five) francs that was left in the coffers on 28 September 2009, the day of installation of Mr B.B. as Director of Examinations and Certification.

The Mission therefore considered, as working basis, the amount of revenue declared by Mr B.B. who also produced documents to justify expenditures thereof. The person concerned claimed to have made disbursements to the tune of about CFA 95,410,057 (ninety-five million four hundred and ten thousand and fifty-seven) francs and had a balance of CFA 5,061,828 (five million sixty-one thousand eight hundred and twenty-eight) francs as of 17 January 2013. This brought doubts on the regularity of these expenditures.

Article 9(3) of Decree No 96/016/PM of 13 February 1996 to lay down the procedures of application of Article 11 of Law No. 95/010 of 1 July 1995 on the Finance Law for the 1995-1996 financial year provides that income received from the issuance of certificates of success and academic transcripts shall be deposited by the Finance Clerk in a bank account held by the Ministry of National Education. They are assigned, as a matter of priority, to supporting and

promoting education following procedures commonly defined by the Ministers in charge of Finance and of Education.

Judging from the supporting documents submitted by the Director of Examinations and Certification, one could deduce that the above-mentioned texts were not respected. As a matter of fact, several irregularities were noted in the management of these revenues by Mr B.B. (double payments, unnecessary expenditures, payment of undue bonuses unacceptable bills, personal expenses).

Wrongly made expenditures or those that do not observe procedural rules amounted to CFA 98,742,372 (ninety-eight million seven hundred and forty-two thousand three hundred and seventy-two) francs.

Prior to the arrival of the CONAC Team, the collected funds were kept in a safe in the office of the DECC, in violation of article 9(3-a) of Decree of 13 February 1996 which, at that time, prescribed the opening of a bank account for the deposit of these funds.

Thus, on 30 January 2013, account No.4501 000 350 TGY entitled "MINESEC Fund arising from the issuance of certificates and other documents" was opened in the Treasury and the sum of CFA 5,062,000 (five million and sixty-two thousand) francs initially kept by the DECC was paid into that account immediately it was opened. The account balance as on 20 March 2013 was CFA 10,491,000 (ten million four hundred and ninety-one thousand) francs.

The involvement of non-DECC staff in the organization of examinations is founded but is explained by the limited human resources available at the Directorate to handle and do other secretariat work. Officials of the Ministry of Secondary Education have promised to solve this problem through the special recruitment exercise of 25,000 graduates.

However, after analysing the statement of allowances of DECC staff involved in the organization of exams for the 2012 session, the CONAC Team detected some irregularities in the payment of Mr A.G., a junior staff in this Directorate who was rather paid as Senior Staff, thus causing an overpayment of about CFA 307,365 (three hundred and seven thousand three hundred and sixty-five) francs. If this is not a case of material error, Mr A.G. must refund this overpayment.

The allegation concerning irregularities in the award of contracts was founded considering the expenditures made on the certificates of success fund.

The CONAC Team did not conduct investigations on the other Contracts awarded within the Directorate. This was because this aspect was not part the Mission.

2. Conclusions and recommendations

The anonymous tip received by CONAC on September 4, 2012 enabled the Institution to identify serious shortcomings in the management of funds collected within the framework of the issuance of certificates of success and academic transcripts for the BEPC, CAP, CAPIEMP and CAPIET examinations at the Department of Examinations and Certification of MINESEC.

The funds received within this framework are public funds which must be collected and managed following provisions of Law No. 2007/006 of 26 December 2007 on the financial regime of the State. Article 46 of this law provides that:

“(1) State budget execution operations are mandated by authorizing and public accounting officers, under the conditions set out by the law including the decree relating to the regulation of public accounting. These transactions involve the execution of programmes, revenue and expenses, as well as cash management.

(2) The duties of authorizing officers and public accountants shall be kept separate and incompatible as regards the execution of revenue and expenditure.”

These two functions were mixed up by Mr B.B. who was appointed Delegated Authorising Officer by a MINESEC annual memo and who, as a result of that, took up the duty of accountant, thus managing his own activities in the Certificates of Success Fund.

Revenue and expenses management in the issuance of certificates of success and transcripts by the Directorate of Examinations and Certification, in lieu of the Department of Financial and Material Resources, has let the two departments into a latent tussle with the hierarchy remaining indifferent. It was not until January 2, 2013, after the start of the CONAC Mission that MINESEC sent a letter to MINFI requesting the creation of a revenue collection department attached to the Financial and Material Resources Department of MINESEC and the appointment of a revenue collector. Furthermore, the issuance, to applicants, of receipts with conserved counterfoils upon collection of CFA 500 francs has now been instituted.

This deplorable situation triggered specific and general recommendations.

The special recommendations relate to the Mission's findings. The team on mission therefore recommends that:

- measures be taken for Mr A.G. to reimburse the overpaid sum of CFA307 365 (three hundred and seven thousand three hundred and sixty-five) francs;
- disciplinary measures and judicial proceedings be taken against Mr B.B. for the embezzlement of CFA 98 742 372 (ninety-eight million, seven hundred and forty-two thousand three hundred and seventy-two) francs;
- a letter be addressed to the Minister of Secondary Education requesting that henceforth, arrangements should be made to issue to all the successful candidates, and at the end of each examination session, an attestation of success and a copy of the transcript which, if necessary, can be legalized by competent authorities. This attestation of success must be withdrawn and destroyed at the time the certificate or diploma is awarded;
- a correspondence should be addressed to MINESEC to suggest the construction and leasing of spaces for photocopiers so that the funds thereof may be paid into State coffers;
- a correspondence be addressed to MINFI to open, a revenue collection service for “Certificates of Success” at the Financial and Material Resources Department of MINESEC and to appoint a Finance Clerk as requested by MINESEC.

The general recommendation of the CONAC Mission was that another team be committed to MINEDUB to control the management of revenue allocated to this Ministry following Prime Ministerial Decree No.96/016/WH of 13 February 1996 to lay down application procedures of Article 11 of Law No.95/010 of 1 July 1995 on the finance law for 1995-1996 financial year and the Joint Order of the Minister of Economy and Finance and the Minister of National Education No.20/B1/1464/MINEFI/MINEDUC/ CAB of 18 May 1996 clarifying certain provisions of the Decree.

§2. AUDITS AND INVESTIGATIONS

In 2013, CONAC completed auditing of Cameroon Housing Loans Fund (A) and deployed the Rapid Interventions Unit for field investigations (B), ensured the National Anti-Corruption Strategy implementation by Follow-up and Evaluation Committees (C), apart from investigations conducted on Extractive Industries in the East, on origins of goods and persons, as well as audit of the Plantain Programme of MINADER, whose final reports are still being awaited.

A. 2002-2011 administrative and financial audit of Cameroon Housing Loans Fund (CFC)

The Chairman of CONAC ordered an administrative and financial audit of the Cameroon Housing Loans Fund following a denunciation received on 2 December 2011 relating to embezzlement of more than CFA fifty billion francs. The investigations identified several irregularities. It is necessary to present the Cameroon Housing Loans Fund (1), its organization (2), its management (3) and finally remarks that brought about the formulation of some recommendations (4).

1. Presentation of the Cameroon Housing Loans Fund (CFC)

The Cameroon Housing Loans Fund, set up by Decree No.77/140 of 13 May 1977 amended and supplemented by Decree No.81/236 of 17 June 1981, was initially a Profit-making Public Establishment with financial autonomy and based in Yaounde. It was enlisted in the Register of Commerce and Crédit Mobilier Yaounde on No. 1-046.

From 31 August 2001, it was converted into a public organ by resolution AGE/01/2001 of the Extraordinary General Meeting of shareholders held in Douala. Consequently, it is a public owned company, governed by Law No 99/016 of 22 December 1999 on the general statute of Public Establishments and Enterprises of the Public and Semi-public Sector. Its capital, which initially stood at CFA 1,500,000,000 (one billion five hundred million) francs, is currently CFA 10,000,000,000 (ten billion) francs and distributed as follows:

- 75% State of Cameroon;
- 20% National Social Insurance Fund (CNPS);
- 5% Cameroon Postal Services (CAMPOST).

The main resources of this State-owned company are:

- allocated financial revenue ;
- endowments, grants, donations and legacies;

- deposits from futures accounts of savers, public or private bodies;
- any loan or bond;
- credit instalments from the Bank of Central African States.

Its missions are:

- financing land development works for the construction of low-cost houses;
- quest and provision of necessary financing to real estate companies;
- realization of any economic housing programme that fits the objectives of the plan and technical specifications that meet the standards set by the Prime Minister;
- raising funds to facilitate real estate ownership;
- receipt of savings deposits of natural or legal persons in particular;
- granting of long and medium term loans on commitments, guarantees or discount;
- performance of any financial, commercial, movable and immovable operation for corporate purpose.

2. Organization of the Cameroon Housing Loans Fund

The Cameroon Housing Loans Fund has a good number of Central and External Services (or Regional Services).

The Central Services include:

- a general management under the authority of a General and Deputy General Manager;
- thirteen directorates to ensure the functioning of the structure, internal audit, internal control, statutory auditors, legal unit, management of general resources, information systems, accounting and budget, human resources, exploitation, operations and finance, marketing, credit;
- six departments responsible for heritage, studies and development, accounting, purchasing, networking and security operating systems, budget, finance, operations, monitoring of agencies, repository management, marketing, credit file analysis, back office loans, recovery, guarantees;
- a Documentation and Archives Centre;
- Seven Services respectively in charge of Contracts, supplies, mails, documentation and archives, planning and training management, Personnel Administration, the medical-social sector.

The External Services are made up of ten agencies, one per Region, in Yaounde, Douala, Bafoussam, Bamenda, Bertoua, Buea, Ebolowa, Garoua, Maroua and Ngaoundere.

3. Administrative, commercial, financial, accounting, heritage, fiscal and para-fiscal management.

a) Administrative management

It is characterized by non-compliance with texts, obsolete organic texts, poor organization of the structure that creates conflicts of competence, unhealthy social climate as a result of violation of

labour laws and favouritism in appointments that do not take into account the real aptitudes of junior or senior staff.

b) Financial management

Financial management in this entity is undermined by non-compliance with loan procedures, substantial granting of loans to persons having dealings with the ruling class, exceeding the limits for each category of loan, laxity in recovering granted loans, hazardous participation, unconscionable clauses in debt Agreements between the State and Cameroon Housing Loans Fund, embezzlement and corruption at all levels.

From its investigations, the Mission evaluated CFA 90,474,440,448 (ninety billion four hundred and seventy-four million four hundred and forty thousand four hundred and forty-eight) francs as total financial deficit including investigated and embezzled amounts.

The investigated amount includes expenses incurred in defiance of texts and procedures. They amounted to CFA 76,375,979,868 (seventy-six billion three hundred and seventy-five million nine hundred and seventy nine thousand eight hundred and sixty-eight) francs.

The misappropriated funds are valued at CFA 14,098,960,580 (fourteen billion ninety-eight million, nine hundred and sixty thousand five hundred and eighty) francs.

c) Accounting system

The accounting system that is put in place lacks reliable information, rigorous bookkeeping and preparation of financial statements.

d) Commercial management

Commercial management of Cameroon Housing Loans Fund is characterized by approximate knowledge of housing opportunities, lack of competent human resources and public information deficit on its products.

For an effective management of Cameroon Housing Loans Fund, there should be a systematic creation of a repertoire of fixed assets, acquisitions, amortization register, sales or transfers, a permanent consideration of administrative, legal, financial, accounting and tax aspects.

4. Recommendations

To address the issue of poor governance of Cameroon Housing Loans Fund, the Administrative and Financial Audit of the CONAC Mission came up with the following recommendations:

- Organizational issues: Harmonisation of its constituent texts with Law No. 99/016 of 22 December 1999 and the OHADA Uniform Act relating to profit-making companies and economic interest groups of 17 April 1997, reorganization of services, redefinition of a clear business goal aiming at promoting modern and cost-effective living conditions in

Cameroon, institution of management procedures in line with banking standards, and an effective code of ethics and conduct;

- In terms of management and operation: setting clear business objectives, establishment of a single procedure manual, objectivity in choosing insurance companies, rigour in mortgage follow-up, honesty in relations with lawyers and bailiffs, effective implementation of financial privileges, swearing-in of loans inspectors, identifying balances and loans, establishment of clear procedures for handling accounting credit operations;
- In the strategic and operational domain: a clear definition of overall objectives, improving yields by implementing incentive policies for staff and suitable actions;
- In administrative, commercial, financial, accounting, heritage, fiscal and para-fiscal domain: implementation of measures to eliminate drifts and unapproved violations;
- Production of financial statements: improvement of the accounting organization and strict enforcement of regulations regarding Statutory Auditors;
- Internal control: reorganization of the Audit Department and the Management Control Department, establishment of appropriate tools and recruitment of competent and honest staff;
- Management of results to attain: creation of a website for the dissemination of products and improvement of visibility of the Cameroon Housing Loans Fund, capacity building;
- Misappropriated funds and defaulted credits: referral to the Special Criminal Court for application of the criminal law and application of legal procedures to recover outstanding loans.

B. Investigations of the Rapid Interventions Unit

Under Article 3 of Decree No. 2006/088 of 11 March 2006 relating to the setting up, organization and functioning of CONAC, the Commission may initiate proceedings for any corrupt practices, deeds and facts of corruption and similar offenses with which it is acquainted. Any natural person or corporate body may also lodge with the Commission, any complaint or denunciation in respect of corrupt deeds and facts.

Given these provisions, many more physical persons are victims of blackmail by officials or dubious workers in Public Administrations and contact CONAC without hesitating. In these cases, CONAC immediately commits its Rapid Interventions Unit (AIR) to investigate.

In most cases, immediate results were obtained.

Table 2: Main cases treated by CONAC's Rapid Interventions Unit in 2013

N°	Date	Place	Service concerned	Subject of the denunciation	Remarks of the Team	Accused person	Recommendations
1.	16 January 2013	Yaounde IV District.	Yaounde IV Sub-treasury.	Illegal collection of money from taxi owners	Unfounded denunciation	Municipal Treasurer	Verify denunciations by telephone before field visits
2.	18 January 2013	General Directorate of Social Insurance Fund, Yaounde.	CNPS Finance Controller's office.	Insistence of receiving bribe from GENELCAM Company before settlement of invoices	Denunciation founded: Arrest of suspect and placement at the custody of the Regional Delegation of judicial Police/ Yaounde Centre for legal procedures.	Mr N. J.B. serving at the Secretariat of the CNPS Finance Control office.	
3.	28 January 2013	Yaounde	MINESEC Central Service.	Bribery for promotions.	Investigations still underway.		
4.	13 February 2013	Yaounde	MINDCAF	Rip-off of a user.	Rendezvous not respected by petitioner.	A MINDCAF Director	Because the name of the main accused person was not known by CONAC, the file was shelved.
5.	11 March 2013	Divisional Taxation Centre, Mvog-Ada.	Stamp registration	Refusal to register financial bid relating to furnishing offices of the Anti-Corruption Unit of MINFOF.	Misunderstanding between the user and the official; the user could not register his bid this day because of lack of ink in the machine.	J.A.	Treatment of the file immediately ink was received
6.	1 April 2013	Yaounde	Mvog-Mbi Tax Office Yaoundé.	Extortion from users.		Mrs Tax Collector and employees.	Disciplinary and legal measures, File sent to DGSN
7.	17 April 2013	Yaounde	Public Security Office, Yaounde 14th District.	Abusive detention of taxi documents and rip-off.	Documents handed over to the complainant, Mr N. S.	Some police officers of the Yaounde 14th District.	DGSN informed to sanction the suspects.

N°	Date	Place	Service concerned	Subject of the denunciation	Remarks of the Team	Accused person	Recommendations
8.	24 May 2013	Yaounde	JANISS Bilingual Primary School, Emana.	Illegal payment of dues by pupils	Unfounded denunciation	Head Teacher of the School, Mr M.M.	Verify denunciations by telephone before field visits
9.	30 May 2013	Yaounde	GHS Biyem - Assi	Inciting a Baccalaureat candidate to pay the illegal sum of CFA 3500 francs before receipt of file submission is issued	Denunciation founded.	Mrs L. J. E. O., V/P for Terminal Arts Series.	Minister of Secondary Education contacted for appropriate measures.
10.	9 and 10 June 2013	Obala and Monatélé	Divisional Delegation of Commerce Lékié and AMS cocoa purchasing company.	Embezzlement of allocations for cocoa farmers.	The cfa 20 F/Kg deducted by Messrs. K. and N. was legally done and concerned the running of the CIG SC and the plantain leader board.	Messrs. N. A. and K.A. (President of the CIG) and M.O., AMS cacao buyer.	Continuation of the investigations in Douala at ONCC and Tiko at the AMS head office.
11.	21 June 2013	Yaounde Gouvernement School, Melen	CETI Sacré Cœur, Mokolo	- Organisation without authorisation from the administration of catch-up classes for students of CETI Sacré Cœur Mokolo, who were successful at the practical part of CAP industrial exams - Telephone contacts with parents to ask for money to corrupt the exam jury, otherwise the candidates will not be declared successful no matter their performance.	Denunciation founded.	Mr N. E.O., Permanent Teacher of Legislation, History/Geography, Vice Principal of Sacré Cœur, Mokolo.	Information to the Arch Bishop of Yaounde, Yaounde Catholic Education Secretary, the Proprietor of Collège Sacré Cœur, Mokolo and MINESEC.
12.	12 July 2013	Kribi	Gendarme and Police Services	Money extortion and systematic rip-off.	The elements were identified and arrested, heard by their hierarchy.	Some elements of Gendarmerie and Police.	Information to DGSN and SED for sanctions of the accused.

N°	Date	Place	Service concerned	Subject of the denunciation	Remarks of the Team	Accused person	Recommendations
13.	08 August 2013	Mbalmayo	Divisional Service of Lands Nyong and So'o at Mbalmayo.	Corruption of a public agent.	Corrupt civil servant caught red-handed.	Mrs N.V., Chief of Service of Lands, Nyong and So'o at Mbalmayo	Accused placed under Police custody for legal actions.
14.	27 August 2013 05 September 2013 11 September 2013		CNPS	Compensation of case of industrial accident.		CNPS	- Investigation started at CONAC.- File sent to DGNS for further investigation by letter No. A/1517/CONAC /DI of June 12, 2014. - Complainant's information by letter No A/1518 / CONAC/DI of 12 June 2014.
15.	29 August 2013	Elig-Mfomo		Undue collection of salary through fake salary numbers	Arrest and placement at the disposal of the Judiciary of two suspects.		Transfer of the two suspects persons to the Judiciary.
16.	17 September 2013	Evodoula Lékié Division	Government Technical High School d'Evodoula	Extortion from parents in recruitment of their children.	Facts founded but action to catch suspect in the act not realised.	Mr N.T., part-time IT teacher at GTHS Evodoula in complicity with the Principal of the School.	Corrective measures taken for recruitment procedures in the Technical High Schools; Sanctioning of the concerned persons by MINESEC.
17.	19 September 2013	Yaounde	MINEDUB and Education Secretariat of the Yaounde Archdiocese	Irregular employment of civil servants in some schools in the Yaounde Archdiocese.	Investigations in progress		
18.	24 October 2013	Yaounde	Yaounde City Council (Pounding and clogging Service).	Swindling and bribery to remove clogs.	The field visit helped to unmask those involved in the act.	Mr D. K., Supervisor of the pounding and clogging agents.	Investigations in progress

N°	Date	Place	Service concerned	Subject of the denunciation	Remarks of the Team	Accused person	Recommendations
19.	19 November 2013	Yaounde	Yaounde 16th District Public Security office.	Liberation of a criminal.	The DGSN was contacted for sanctions on the accused persons.	Mr N.E. and the Commissioner of Public Security.	The DGSN was contacted for sanctions on the accused persons.
20.	19 November 2013	Yaounde	MINESEC Private Secretariat.	Swindling and influence peddling	Investigations in progress	Mr G.P.G.	

This table shows that some of the complaints were unfounded while others were and yielded fruits, i.e. users got the services they were due, or for others, transferring the suspects to the competent authorities for legal proceedings in the case of those caught red-handed. Moreover, these Rapid Interventions involved various sectors including education, goods and services distribution, transport, Lands, etc.

However, we acknowledge the fact that the AIR was only limited to Yaounde and its environs even though denunciations from other parts of the country merited such outreach interventions. We continue to express the need for the creation of CONAC branches in all Regional headquarters of Cameroon.

C. Follow-up and Evaluation Committee Activities (CSE)

These activities are regulated by the Guiding Memo of 06 March 2009 to lay down conditions for creating, organizing and operating sector-based Follow-up and Evaluation Committees. These Committees made up of CONAC employees, members of Public Administrations in charge of sectors concerned and Civil Society representatives are responsible for ensuring the National Anti-Corruption Strategy implementation in areas under their jurisdiction.

Some Follow-up and Evaluation Committees had worked in 2012, and in 2013 eight Committees were set up with their members appointed. They were:

- Education Sector Follow-up and Evaluation Committee;
- Transport Sector Follow-up and Evaluation Committee;
- Media Sector Follow-up and Evaluation Committee;
- Follow-up and Evaluation Committee in charge of Financial Authorities;
- Follow-up and Evaluation Committee in charge of the Judicial System and Business Legal Framework;
- Follow-up and Evaluation Committee in charge of Illicit Trade and the Informal Sector;
- Follow-up and Evaluation Committee in charge of Administration and Electronic Governance Modernization;

- Follow-up and Evaluation Committee in charge of Issues of Perception of the Reality of the Fight against Corruption.

Unfortunately, funds were not enough for Follow-up and Evaluation Committees to carry out field activities in 2013. Only the Transport sector Committee, considered as the most sensitive, was able to conduct field missions.

This Committee explored the road transport sector involving freight and other domestic consumption goods in transit and inter urban and rural transportation sector.

1. Land transportation of transit freight and other goods for domestic consumption.

The plight of entrepreneurs in this sector begins at the Douala Autonomous Port (PAD) where customs clearance of containers is a herculean task. Three entities are involved here: PAD, Douala International Terminal (DIT) and Customs.

At the seaport entrance, users are forced to pay amounts ranging from CFA7,000 francs for civilian vehicles to CFA40,000 francs for large trucks. Payment of this annual levy is supposed to be under issuance of access badges that guarantee entry to the seaport. Unfortunately, these badges are not issued and the receipt alone does not allow access into the port area. "Lawbreakers" are obliged to negotiate their entry every time.

Investigations done by the CSE at this level revealed that badges are not issued deliberately with the intention of creating this scam network.

PAD is responsible for managing the port area. A legal framework has been designed to be managed by the One-stop Shop to facilitate transactions. According to the CSE mission, immediately all fees are paid at this level, PAD has no other responsibility.

The Mission again noted the presence of middlemen and other dealers who collect money from users without issuing receipts. These dubious persons who are in cahoots with PAD officials (One-stop Shop) constitute a huge scam and corruption network. PAD agents are as such suspected of causing delays in processing users' files in order to put them under pressure, hence requiring them to resort to these so-called "facilitators" in hope for rapid processing of their files.

Usually, at the entrance of the Douala Port, transporters pay CFA10,000 francs to the Police as "passage dues", CFA 10,000 francs to the Gendarmerie and the same amount to PAD officials.

While they load, they are exposed to the risk of having their vehicles clogged by PAD officials who thereafter, collect CFA100,000 francs as fines. Several users are victims and generally negotiate to pay CFA 50,000 francs that go directly into the pockets of these scammers. The installation of GPS beacons is also an ordeal for transporters who wait several days to be served, while others, particularly those who submit to dubious networks, are served within a few hours after loading. The same scam scenario at the entry is observed at the port exit.

In addition, transporters incur a fine of CFA100,000 francs if they exhaust the two officially apportioned hours from the Douala Port (where tags are placed) to the Yassa Checkpoint.

Security officers at the Yassa checkpoint do not also miss the opportunity to rip off transporters by demanding CFA 2,000 francs.

There are 42 checkpoints, thus 42 illegal tolls gates (scam) from Douala-Yassa to Garoua-Boulai. The elements of gendarmerie motorized team are noted for imposing a fixed rate of CFA10,000 francs on cargo carriers in transit and CFA5,000 francs for other goods.

From Garoua-Boulai to Ngaoundere, there are 11 checkpoints and 18 between Ngaoundere and Maroua where the same amount of CFA10,000 francs is imposed on transporters. The Touboro checkpoint Agents at the border with Chad are also deeply indulged in money extortion. Customs and BGFT officials take upon themselves to determine excess loads and inflict fines on transporters with no receipt issued.

There are 12 checkpoints between Maroua and Ngueli, with most of them concentrated in Logone and Chari Division characterised by the highest amount rip-off varying between CFA10,000 and CFA50,000 francs. It should nevertheless be noted that these checkpoints are experiencing a slowdown due to the present security situation in the Far North Region.

In Kousseri, open rip-off is organized by Mr BOUBA VIRA through his CIG known as "GIC ATROMET". To better conceal its scam, this CIG fraudulently acts as a Customs Agent and pays council dues in order to better avoid control. In his illegal activities, he collects CFA150,000 francs per truck loaded with cargo and CFA75,000 francs for every loaded mini-truck against a piece of paper on which is written "B", standing for BOUBA. This piece of paper is presented to all checkpoints as "right to pass" and agents of each checkpoint "tick" to ensure the exact amount they have to collect at the end of the day. The piece of paper is therefore deposited in an office just across the border for accounting purpose at the end of the day.

Rip-off at Kousséri wood depot also constitutes a significant impediment for economic operators. A man named PECOS reigns supreme in this locality. For every timber truck traveling to Chad, he collects CFA150,000 francs against a piece of paper with the initial "P" meaning PECOS. The method is the same with that used in the BOUBA network.

Upon arrival in Nguéli, our transporter discovered that he had spent CFA 1 million francs of illegal dues commonly known as "traveling expenses".

In the same vein, other pitfalls were identified concerning shady customs formalities (rip-off, corruption, abuse of office, etc.) in services such as Services Bureau and Collateral Values Bureau. Whatever the case, files have to pass through these two services and that is where significant delays are sometimes observed. These delays obviously create the corruption environment with users as victims.

There are also fictitious customs duties generally set by heads of customs sectors in the checkpoints of Conventional and Non-Conventional corridors. These taxes vary according to locality and nature of goods. In Non-Conventional corridors, even subsistence products (bananas, potatoes, cabbage, pineapple, etc.) undergo fictitious charges labelled "seen on entry" by some customs posts even if they do not leave the national territory.

❖ **Non-implementation of official quotas between Chadian, Cameroonian and Central African transporters.**

BGFT (Land Freight Management Bureau) takes charge of the assessment of freight in accordance with the UNCTAD Convention of 8 July 1965 on freedom of transit and regional transit arrangements with land-locked countries.

The missions assigned to BGFT are:

- freight assessment at 40% on Cameroonian transporters going to RCA and 35% on Cameroonian transporters to Chad;
- setting of mandatory minimum tariffs and periodic publication of indicative scales of freight transportation rates established in agreement with the party concerned and the freight office;
- respect of freight quotas with neighbouring countries of Cameroon in connection with similar organizations in these countries.

All these, and many others of the same order, are openly trodden by BGFT officials, thus bringing about widespread frustration of transporters and creating a corrupt environment. Transporters with doubtful and dangerous vehicles for transportation illegally come on board and usually cause road accidents. Blackmail in delivery of consignment letters (LVI) has become the order of the day and is aimed at cutting down arbitrarily fix freight rates to a good percentage in favour of these BGFT and SNTRC (National Union of Road Transporters of Cameroon) officials.

BGFT agents have become absolute masters in checkpoints along Conventional or non-Conventional corridors. If the “visa fee” of the consignment note is not paid, this document is not covered and cargo may be immobilized for several days under the watchful eyes of helpless customs officers and Forces of Law Enforcement. The most obvious case was the immobilisation of 04 Chadian trucks in Bonis, Bertoua, for several weeks. Despite the intervention of the General Directorate of Customs in Yaounde, these BGFT agents remained adamant. The trucks were released only after payment of the “ransom”.

Such cases abound throughout the national territory. Open rip-off has been installed in all non-Conventional corridors. BGFT still acts ruthlessly without considering in what capacity even on road networks that do not warrant freight dues and where transporters are usually owners of the goods like yams leaving Bafia for Ebolowa, potatoes from Mbouda to Kye-Ossi or rice leaving Douala for Kousseri, etc.

2 - Urban, interurban and rural transportation

The phenomenon of clandestine transportation persists in urban areas because of corruption. Vehicles like bush taxis listed above circulate with impunity in cities and pick up passengers at the expense of normally legalized taxis. At police checks, clandestine drivers simply slip over some banknotes and continue circulating in peace.

The interurban and rural transport sub-sector ensures free movement of people and goods. The

supply of food crops and other products in large cities is guaranteed by this category of transporters who, unfortunately, do not carry on their businesses unperturbed.

Rip-off positions set up by Law Enforcement Forces under the pretext of routine checks and economic barriers erected by some councils on rural roads push road users into a massive and open fraud considered as financial delinquency. These users generally have no vehicle documents and also show no interest in constituting them. What matters to them is the daily payment of the “pass” at each Council checkpoint or economic barrier.

The shortfalls caused by these networks in terms of money are not negligible. Road accidents registered in the country are caused by these non-qualified drivers, some of whom have no driving licenses or others who obtained them fraudulently.

This situation caught the attention of CONAC and a Follow-up and Evaluation Committee Team was constituted for investigations in November 2013.

The mission was designed to:

- verify the effective implementation of moral consolidation and public funds protecting measures prescribed by the Minister of Transport in Circular No.0095/MINT/SG/CJ of December 10, 2012 and letter No 00696/L/MINT/SG/ DTR/SDPSR/SSVR of 05 February 2013;
- carry out unannounced checks on weighing stations and tollgates.

a) Implementation of moral consolidation measures

❖ At the Regional Delegation of Adamawa, the Mission noted with satisfaction the flawless implementation of Ministerial Instructions and their popularisation through interactive programmes on local media.

Rapid processing of car licences is effective, with some files processed in less than forty-eight hours. The respect for different transportation tariffs for tickets (transport license, tax disc, and car registration) has been applied. However, the Regional Delegate’s attention was drawn to doubtful amounts of vehicle sales (e.g. a RAV4 in good condition sold at CFA500.000 francs).

As for the regularity of the driving license examination, clear explanations were given to members of the Follow-up Committee regarding the phenomenon of “failures” which aroused some doubts when checking different lists.

❖ At the East Regional Delegation, it was impossible to verify the rapid treatment of files at the registration office because of no file registration book. The impressive number of uncollected registration cards drew the attention of the Follow-up and Evaluation Committee. Instructions were given to officials to immediately hand them over to the owners by summoning them through a press release and displaying their names in public places.

Regarding the application of letter No.00696/L/MINT/SG/DTR/SDPSR/SSVR of the Minister of Transport on rapid issuance of car licences, HTT (High Tech TV Soft SA) was identified as the stumbling block of the system. Files are kept there for several weeks, hence, disrespecting the

Ministerial Instructions. Prolonged computer network connection difficulties are usually given as excuses.

No case of fraud causing the issuance of fake driving licences was detected in the examination centres controlled in the East.

The Mission bombed on various checkpoints set up by road safety campaign teams on the main roads in the East Region and realized that they were rather doing the work of highway police, which predisposes them to indulge in rip-off and other corruption activities. They were reminded that their mission, which was essentially preventive, was based on sensitization and therefore should first be done in travel agencies and truck parks before moving to highways.

The Abong-Mbang Gendarmerie Motorised Team was called to order after being caught red-handed in rip-off activities on the public highway in Dimako. Members of the Follow-up and Evaluation Committee asked them to immediately stop these user scam attitudes.

Persistent denunciation of the Customs Post officials at Bonis collecting significant amounts of money on imported cars in transit to Chad made members of the Follow-up Committee to pay a visit to the scene. Although no official was caught red-handed, the practice was unveiled in front of these agents who were asked to offer free and prompt services to ensure the smooth flow of traffic on the corridor.

❖ At the West Regional Delegation, the Ministerial Instructions which constituted the goal of the Mission were partly respected. However, the hitches noted were due to frequent breakdown of stamp composting machines and their slow replacement.

In the Bamboutos Division, the Team uncovered fraudulent and large-scale issuing of road-worthiness certificates by some authorized partners. Several vehicles have road-worthiness certificates without being on the control board. On-the-spot evidence was gathered to confirm these facts.

The Follow-up and Evaluation team targeted two driving license test centres: Mbouda and Fouban centres.

There was an impressive and unusually high rate of absenteeism in the Mbouda Examination Centre: more than 50% in October and 40% at the November session. According to reliable information, these candidate “deserters” fraudulently obtain their driving licenses through parallel networks.

The Fouban Examination Centre is particularly noted for the high number of “illiterate” candidates, that is to say, they can neither read nor write French or English. They often make use of translators, which practice unfortunately is illegal.

In the motorbike-taxi industry, almost all riders do not have driving licenses. The Divisional Delegate intends to mobilize political authorities, Mayors and other elites of the Division to a large-scale awareness crusade and especially to finance a vast campaign to make motorcycle riders undergo various driving license tests.

❖ At the South Regional Delegation, the ministerial instructions were timidly respected and members of the Follow-up Committee noted with regret the presence of money in the files being processed. This money was impounded and the incriminated agents were identified. Registration application files that were unsigned by applicants suggest the presence of middlemen in these services.

After monitoring the financial situation of Mrs A. née N.Z.G., intermediate agent in service since 2007, members of the Committee noticed a deficit of CFA21.951.000 (twenty one million nine hundred and fifty one thousand) francs.

At the Divisional Delegation of Mvila, the Mission observed the use of unsigned and non-initialled counterfoil-books to issue tickets for offences. This strengthens the hypothesis of using cashbooks of doubtful origin.

CEMEX officials, after hearing, admitted that they usually issue road-worthiness certificates without even seeing the vehicle. Suspicions on non-payment of VAT and other costs of issuing road-worthiness certificates to the Treasury of a total of CFA 5.200.000 (five million two hundred thousand) francs also fall on officials of CEMEX A HTT and PRESPRINT. Considerable delays were noted, thus undermining the Ministerial Instructions contained in letter No.00696/L/MINT/SG/DTR/SDPSR/SSVR of 05 February 2013 by the Minister of Transport on celerity in issuing tax discs.

b) Protection of public funds and road heritage

Road heritage protection is undermined by officials and other workers of weighing stations that have established a real fraud network involving a chain of stakeholders, the most prominent being business leaders, smugglers employed by these companies, heads of weighing stations, computer operators and forces of law and order at weighing stations.

As part of the CSE Mission, Mandjou, Bonis, Bagofit, Mekong weighing stations of the East were visited, the Kouekong station received the Team for the West and the South Team visited the Ambam weighing station.

• Mandjou weighing station

Here, the Mission noted three constant cases of fraud:

- listings do not bear issue dates. This phenomenon of conscious omission of listing dates gives room for their re-use for the benefit of trucks in the fraud network;
- some listings do not carry photographs of weighed trucks, yet the photograph appeared when the Mission weighed the truck again; the manipulation of computers by operators is therefore concretely established;
- the truck with registration number RTRA 942 AA belonging to Mr M.A. that was coming from Bertoua and heading to Kousseri carrying white wood was weighed on listing No. 214406, on November 18, 2013 at 44 minutes 27 seconds past 6pm and fined CFA68,250 francs. When that truck was weighed again with the same load, it miraculously had normal load. From analysis, the Mission understood that computer

manipulation brought about this manoeuvre and made the user a victim of blackmail resulting certainly in swindling the latter.

- **Bagofit weighing station**

Cases of fraud were not identified here, though members of the Committee noted weighing differences between the Bagofit station and others. The head of the station, for this purpose, opened a comparison sheet of the weighing results of this station compared to the others in order to establish possible software failures and to consider solutions.

- **Mekong weighing station**

The observations made in other weighing stations are the same in Mekong, that is, non-identical listings and repeated weighing of the same truck.

- **Bonis weighing station**

This station is not yet functional although the building has been completely constructed. The only remaining element, most likely, is the software to install and staff to be appointed. This station is highly strategic and needs to be made quickly operational because trucks from Mbang and Batouri heading for Belabo ply this road.

- **Kouekong weighing station**

Dishonest drivers parked their trucks and disappeared after being informed of the presence of the CONAC Team in the vicinity. They preferred to wait until the end of the Mission before returning to their vehicles. This attitude made the Team realize that these fraudsters have accomplices in the stations with whom they conspire in fraudulent acts to pass through with their vehicles. This made the Governor to, on two occasions, revoke the officials of the weighing station for serious breach of ethics in public service.

- **Ambam weighing station**

The software of the Ambam weighing station provides the same inconsistent results as the others mentioned above.

The tollgate stations of Awae, Mandjou, Mbama, Djaglassi, Garoua-Boulai Santchou, Bamena and Batoufam also received the visit of various teams of the Follow-up and Evaluation Committee. Two remarkable acts of fraud were identified in all these tollgates: the phenomenon of parallel tickets with the recovery system of user tickets and the fraudulent authorisation of free crossing of tollgates.

- **Awae tollgate station**

Here, two irregularities were observed: lack of date and non-identical ticket numbers with those of the stump, which confirms the Mission's thesis on the existence of parallel tickets in this

station and especially the repeated use of the same ticket by dishonest users with the complicity of agents of the station concerned.

- **Mandjou tollgate (Bertoua)**

“Bush taxis” pass through tollgates freely. The Mission was made to understand that the owners of such vehicles pay 3 tickets on the first passage and do not disburse any franc even if they do 10 trips in the day. The stumps are the same as those controlled in Awae, that is to say, with not serial number. This promotes the introduction of parallel tickets in the chain.

- **Mbama and Djanglassi Tollgate stations in the East**

They remain non-operational although they have been fully constructed.

- **Garoua-Boulai tollgate**

A transporter was caught in the act of not presenting a toll ticket. He was immediately forced to comply with existing regulations. This situation confirms the mafia practice that prevails in this tollgate.

- **Santchou tollgate (Menoua)**

68 used undated and ready for sale tickets were seized.

- **Batoufam tollgate**

31 safe-conducts that had been signed by Mrs T.E.N. and Mr E.B.N.N. against payment were seized by the CONAC Team. These documents allow users to cross tollgates freely during the period mentioned on these passes. This mafia network, according to constant reports, was set up by Mrs B.E.A. of the Douala Taxation Pilot Centre who also serves as regional tollgate coordinator for West region and for Bafoussam-Dschang main highway.

The general conclusion drawn after these visits to weighing stations is that recorded revenues do not reflect the density of road traffic observed on the different roads covered. This sufficiently illustrates the endemic nature of the corruption phenomenon in this domain.

After analysis, it is remarked that only the concession and computerization of these structures seem likely to enable the State to derive the expected dividends and contribute to the preservation of national road heritage.

All these practical cases identified during the Mission of members of the Transport Sector of CONAC's Follow-up and Evaluation Committee show that cases of corruption and embezzlement, rip-offs, selling of parallel tickets and similar offenses abound in the road transport sector.

SECTION 3: COOPERATION AND TRAINING ACTIVITIES

In 2013, CONAC's cooperation and training activities were carried out nationally (§1), and internationally (§2).

§1. Nationally

The two activities identified were the endorsement of the draft partnership with GICAM (A) and capacity-building of CONAC personnel (B).

A. Endorsement of the draft partnership with GICAM

The National Anti-Corruption Commission, an independent public body in charge of the anti-corruption drive in Cameroon and the Coalition of Business Entrepreneurs, known in French as Groupement Inter-Patronal du Cameroun (GICAM), expressed their mutual desire to work together to eradicate corruption in the society in general and in the business world in particular. This partnership is centred on information exchange, sensitisation of actors, and incitement of an anti-corruption awareness to bring about a society of integrity.

In their meeting of 27 March 2013, while reiterating that corruption also impedes progress in the private sector, members of the Coordination Committee of CONAC argued that a Partnership Agreement with GICAM would ease CONAC's deployment in the private sector and have good relationship with business enterprises in particular and the business world in general.

Thus, in 2013, CONAC approved for signature, the draft Partnership Agreement between CONAC and GICAM, which will contribute in the eradication of bad business, industrial, tax and customs practices that prevail in the private sector and condemned by administrations, banks and consumers. The creation of an Anti-Corruption Unit within GICAM was agreed upon as part of the implementation of the Convention.

B. Capacity-building of CONAC personnel

Internal cooperation continued in 2013 with capacity-building of some National Anti-Corruption Commission personnel within the implementation framework of the National Anti-Corruption Strategy and the mastery of topics related to challenges in the fight against corruption.

This activity was conducted in partnership with some public services and other private institutions.

§2. Internationally

Two sectors are highlighted: the participation of CONAC in international gatherings (A) and capacity-building of CONAC personnel abroad (B).

A. Participation in international gatherings

Within the framework of collaboration with international institutions, CONAC participated in several conferences in Africa, Asia and Europe that proved very fruitful and rewarding.

1. In Africa

a) Visit to the Nairobi Anti-Corruption Commission in Kenya from 3 to 8 February 2013

The National Anti-Corruption Commission undertook a study visit to the Ethics and Anti-Corruption Commission (EACC) in Nairobi, Kenya from 3 to 8 February 2013 to acquire knowledge on the implementation of the Integrity Test that is successfully used in this East African country to prevent and fight corruption.

The Ethics and Anti-Corruption Commission of Kenya was born in 2012 from the dissolved Kenya Anti-Corruption Commission (KACC). The Commission, which is currently undergoing transformation, is responsible for the fight against corruption and promotion of integrity in Kenya. It is a structure that has a solid legal basis, since it was enshrined in the Kenyan Constitution in 2012.

The Commission is headed by a board of three persons comprising a Chairperson assisted by two commissioners. Currently, the Commission has no Chairperson although the government is at the point of appointing one. The day-to-day affairs of the Commission, especially as regards finance and personnel, are managed by the Chief Executive Officer and a deputy. The EACC has five Directorates: Directorate of Finance and Administration, Directorate of Prevention, Directorate of Investigations and Asset Recovery, Legal Directorate and the Integrity Forum of Kenya. The Integrity Forum brings together all activity sectors of Kenya to present corruption as a highly risky adventure with very minute gain.

The Ethics and Anti-Corruption Commission of Kenya currently has a staff roll of 267 and has five regional offices.

The Integrity Test which has been used since 2006 by the Commission is a proactive way to fight corruption and bad governance. It is recognized as an important tool to promote integrity at all levels and is based on the precept that honest people act honestly even when they are not monitored.

The Integrity Test consists in creating of an “artificial situation” that makes a replica of the daily lives of those being tested. Such persons are presented in situations that may push them to commit a compromising act. If the person gives in to this temptation, it means that they are dishonest. Generally, there are four probable results of an Integrity Test: succeeded, failed, non-conclusive or trial. The final goal of the Integrity Test is to create an atmosphere of constant follow-up and an aura of omnipresence of the anti-corruption structure. It also aims at identifying corrupt individuals or individuals compromised with bad habits as well as to demonstrate to corrupt officials that they are at risk every time they take bribes and to encourage the authorities to report whenever a user attempts to corrupt them. The integrity test can also be used to identify honest and credible people who may be assigned to sensitive duty posts.

There are two types of Integrity Tests. Targeted Test and Blind Test. The Targeted test is conducted to prove the honesty or dishonesty of a specific person, while the Blind Test is conducted at a sensitive duty post regardless of who is on duty.

Every Integrity Test operation is recorded in audio and/or video format to show the acts and gestures of person monitored. The Integrity Test is conducted by a number of people including an ad hoc committee, a programme officer, an analyst, an operating team, a silent team, a technical team, a surveillance team, a tracker team and an operations centre.

CONAC already has a set of tools and anti-corruption procedures and is convinced that Kenya's Ethics and Anti-corruption Commission Integrity Test can be an additional instrument and not a replacement of the accomplishments of CONAC in the fight against corruption. With this in mind, CONAC intends to lead a study to adapt the aforementioned test to improve its achievements and introduce it in Cameroon's anti-corruption strategy.

b) Participation of CONAC at the 3rd Conference of Heads of Anti-Corruption Agencies in Commonwealth Africa held in Mauritius Island from 13 to 17 May 2013.

A team from the National Anti-Corruption Commission (CONAC) attended the third regional conference of Heads of Anti-Corruption Agencies of Commonwealth Africa organized in Balaclava Fort, Mauritius Island, by the Commonwealth Secretary General on the theme "Fighting Corruption Without Fear or *Weakness*," from 13 to 17 May 2013.

Participants came from South Africa, Botswana, Cameroon, Ghana, Mauritius Island, Kenya, Lesotho, Namibia, Nigeria, Rwanda, Sierra Leone, Tanzania and Zambia.

• Opening Ceremony

Five presentations were made.

The first presentation was that of Miss SUNECHUR, Master of Ceremonies, who welcomed all participants and presented a documentary film on the evolution of Mauritius Island. The second speaker was Mr ANIL KUMAR, Director of the Anti-Corruption Organ of Mauritius Island, who presented this institution. Mrs Joan MWASIKE, from the Commonwealth Secretariat, was the third speaker. She thanked the Government of Mauritius Island for its hospitality and stated the aim of the conference. The fourth speaker, Mr Roger KORRANTENG, representing the Commonwealth Secretary General, dwelt on the creation of a capacity-building Centre in Gaborone (Botswana) for the fight against corruption. The fifth discourse was that of the President of the Republic of Mauritius Island, Mr RAJKESMAR PURRAY. In his speech, after welcoming the participants and expressing satisfaction for choosing his country to host the deliberations of the conference, he spoke of the harm caused by corruption, the need to put in place significant resources and sharing experiences to combat this scourge.

• Presentations by facilitators

Six papers were presented by facilitators respectively on:

- the respect for the groundwork principles of the rule of law and the need for a fight against corruption “without fear or weakness”;
- the role of justice in the fight against corruption;
- the need for criminal proceedings in special courts composed of honest judges acting promptly in matters of infringements related to corruption,;
- the impact of the corruption perception barometer resulting from annual surveys by Transparency International;
- the effects of the United Nations review mechanism to assist States in implementing the United Nations Convention Against Corruption;
- the progress made by Commonwealth African countries in inducing their citizens to oppose corruption.

• Presentation of new anti-corruption initiatives

The new initiatives in Botswana include education to integrity, prevention, investigation, creating a special court against corruption, the protection of witnesses, the declaration of assets and a quarterly report by Ministers to the Head of State on the anti-corruption actions taken by their Ministerial Departments.

The Chairman of the National Anti-Corruption Commission presented the Rapid Results Initiatives, the National Programme on Education to Integrity and the Rapid Interventions Unit as innovations in the fight against corruption in Cameroon.

Kenya has set up a collection, centralization and exploitation platform of denunciations and information and best practices exchange system between anti-corruption institutions.

Ghana presented its new initiatives involving promoting integrity among civil servants through sensitisation, creation of integrity clubs in secondary schools and universities, control of electoral processes before, during and after elections, and prevention of corruption in Ministries.

In Lesotho, the focus is on repressive proceedings in court against magistrates, heads of armed forces and leaders of public and private companies, the creation of integrity clubs in universities, business communities and the public service.

Mauritius Island focuses on raising awareness through the mass media, the promotion of an anti-corruption culture and building a vigilant civil society.

Namibia is emphasising on awareness through seminars, workshops in targeted Ministries and Regions, the promotion of integrity clubs, the setting up of an anti-corruption unit in the Prosecution Service and the creation of an embezzled property recovery committee.

In Nigeria, innovation is centred on the development of a curriculum for national values, the creation of a national volunteer corps on the fight against corruption and the establishment of a new anti-corruption strategy in the years to come.

Uganda introduced the following innovations in the fight against corruption: the participation of citizens in the management of public affairs; training of 1,500 community agents for project monitoring; free Hotline SMS denunciations; providing mobile phones to leaders of Civil Society Organisations.

In addition to the innovations presented above, it is important to note:

- the creation of a school in charge of teaching ethics to civil servants in South Africa;
- the signing of a performance contract in Malawi with the Office of the President of the Republic;
- the launching of a freely distributed magazine for the sensitisation of citizens and the creation of cyber cafes throughout the national territory to encourage the spirit of denunciations in Rwanda;
- the holding of a forum on national dialogue in Sierra Leone;
- the organisation of public awareness campaigns in Tanzania on the dangers of corruption;
- the setting up, in Zambia, of an integrated financial management system in all ministries, provinces and public funds disbursement organs.

c) Restricted meeting of Heads of Anti-Corruption Agencies

Two items were on the agenda of this restricted meeting held on 17 May 2013, namely:

- the review and adoption of the statutes of the Association of Heads of African Anti-corruption agencies;
- the examination and adoption of the action plan of the Gaborone Commonwealth Centre.

• Recommendations

They relate to prevention, investigation, cooperation and new information and communication technologies (ICT).

As concerns prevention, States that were present put forth the following measures:

- institutionalization of prevention mechanisms in ministries;
- creation of integrity committees in ministries, public and private companies, schools and rural areas to facilitate reports of observed acts;
- setting up of a civil society with zero tolerance vigilance against corruption through proper guidance;
- organization of opinion polls to ascertain the corruption status in the country;
- organization of road shows in rural areas;
- regular publication of press releases to inform the public of anti-corruption actions.

In the domain of investigations, participants advocated:

- the creation of special courts in their respective Countries to deal with corruption issues in order to reduce the duration of court proceedings;
- in the same vein, judges should receive adequate training on corruption issues;

- the enhancement of the independence, impartiality and professionalism of the anti-corruption agencies;
- granting anti-corruption agencies the necessary means for them to achieve their goals.

In the domain of cooperation, the participants wished for:

- the signing of memoranda of cooperation with the other institutions that play a strategic role in the fight against corruption;
- submission of States to the United Nations review mechanisms; this will allow them to have an international recognition in relation to effective implementation of UNCAC provisions.

As concerns ICTs, participants encouraged denunciations through social networks such as Facebook or free SMS, hence the relevance of the Rwandan Ombudsman system with the introduction of Internet cafes in most remote areas to facilitate denunciations.

From these rich experiences, CONAC could implement relevant cost-effective actions such as:

- organization of road shows in rural areas;
- regular publication of press releases to inform the public;
- establishment of cybercafés in remote areas;
- organization of contests on good governance;
- organization of opinion polls to ascertain the state of corruption in the country.

d) CONAC's visits in Asia: the participation of CONAC at the 5th seminar of the International Anti-Corruption Association held from June 22 to 24, 2013 in Jinan, China.

CONAC was in Jinan, capital of Shandong Province, China, from 22 to 24 June 2013, to take part in the 5th Seminar of the International Association of Anti-Corruption Authorities (IAACA) organised on the theme "Technical Assistance and Information Exchange" culled from Chapter VI of the United Nations Convention against Corruption.

• Opening Ceremony

Steered by Pr. Cao Jianming, President of IAACA and Prosecutor General of the Chinese People's Supreme Court, the opening ceremony was marked by the presentation of five speeches.

The first one was presented by Professor Cao Jianming who recalled that the 5th Seminar was preceded by four others of the same magnitude held in China in Gwangzou, Chongqing, Shanghai and Dalian respectively on the themes: "Promoting the effective implementation of the United Nations Convention Against Corruption," "Effective corruption Prevention", "International Cooperation" and "Assets Recovery." These seminars have significantly influenced the prevalence of corruption in the world.

In his statement, he dwelled on the need for dialogue and frank communication between parties. The developing countries need help to build their capacities in the fight against corruption and

international cooperation should be strengthened. The IAACA reform proposed by the Executive Committee, that is, instituting orientation seminars for personnel training sessions and laying greater emphasis on discussions and exchanges at meetings, is mandatory.

The second speech was made by Mr Meng Jianzhu, Secretary of the Legal and Political Affairs Committee of the Central Committee of the Chinese People's Party. He highlighted the political will of the Chinese Government to fight against corruption. The Republic carries on both prevention programmes and sanctions when a corruption case is established.

The third address was that of Mr Dimitri Vlassis, representative of the United Nations Secretary General, Head of the United Nations Office against Drugs and Crime (UNODC), who insisted on celebrating the 10th anniversary of the United Nations Convention Against Corruption signed on 30 October 2003 and on technical assistance to be provided to developing countries under the auspices of the Convention.

The fourth address was that of Mr James Hamilton, President of the International Association of Prosecutors (IAP) who announced the holding of the Annual Conference of IAP from September 8 to 12, 2013 in Moscow and to which he invited participants.

The fifth and final speech was from Mr Jiang Yikang, Secretary of the Chinese Communist Party, Shandong Province. He reaffirmed the commitment of the Chinese Government and the Government of his Province in the fight against corruption through prevention and sanction.

• **Deliberations in plenaries**

This seminar on “technical assistance and information exchange” was broken down into three plenary sessions.

❖ The first plenary session was chaired by Mrs Hu Zejun, 1st Deputy Prosecutor General of the Supreme Chinese People's Court. Six facilitators took up to the rostrum during the plenary. The first speaker was Pr. Cao Jianming who insisted on reforming IAACA and proposed many other training seminars, setting up a team to study these proposals and publication of conference and seminar deliberations on IAACA website.

The other interventions were from Mr Vasan Chulasingh-tasingh, Attorney General of the Kingdom of Thailand and member of the IAACA executive board, Reverend Simon Lekodo, Minister of Ethics and Integrity of the Republic of Uganda, Dr Ernst Eugen Fabrizio, Prosecutor General of the Republic of Austria, Dirk Harrison, Contractor General of Jamaica and Mr Horia Georgescu, President of the National Agency for Integrity (ANI) in Romania.

❖ In the second plenary session chaired by Mr David Green, Director of the Fraud Repression Service of Great Britain and IAACA executive board member, eight presentations were made by: Mr Aleksandr Vladimirovich Konjuk, Prosecutor General of Belarus, Mr Ryan Wong Sai Chiu, Deputy Commissioner of the Hong Kong Independent Commission against Corruption (ICAC), Mr Heng Vongbunchhat, member of the National Anti-Corruption Council (NACC) of Cambodia, Mr Goran Salihovic, Chief Prosecutor of the Republic of Bosnia and Herzegovina, Mr Dharmono, Deputy Attorney General of the Republic of Indonesia, Mr Jorma

Kalske, Deputy Prosecutor General of the Republic of Finland, Mr Langsy Sibounheuang, Supreme Deputy Prosecutor of the People's Democratic Republic of Laos and Professor Anoukaha Francis, Deputy Chairman of the National Anti-Corruption Commission (CONAC) of Cameroon.

❖ The third plenary session chaired by Mr Edward G. Hoseah, Director General of the Corruption Prevention and Suppression Bureau of the Republic of Tanzania, brought about eight discourses from Mr Wu Pengfei, Chief Prosecutor of the People's Prosecution Bench of the Province of Shandong, Kevin P. Zervos, Director of Public Action of the Special Administrative Region of Hong Kong (China), Professor Pakdee Pothisiri, member of the National Anti-Corruption Commission (NACC) of the Kingdom of Thailand, Mr Alun Milford, General Advisor to the Repression of Fraud Service in Great Britain and Northern Ireland, Mr Ang Vong Vatana, Justice Minister of Cambodia, Dr Agnes Diofasi, Deputy Prosecutor at the Supreme Court of Hungary and member of the Executive Committee of the International Association of Prosecutors (IAP), Johannes Tomana, Attorney General of the Republic of Zimbabwe and Mr Vesco Lekic from the State of Montenegro.

Presentations made during the three plenary sessions focused on experiences of seminar participants, the importance of technical assistance, the need for training, communication, information technology and information exchange between anti-corruption organs of IAACA Member States.

• **Deliberations in workshops**

❖ Workshop I on technical assistance and information exchange was chaired by Mr Paulus Noa, Director of the Anti-Corruption Commission of the Republic of Namibia. The twelve presentations in this workshop were done by: Mr Stephen Foster, Superintendent (Royal Canadian Mounted Police), Mr Norayr Hakobyan, Prosecutor of Syuniq Region (Armenia), Mr Cheng Yang, Professor of International Law at Saint Joseph University Macao, Mr Semin Yury Yuryevich, Head of the Department of supervision of the implementation of legislation on corruption (Russian Federation), Mr Ioan Amariet, Prosecutor of the Republic of Romania, Mr John Macfar-lane (Australia), Mrs Amy Chang Lee, Asia and Pacific Regional Director of the Office of Overseas Prosecutorial Development, Assistance and Training (USA), Mr Loro Paolo, President of the Association of Lawyers Without Borders (Italy). Mrs Suraiyani Rais, Senior Investigator (Anti-Corruption Bureau of Brunei Darussalam), Mr Nihal Sri Ameresekere, President of Office of Consultants 21 Limited (Sri Lanka), Mr Park Sang-Jin, Deputy Director of the Centre for International Cooperation (Office of Supreme Prosecutor of the Republic of Korea) and Mr U Kyaw San, Director General, Union Attorney General's Office, Republic of the Union of Burma.

❖ Workshop II was on reforming IAACA programmes for seminars and training chaired by Dr Ye Feng, IAACA Secretary General, Vice-President of IPA, member of the Supreme Procuratorate of the Chinese People. He was assisted by a rapporteur, Mr Rasib Ghaffar, Attorney at Lincoln's Inn, Great Britain.

A written proposal on new reforms was prepared and distributed to the audience, read and discussed in order to get the reactions, criticisms and suggestions of participants.

Capacity-building of personnel involved in the anti-corruption drive in member States falls within the Missions of IAACA. Many countries expressed the wish that this training be intensified and multiplied. CONAC attended three of the four training seminars organised by IAACA since 2007 in Guangzhou, Chongqing, Shanghai and Dalian in China at the expense of the Chinese Government.

The 5th IAACA Seminar was closed by Professor Cao Jianming on 24 June 2013. In his speech, he reaffirmed the consent of participants to intensify information exchange and experience sharing in the fight against corruption, implement technical assistance measures and improve technology transfer as well as intensify IAACA programmes and training seminars.

He noted that participants in this seminar presented the experiences of anti-corruption authorities in different countries and regions in terms of training, development of strategies, policies and anti-corruption plans. Participants agreed that the necessary logistics and assistance will be provided for each authority in the field of anti-corruption law development. Information exchange and cooperation among the members will be strengthened.

Developing countries will benefit from material, technical and financial resource capacity building in the fight against corruption.

Apart from deliberations on the main theme, the most significant decision of this seminar was IAACA seminar programme reforms. The idea of transforming current seminars into training seminars was going to reduce the number and improve the quality of participants. Henceforth, seminars are going to dwell more on technical frameworks of anti-corruption bodies. Administrative officials may participate more profitably in General Assemblies of the Institution, constituting, as a result, a positive improvement.

e) In Europe: Working Sessions with SCPC and other anti-corruption services in Paris (France), from 29 September to 5 October 2013

In implementing the Collaboration Agreement between CONAC and Service Central de Prévention de la Corruption de la France (SCPC), some officials of CONAC visited Paris from 28 September to 5 October 2013, firstly, to get information relating to Electronic Cargo Tracking fees from the National Directorate of Intelligence and Customs Investigations (DNRED) and secondly to acquaint themselves with activities of French anti-corruption and public funds embezzlement services.

B. Capacity-building of CONAC personnel abroad

The capacity-building of CONAC personnel forms part of CONAC-SCPC collaboration. This is why every year, two senior officials of CONAC are trained at the National School of Magistracy in Paris on the sponsorship of the Service for Cooperation and Cultural Action (SCAC) of the French Embassy. To this end, from 9 to 13 December 2013, two senior officials of CONAC received training on the theme “Corruption prevention and law enforcement.” Several important modules were provided to these officials, including:

- the United Nations Convention against Corruption: a global response to corruption threat;

- the question of corruption in France;
- Anti-corruption measures: challenges and control approach;
- “Understanding and fighting corruption”: the links between organized crime and corruption;
- corruption, influence peddling, illegal interest... type, jurisprudence, enforcement difficulties;
- the role of international organizations in detecting, preventing and suppressing corruption;
- Corruption and organized crime;
- Prevention of corruption and conflicts of interest in local authorities;
- Challenges in the fight against corruption;
- The three circles of corruption;
- The fight against corruption: some considerations as seen by the Council of Europe/GRECO;
- The role of the Civil Society in the fight against political corruption;
- Corruption prevention strategies: the example of Thales;
- The Central Office for Combating Corruption, Financial and Tax Offences of France (OCLCIFI);
- Agency for the Management and Recovery of Seized and Confiscated Assets (AGRASC);
- The risk of corruption for the company and its employees;
- TRACFIN: Treatment of Intelligence and Action Against Clandestine Financial Flows;
- The French National Gendarmerie and the fight against corruption.

* *
*

It is necessary to recall, before concluding on the activities of the National Anti-Corruption Commission, that although CONAC is not specifically a money recovery organ, its actions have contributed to the retrieval of sums of money that were paid back into the State Treasury.

The table below presents amounts recovered, those still being collected and those which CONAC prevented the State from losing, all of these, thanks to CONAC investigations.

Table 3: Summary of money recovered, pending recovery and those CONAC prevented the State from losing in 2013.

No	Description	Amount (in FCFA)	Matter concerned and amount
1	The amounts actually collected	CFA5 billion 670 million 23 thousand 572 francs	CFA350 million 197 thousand 692 francs in 2012 as part of tax collection on MTN Cameroon and Broadband Communication Ltd.
			CFA3 billion 255 million 880 thousand 586 francs in 2012 on suspension of payments through transfers and cheques in banks
			CFA325 million 582 thousand 281 francs in 2013 on fake transfers of salaries and pensions to Microfinance Institutions
			CFA1 billion 738 million 363 thousand 013 francs in 2013 as recovery of funds in the RIGC Project.
			CFA49 million 615 thousand francs in 2012 as tax collection from wholesalers of the Littoral breweries
2	The amounts still under recovery	CFA10 billion 249 million 969 thousand 193 francs	CFA 3 billion 151 million 779 thousand 228 francs in tax collection on MTN Cameroon and Broadband Communication Ltd
			CFA3 billion 754 million 154 thousand 869 francs under fake transfers of salaries and pensions in the Microfinance Institutions
			CFA2 billion 644 million 035 thousand 096 francs: tax collection on wholesalers of the Littoral brewing industries
			CFA700 million francs to recover under the Plantain Project
3	Money CONAC prevented the State from losing	34 billion 544 million 850 000 862 FCFA	CFA19 billion 158 million 326 thousand 375 francs in the compensation process at the Kribi industrial seaport Complex
			CFA15 billion 386 million 524 thousand 487 francs in a complementary segment contract for the AYOS-BONIS road construction site.
TOTAL		CFA50 billion 464 million 843 thousand 627 francs	

CHAPTER 2: ACTIVITIES OF THE SUPREME STATE AUDIT (CONSUPE)

The reorganization of the Supreme State Audit was done by Decree No.2013/287 of 04 September 2013. According to Article 2 of this text, “The Supreme State Audit is the Supreme Control Institution of public finances (SCI) of Cameroon. It is in charge of external auditing.” As such, it contributes to the sanctioning of authorizing officers and managers of public funds.

This sanctioning power is exercised by the Budget and Finance Disciplinary Board (CDBF) whose operation is governed by the provisions of Decree No. 2008/028 of 17 January 2008. The CDBF has power to “... take punitive actions against government officials, confirmed or not, who are guilty of irregularities and mismanagement practices with negative consequences on public authority” (Article 2(1) of the Decree). These errors are usually established and entered in the reports of control, audit or verification teams prepared by State Inspectors, for legal actions.

Officially, the attention of the CDBF was drawn to new files (Section 1) in 2013. Some decisions were taken concerning these files under scrutiny (Section 2). Structural reforms were made in 2013 to improve the functioning of this Institution (Section 3).

SECTION 1: CDBF REFERRALS

According to Article 14 of the decree organizing the CDBF, the Institution can receive files from:

- The president of the Republic;
- The Prime Minister;
- The Minister in charge of Supreme State Audit;
- Ministers higher in rank to the officers involved or those responsible for the management of the companies and public and semi-public organs concerned;
- Any other authority under the law in force.

From 1 January to 10 December 2013, the Minister in charge of Supreme State Audit, CDBF Chairperson, signed 48 decisions charging 91 officials and staff, managers or controllers of public funds to appear before that jurisdiction.

In the same period, the CDBF met at 41 sessions, that is, 37 regular and 04 special sessions, devoted to information exchange and deliberations on submitted and processed files.

We must add that between 2010 and 2012, the CDBF investigated 1005 cases, among which 952 concerned the execution of the Public Investment Budget (PIB) and 53 other cases.

SECTION 2: CDBF DECISIONS

The CDBF took 43 decisions in 2013, some of which were convictions of accused officials (§1), and others dropping of charges or acquittals (§2).

§1. Convicted cases

They were 33 in number and resulted in decisions to refund the mismanaged funds and financial sanctions ranging from CFA100.000 francs to CFA26 billion francs (making a total of 39 billion 398 million 636 thousand 508 francs) and special fines ranging from CFA 200.000 francs to CFA 2.000.000 francs, for an overall CFA 32.1 million francs.

Out of the 33 decisions, 4 imposed forfeitures for periods ranging from 5 to 7 years to take up any post of responsibility in any capacity whatsoever in the administration or management of public services or enterprises in the public and semi-public sector.

It should be noted that if in the course of investigations, a matter is established as crime or offense, the CDBF Chairperson (Minister Delegate at the Presidency in charge of Supreme State Audit) forwards the file to the judicial authority. This transmission is considered as a complaint on behalf of the State, public authority, public enterprise or public or semi-public organ against the official in question (Article 17(3) of Decree of 17 January 2008).

Table 4: Decisions reached by the Budget and Finance Disciplinary Board (CDBF) in 2013

N°	Implicated Persons	Decision Date	Fine	Amount to be refunded	Forfeiture
1.	E.J.J.	27 March 2013	2.000.000	1.853.323.619	5 years
2.	M.P.M.	27 March 2013	1.000.000	23.190.500	
3.	M.C.	27 March 2013	2.000.000	26.943.954.158	7 years
4.	M. M.M.	27 March 2013	2.000.000	3.483.541	
5.	N.C.	27 March 2013	2.000.000	829.889.960	5 years
6.	Y.M.	27 March 2013	2.000.000	324.600.321	
7.	C.C. A.C.	01 April 2013	2.000.000	229.017.500	
8.	C. E.C.A.	01 April 2013	2.000.000	12.000.000	
9.	I. M.	01 April 2013	2.000.000	9.054.078.692	7 years
10.	K.P.	01 April 2013	1.000.000	16.336.347	
11.	C. K.C. represented by D.K.	30 April 2013	2.000.000		
12.	C. KPMG represented by R.L.	30 April 2013	2.000.000		
13.	C. W.F.C.	30 April 2013	2.000.000		

N°	Implicated Persons	Decision Date	Fine	Amount to be refunded	Forfeiture
14.	M. L.A.	30 April 2013	200.000	800.000	
15.	M.E.H.	30 April 2013	500 000		
16.	D.A.	15 July 2013	200 000	121.053	
17.	E.F.T.	15 July 2013	1.000.000	200.000	
18.	A.	31 July 2013	500 000	-	
19.	A.S.P.E.M.	31 July 2013	500 000	11.931.136	
20.	B. A.	31 July 2013	2.000.000	-	
21.	B. A.	31 July 2013	2.000.000	35.970.175	
22.	N.R.	31 July 2013	200 000	1.113.571	
23.	O.A.	31 July 2013	500 000	4.480.688	
24.	R. A.	31 July 2013	200 000	1.818.711	
25.	T.P. M.	31 July 2013	200 000	107.853	
26.	Z. T.	03 October 2013	200 000	491.885	
27.	G.F.R.	09 October 2013	200 000	2.065.081	
28.	M.B.	09 October 2013	200.000	616 155	
29.	T.E.K.	09 October 2013	200.000	185 150	
30.	T.G.	09 October 2013	200.000	120 000	
31.	C.	19 Dec 2013	500.000	2 125 593	
32.	S.S.	19 Dec 2013	200.000		
33.	S.A.	19 Dec 2013	200.000	716 701	
TOTAL			33.900.000	39.352.738.39 0	
GENERAL TOTAL			CFA 39.386.638.390 FRANCS		

§2. Dropped charges and acquittals

❖ Three decisions were signed to drop charges initially brought before the CDBF by the Ministry of State at the Presidency of the Republic in charge of Supreme State Audit.

These decisions were based either on the relative value and outstanding amounts obtained at the end of the investigation phase conducted by the appointed rapporteur, or on a clerical error on an element which prompted the initial decision to report the matter before the Council and subsequently highlighted by the rapporteur.

❖ Again, 12 persons accused before the CDBF in 2013 were acquitted either partially or totally.

SECTION 3: STRUCTURAL CHANGES MADE IN 2013

The following major changes were made in the CDBF in 2012 and 2013:

- April 2012: creation of an inter-ministerial joint commission to monitor the implementation of the Council's decisions and whose Action Plan came into effect in 2014;
- in 2013, the processing rate of files lodged with the CDBF was accelerated and moved from 14 in 2010 to 9 in 2011, from 42 sessions in 2012 to 41 in 2013;
- following Presidential Decree No. 2013/287 of 04 September 2013, CONSUPE was confirmed as "Supreme Control Institution (SCI) of Public Finance" in Cameroon. This decision was accompanied by the reclassification of the post of Permanent Secretary of the Council to the rank of Secretary General of the Ministry.

CHAPTER 3: ACTIVITIES OF THE NATIONAL AGENCY FOR FINANCIAL INVESTIGATION (NAFI)

NAFI was created in each Member State of the Economic Community of Central African States (ECCAS), including Cameroon, by Article 25 of Law No.01/03/CEMAC/UMAC on the prevention and suppression of money laundering and the financing of terrorism in Central Africa.

According to this text, each Member State shall set up a national agency for financial investigation, abbreviated NAFI, responsible for receiving, processing and, in case of need, transmitting to competent judicial authorities the financial reports from organizations and persons liable under Article 5. This involves suspicion reports that natural or legal persons who, in their professions carry out, supervise or advise operations involving deposits, exchanges, investments, conversions or other capital flows require to make to NAFI. The setting up of NAFI by CEMAC in each member country is in line with the commitment of these countries in ratifying the Merida Convention against corruption, establishing a financial intelligence unit which will be responsible for receiving, analysing and disseminating to the competent authorities reports of suspicious financial transactions (Articles 14(1b)) and 58 of the Convention).

The President of the Republic of Cameroon, on his part, signed Decree No. 2005/187 of 31 May 2005 relating to the organization and functioning of the National Agency for Financial Investigation. It is on the basis of these texts that NAFI operates. Money laundering and terrorism financing operations are considered as an offense, known as silent offenses. In some cases, this involves corruption or an offense assimilated to it under the Merida Convention. NAFI, as a financial investigation unit, therefore contributes effectively to the fight against corruption, especially as Article 34 of the CEMAC Regulation gives it the power to transmit to the State Prosecutor the files of such infringements lodged with it.

NAFI carried out a number of intense activities in 2013. Besides its normal statutory activities (Section 1), NAFI made an assessment of various risk areas under its jurisdiction (Section 2).

SECTION 1: STATUTORY ACTIVITIES

It mostly consists in receiving and processing declarations of suspicion (§1). We can also mention cooperation activities with Foreign Financial Intelligence Units (FIUs) (§2).

§1. Suspicion reports

From 1 January to 31 December 2013, NAFI recorded 315 reports on suspicions transmitted by liable professions, against 153 in 2012, an increase of 105.88%. The banking sector remained the greatest NAFI collaborator in terms of the number of suspicions reports recorded. The microfinance sector on its part has not been very collaborative while the insurance sector was, in 2013, the less cooperative on Anti-Money Laundering and Terrorist Financing issues (AML/CFT). The case of notaries and real estate dealers remains a point of concern.

Table 5: Distribution of suspicion reports recorded by NAFI in 2013

Persons liable	Number of suspicions reports
Banks	299
Microfinance Establishments	11
Chartered accountants	4
Public Treasury	1
Total	315

During the same period (January-December 2013), 45 cases, against 44 in 2012, were referred to the relevant State Prosecutors after exploitation and development of the statements.

Financial flows identified by NAFI for the 45 cases of underlying offenses referred to court in the 2013 fiscal year are estimated at CFA130 billion 450 million 932 thousand 638 francs.

Table 6: Amount of financial flows identified by NAFI and cases sent to Court in 2013

Offenses	Identified financial flows (FCFA)	Number of cases
Swindling	473.616.906	1
Corruption	392.051.600	2
Misappropriation of public property	3.461.067.618	7
Forgery and use of fake documents	4.701.772.261	3
Scamming (Internet fraud)	159.777.418	29
Other trafficking	121.262.646.835	3
Total	130.450.932.638	45

As a reminder, from January 2006 to December 2013, NAFI transmitted reports of 278 cases of confirmed suspicions of money laundering, predicate offenses and terrorist financing networks to the competent judicial authorities. With regard to the latter category of cases, it should be noted that in 2008, NAFI sent a case concerning the funding of an NGO by groups listed by international authorities as sponsors of terrorist activities for trial. In 2011 also, the investigations of NAFI identified important financial flows of enormous amounts from Cameroon to individuals located abroad and recognized as financial sponsors of terrorist groups. This case was forwarded to the competent judicial authorities. In 2013, NAFI informed the judicial authorities of alarming cases of handling of very large sums of foreign currency by some individuals in the northern part of the country.

Financial flows identified by NAFI relating to the 278 files that were referred to the courts between 2006 and 2013 amounted to CFA552.565.507.470 francs.

Table 7: Number of files on obscure infringements and financial flow uncovered by NAFI from 2006 to 2013.

Underlying offenses	Identified financial flows (FCFA)	Number of cases
Public property Abuse	1.626.098.214	3
Corruption	13.217.146.373	37
Misappropriation of public funds	315.862.010.062	73
Swindling	5.220.021.744	22
Internet scamming	627.095.964	74
Forgery and use of fake documents	6.303.558.130	15
Other trafficking	188.991.878.682	42
Abuse of office	3.467.001.031	3
Diverse frauds	7.250.697.270	9
Total	552.565.507.470	278

§2. Cooperation with foreign FIUs

Since the admission of NAFI in the Egmont Group in July 2010, its cooperation with foreign FIUs has improved considerably. Thus since 2008, NAFI has exchanged information with several FIUs all over the world.

Before 31 December 2013, NAFI had received 49 requests from peer services. All these requests were processed and appropriate responses were sent to the relevant services. Prior to the same date, NAFI had requested assistance from FIU counterparts on 61 inquiries, and had received 39 responses.

Beyond this operational cooperation, in accordance with the legislation in force in the fight against money laundering and terrorist financing, NAFI was constant in exchanges with various Administrations at the national, sub-regional and international levels throughout the 2013 financial year.

SECTION 2: EVALUATION OF RISK AREAS AND TYPES OF MONEY LAUNDERING IN 2013

Alongside the persisting nature of risk areas (§1), new types of money laundering were noted in 2013 (§2).

§1. Risk areas

After 07 years of the functioning of NAFI, some sectors and activities have been identified as being more predisposed to money laundering or terrorist financing activities.

These are:

- real Estate;
- manual currency exchange;
- automobile;
- luxury goods;
- arts and culture;
- funds and securities transfer services;
- “njangi”;
- non-profit making organizations;
- stock breeding;
- mining.

§2. Some types of money laundering activities

Fraud and tax evasion practices were among the recurrent types of money laundering activities identified in 2013. These were followed by money transfers abroad, international rip-off, Internet scam or 419 fraud and money laundering through the abusive use of the mining sector.

The increasing number of suspicious transaction reports, which is the main premise for NAFI action, has been possible thanks to the excellent cooperation of banks that have satisfactorily integrated compliance and financial security devices in their internal organizations. This sector alone provides for over 94% of the information received. It should be noted, with regret, the hesitant cooperation of the insurance sector and micro-finance institutions, particularly those in the second category that offer clients a wide range of products just like conventional banks.

According to the analysis of denunciations of suspicions, money laundering was rampant in 2013 because of the rising phenomenon of Internet swindling, also called “scamming” which, alongside corruption and embezzlement of public funds, accounts for 64% of the number of cases referred to courts.

CHAPTER 4: ACTIVITIES OF SPECIALIZED JURISDICTIONS

Two jurisdictions carry out activities within the scope of the fight against corruption as their main and exclusive prerogatives in the domain of repression. The first of them is the Special Criminal Court (Section 1) and the second, the Audit Bench of the Supreme Court (Section 2).

SECTION 1: ACTIVITIES OF THE SPECIAL CRIMINAL COURT (SCC)

For purpose of reminder, this court was set up by Decree No.2011/028 of 14 December 2011, amended and supplemented by decree No.2012/011 of 16 July 2012. Pursuant to Article 2 thereof, "The Court shall be competent to hear and determine matters, where the loss amounts to at least FCFA 50,000,000 relating to misappropriation of public funds and other related offences provided for in the Penal Code and International Conventions ratified by Cameroon." In 2013, activities of the Court were very intense, as presented in Table 8 below.

Table 8: Summary of activities carried out by the Special Criminal Court in 2013

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
1	Judgement n°001/ADD-CRIM/TCS	The People and the State of Cameroon V/ Mr A. and others	22/01/2013	Complicity in embezzlement of public funds	Supplementary judicial action		
2	Judgement n°002/CRIM/TCS	The People and the State of Cameroon V/ N.O.R. and F.Y.M.	31/01/2013	Embezzlement of public funds	- Stay of proceedings against F.Y.M -12 imprisonment and forfeitures against N.O.R.	FCFA 316.570.708 francs CFA 30 000 000 francs	Appeal to the Supreme Court
3	Judgement n°003/CRIM/TCS	The People and the State of Cameroon (MINFI) V/ N.M.	14/02/2013	Embezzlement of public funds	20 years imprisonment Forfeitures for 5 years	CFA 201.676.070 francs	Appeal to the Supreme Court
4	Judgement n°004/CRIM/TCS	The People and the State of Cameroon and E.E.J.B. V/ Mr O.E. and others		Embezzlement of public funds; Breach of trust ; Destruction ; Pollution ; Illegal retention of property ; theft	Incompetence for breach of trust, illegal retention of property and pollution, lack of link with the crime of embezzlement of public property. Acquittal of the accused	Incompetence in civil proceedings; discharge E.E. for payment of costs for his good faith (art.400(4) PC); Order for the publication of decision in "Cameroon Tribune"	
5	Judgement n°005/CRIM/TCS	The People of Cameroon and C.S.P.H. V/ N.N.F.S. and O.M.A.	07/03/2013	Complicity in embezzlement of public funds	Declare O.M.A not guilty; Declare N.N.F.S. guilty 15 years imprisonment Forfeitures for 5 years	CFA 54 378 000 francs for Afriland First Bank as civil party	Appeal to the Supreme Court

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
6	Judgement n°006/ADD/CRIM/TCS	The people and the State of Cameroon (MINTP) V/ T.J. and others	27/03/2013	Embezzlement of public funds ; Complicity in embezzlement of public funds ; Fraudulent use of State Seal ; Falsification of and authentic public records; Forgery and use of fake documents	Warrant issued against M.E.G.J.		
7	Judgement n°005/CRIM/TCS	The People and the State of Cameroon (MINTP) V/ T.F.E.M. and A.O.F.	05/04/2013	Embezzlement of public funds ; Falsification of bank documents	A.O.F. not guilty of falsification of business documents ; T.F.E.M. not guilty of falsification of business documents, Guilty of embezzlement of public funds, Forfeitures for 25 years, Forfeitures for 5 years	CFA 486 562 236 francs to pay to the State of Cameroon	Appeal to the Supreme Court
8		The People and the State of Cameroon V/ T.V.M.M.	10/05/2013	Misappropriation of Public Funds	Guilty; 10 years imprisonment; Forfeitures for 10 years.	71 065 644 FCFA	Appeal to the Supreme Court
9		The People of Cameroon V/ N.M.M. & E.N.C.	16/05/2013	Misappropriation of Public Funds & Others	1st Accused acquitted; 2nd Accused guilty; 15 years imprisonment; publication in Cameroon Tribune		Appeal to the Supreme Court
10	Judgement n°010/CRIM/TCS	The People and the State of Cameroon (MINFOPRA) V/ F.J. and others	17/05/2013	Complicity in embezzlement of public funds Attempted embezzlement of public funds	Not guilty of attempted embezzlement ; Guilty of complicity in embezzlement of public funds ; D.J.Y : life imprisonment ; F.J., N.L.B. :15 years imprisonment; Forfeitures for 10 years ; Publication in Cameroon Tribune	CFA545 250 000 francs	Appeal to the Supreme Court

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
11	Judgement n°11/CRIM/TCS	The People of Cameroon and CAMTEL V/ M.D. and N.S.	24/05/2013	Complicity in embezzlement of property	5 years imprisonment for M.D. and 1 year for N.S.	CFA1.561.000 francs for CAMTEL Forfeitures for 10 years Publication in Cameroon Tribune	
12	Judgement n°011/CRIM/TCS	The People of Cameroon and CAMTEL V/ O.J. and others	31/05/2013	Complicity in embezzlement	T.F. and B.S. acquitted ; N.M.B. imprisonment for life ; Others : 12 years imprisonment ; Embezzlement : CFA75 245 000 F	No constitution of CAMTEL as civil party	Appeal to the Supreme Court
13	Judgement n°013/CRIM/TCS	The People of Cameroon and CAMTEL V/ A.B.N. and Others	11/06/2013	Complicity in embezzlement, complicity in active misappropriation of public funds	Withdrawal of proceedings ; Acquittal ; Diverse imprisonment terms Forfeitures	CFA 205 058 897 francs	
14	Judgement n°014/CRIM/TCS	The People and the State of Cameroon (MINSANTE) V/ O.A.U	14/06/2013	Misappropriation of public funds ; attempted misappropriation of public funds	15 years imprisonment ; Forfeitures ; Publication in Cameroon Tribune	CFA 325 000 000 francs	Appeal to the Supreme Court
15	Judgement n°0015/ADD-CRIM/TCS	The People and the State of Cameroon (CFPA-CRTV) V/ B.M.B.	18/06/2013	Complicity in misappropriation of public funds	Supplementary judicial information		
16	Judgement n°16/ADD-CRIM/TCS	The People and the State of Cameroon V/ A.M.J.M. And Others	18/06/2013	Complicity in mismanagement of public funds	Production of documents by par A/GM of Standard Chartered Bank		
17	Judgement n°17/CRIM/TCS	The People and the State of Cameroon (CAA) V/ M.P.R. and Others	21/06/2013	Mismanagement of public funds ; Complicity in mismanagement of public funds	Acquittal Divers imprisonment terms	338 000 000 for CAA	Appeal to the Supreme Court

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
18	Judgement n°018/ADD-CRIM/TCS	The People and the State of Cameroon (MINEFI) V/ N.M.P. and Others	26/06/2013	Complicity in mismanagement of public funds	Supplementary judicial information		
19	Judgement n°019/CRIM/TCS	The People and the State of Cameroon (MINTP) V/ T.J. and Others	11/11/2013	Mismanagement of public funds ; Complicity in mismanagement of public funds; Fraudulent use of State Seal ; Falsification of authentic administrative writing ; Use of fake documents	Several acquittals ; Diverse imprisonment term sentences ; Publication of decision	CFA8 500 000 francs ; CFA81 429 250 francs for the State of Cameroon	Appeal to the Supreme Court
20	Judgement n°20/CRIM/TCS	The People and the State of Cameroon (MINSANTE) V/ O.A.U. and Others	12/08/2013	Mismanagement of public funds ; Complicity in mismanagement of public funds	Diverse acquittals; Life imprisonment for S.M.Y.R.J. ; 20 years for O.A.U. ; 10 years for O.B.T. Forfeitures; Publication.	CFA80 864 242 francs for MINSANTE	Appeal to the Supreme Court
21	Judgement n°21/ADD/CRIM/TCS	The People and the State of Cameroon (IRAD) V/ M.N.C.C. and N.J.J.B.	29/08/2013	Complicity in mismanagement of public funds	judicial Expertise		
22	Judgement n°022/CRIM/TCS	The People and the State of Cameroon (ADC) C/ N.O.R. and M.E.G.	30/08/2013	Complicity in mismanagement of public funds	20 years for N.O.R. and 12 years for M.E.G. ; Forfeitures for 10 years ; Publication in Cameroon Tribune	CFA 200 250 000 francs	Appeal to the Supreme Court
23	Judgement n°23/CRIM/TCS	The People and the State of Cameroon (IRGM) V/ Y.B.A. and Others	02/09/2013	Complicity in mismanagement of public funds	Withdrawing of proceedings for N.Y. dead ; Acquittal for the others		Theft of 6 microscopes worth CFA100 million de francs

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
24	Judgement n°24/ADD/CRIM/TCS	The People and the State of Cameroon (CENAME) V/ N.G.	05/09/2013	Mismanagement of public funds	Arrest warrant against N.G.		
25	Judgement n°025/ADD-CRIM/TCS	The People and the State of Cameroon (MINFI) V/ M.A and others	10/09/2013	Complicity in mismanagement of public funds	Arrest warrant against N.S.B.		
26	Judgement n°026/CRIM/TCS	The People and the State of Cameroon (MINEDUB) V/ H.A.H.K.M. and Others	19/09/2013	Complicity in mismanagement of public funds	Suppression of public action against L.B. dead ; Stay of proceedings for H.A.H.K.M. and others ; Forfeitures for 5 years ; Want of jurisdiction on embezzlement case of CFA 19 812 500 francs		Appeal to the Supreme Court
27	Judgement n°027/ADD-CRIM/TCS	The People and the State of Cameroon (MINFI) C/ M.A. and Others	02/10/2013	Complicity in mismanagement of public funds	Arrest warrant against E.E.C.		
28	Judgement n°28/CRIM/TCS	The People and the State of Cameroon V/ A.M.J.M. and Others	02/10/2013	Complicity in mismanagement of public funds	Rejection of request for release of O.E.H.P.M. and I.E. ; Acquittal of O.E.H.P.M. ; Sentenced to various terms of imprisonment for A.M.J.M. and others	CFA 287 400 000 francs and 1 425 058 781 in favor of the State of Cameroon; Forfeitures ; Publication in Cameroon Tribune	Appeal to the Supreme Court
29	Judgement n°29/ADD-CRIM/TCS	The People of Cameroon and A.D.C. V/ E.O.P. and A.N.T.	03/10/2013	Complicity in embezzlement, complicity in deterioration of public property, active complicity in misappropriation of public property	Forensic report		

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
30	Judgement n°030/ADD/CRIM/TCS	The People and the State of Cameroon (H.G.Y.) V/ S.F.	04/10/2013	Mismanagement of public funds	Legal examination to determine the value of the material listed by H.G.Y.		
31	Judgement n°31/CRIM/TCS	The People and the State of Cameroon (CENAME) V/ N.G.	30/10/2013	Mismanagement of public funds	Guilty ; Life imprisonment; Forfeitures for 5 years ; Committal order Publication in Cameroon Tribune	CFA60 073 423 francs to be paid to CENAME	
32	Judgement n°32/CRIM/TCS	The People of Cameroon, A.D.C. and A.A.C. V/ E.O.P. and A.N.T.	05/11/2013	Complicity in embezzlement, complicity in deterioration of public property, active complicity in misappropriation of public property.	Want of jurisdiction, damage being 11 365 200 FCFA ; The People of Cameroon for further appeal		
33	Judgement n°33/CRIM/TCS	The People of Cameroon and B.E.A.C. V/ Y.K.G.S.	06/11/2013	Mismanagement of public funds	Guilty ; Life imprisonment ; Committal order ; Forfeitures for 5 years	CFA 300 000 000 F to be paid to B.E.A.C.	
34	Judgement n°34/CRIM/TCS	The People of Cameroon and I.R.A.D. V/ M.N.C.C. and N.J.J.B.	13/11/2013	Complicity in mismanagement of public funds and non-possession of National ID card	Want of jurisdiction, damage valued at 1 CFA 473 750 francs (iron bar removed from an agricultural machine) ; The People of Cameroon to further appeal		
35	Judgement n°035/CRIM/TCS	The People of Cameroon and MINFI V/ N.I.	13/11/2013	Attempted mismanagement of public funds	Guilty of attempted mismanagement of CFA 4 011 807 125 francs ; Life imprisonment; Arrest warrant ; Forfeitures for 5 years	CFA 15 000 000 francs to be paid to MINFI	Appeal to the Supreme Court
36	Judgement n°036/CRIM/TCS	The People of Cameroon and MINJUSTICE V/ K.N.J.P.	04/12/2013	Mismanagement of public funds	Guilty of mismanagement of CFA 2 826 441 902 francs ; Life imprisonment; Arrest warrant ; Forfeitures for 5 years ; Publication in Cameroon Tribune	2.826.441. 902 FCFA to be paid to MINJUSTICE	

N°	Decision number	Name of party concerned	Date of hearing	Case type	Administrative action	Legal action	Remarks
37	Judgement n°037/CRIM/TCS	The People and the State of Cameroon (MINFI) V/ M.C.	11/12/2013	Complicity in embezzlement of public funds	Reiterated default ; Opposition non-receivable ; Imprisonment Order		Accused condemned by default by order n°011/CRIM/TCS of 31 May 2013
38	Judgement n°38/ADD/CRIM/TCS	The People and the State of Cameroon (H.G.Y.) V/ S.F.X.	11/12/2013	Embezzlement of public funds	Death of appointed expert ; Appointment of a new expert		
39	Judgement n°039/CRIM/TCS	The People of Cameroon and C.C.A.A. V/ N.C.M. and Others	16/12/2013	Forgery and use of faked official documents ; Embezzlement of public funds	Guilty ; Life imprisonment ; Arrest warrant ; Forfeitures ; Imprisonment order ; Publication in Cameroon Tribune	CFA 120.000.000 francs of damages	Appeal to the Supreme Court
40	Judgement n°040/CRIM/TCS	The People of Cameroon and S.N.I. V/ M.M.A.	20/12/2013	Attempted embezzlement of public funds	Not guilty ; Withdrawal of arrest warrant		Appeal to PG-SCC
41	Judgement n°041/ADD/CRIM/TCS	The People of Cameroon and MINSANTE (DRL) V/ O.O.H.	27/12/2013	Embezzlement of public funds	Rejection of legal expertise requested by council of the accused		

It should be noted that it is now possible for any person prosecuted before this Court to refund, in cash or in kind, the State property that was misappropriated. When the recovery of stolen property is done before judgment, it can be followed by the stay of proceedings if the Minister of Justice so deems appropriate.

It is for this reason that in 2013 the total sum of CFA 2,148,197,513 (two billion one hundred and forty-eight million one hundred and ninety seven thousand five hundred and thirteen) francs was collected and paid in the State coffers.

Table 9: Money collected and paid into the State Treasury following decisions taken by the SCC.

N°	Case	Payer	Amount refunded	Receipt n° and date from office of Court clerk, Special Criminal Court	Receipt n° and date from Yaounde main treasury	Remarks
1.	The People of Cameroon and MINFOF (RIGC Project) V/ - K.T.S. - D.A. - A.F.B. (CR) and others	A.F.B. (civilly liable)	CFA 1.738.363.01 3 francs	N° 2525594 of 15 January 2013	Statement of income n°173776 of 16 January 2013 from the Yaounde Main Treasury Treasury account N°7713	None
2.	The People of Cameroon and MINEDUB V/ H.A.H.K.M. and others	M.B.A.N.C	CFA 23.313.000 francs	N°25142602 of 04 February 2013	H 16906776 of 05 February 2013 Treasury account N°7713	None
3.	The People of Cameroon and MINEDUB V/ H.A.H.K.M. and others	M.H. A.H.K.M.	CFA 212.580.000 francs	N° 25142604 of 15 February 2013	H 18055741 of 15 February 2013 Treasury account N°7713	None
4.	The People of Cameroon and MINFI V/ Y. M.H.B.	Y.M.H.B.	CFA 9.000.000 francs	N°25142605 of 22 February 2013	H 16907004 of 22 February 2013 Treasury account N°7713	None
5.	The People of Cameroon and MINFI V/ Y.M.H.B.	Y.M.H.B.	CFA 10.000.000 francs	N°25142606 of 1st April 2013	H 16908515 of 1st Aril 2013 Treasury account N°7713	None
6.	The People of Cameroon and MINFI V/ Y.M.H.B.	Y.M.H.B.	CFA 9.950.000 francs	N°25142607 of 11 April 2013	H 16909262 of 11 April 2013 Treasury account N°7713	None
7.	The People of Cameroon and MINFI V/ Y.M.H.B.	Y.M.H.B.	CFA 697.000 francs	N°25142608 of 15 April 2013	H 16908448 of 15 April 2013 Treasury account N°7713	None
8.	The People of Cameroon and MINEDUB V/ H.A.H.K.M. and others	W.R.B. M.I.N. A.J. Z.S.	CFA 28 756 500 francs	N°25142609 of 26 April 2013	H 1610073 of 26 April 2013 Treasury account N°7713	None

N°	Case	Payer	Amount refunded	Receipt n° and date from office of Court clerk, Special Criminal Court	Receipt n° and date from Yaounde main treasury	Remarks
9.	The People of Cameroon MINFI V/ Y.M.H.B.	Y.M.H.B.	CFA 9 750 000 francs	N°25142610 of 06 June 2013	H 18141819 of 06 June Treasury account N°7713	None
10.	The People of Cameroon and MINFI V/ Y.M.H.B.	Y.M.H.B.	CFA 80 000 000 francs	N° 25142611 of 06 June 2013	H18141820 of 06 June 2013 Treasury account N°7713	None
11.	The People of Cameroon and MINTP V/ A.Z.D. and others	A.F.A.	CFA 24 373 000 francs	N°25142612 of 13 June 2013	H18142655 of 20 June 2013 Treasury account N°7713	None
12.	The People of Cameroon and SODECOTON V/ I.M. and others	F.J.	CFA 7 050 000 francs	N°25142613 of 20 June 2013	H18142655 of 20 June 2013 Treasury account N°7713	None
13.	The People of Cameroon and MINTP V/ A.Z.D. and others	O.J. N.A.M.E.B . A.F.A.	CFA 20 001 00 francs	N°25142614 of 24 June 2013	H18142756 of 24 June 2013 Treasury account N°7713	None
14.	The People of Cameroon and MINTP V/ A.Z.D. and others	Z.C.	CFA 5 000 000 francs	N°25142615 of 1st July 2013	H18143007 of 1st July 2013	None
15.	The people of Cameroon and SODECOTON V/ X	A.J.	CFA 30 792 902 francs	N°25142616 of 04 July 2013	H 18143256 of 04 July 2013	None
16.	The People of Cameroon and SCDP V/ I.M. and others	A.	CFA 3 054 195 francs	N°25142619 of 16 August 2013	H 18619895 of 16 August 2013	None
17.	The People of Cameroon and MINTP V/ A.Z.D. and others	B.M.	CFA 400 000 francs	N°25142618 of 16 August 2013	H 186119896 of 16 August 2013	None
18.	The People of Cameroon and MINTP V/ A.Z.D. and others	I.	CFA 5 085 000 francs	N°25142620 of 29 August 2013	H 18620411 of 30 August 2013	None

N°	Case	Payer	Amount refunded	Receipt n° and date from office of Court clerk, Special Criminal Court	Receipt n° and date from Yaounde main treasury	Remarks
19.	The People of Cameroon and MINTP V/ A.Z.D. and others	B.B.	CFA 1 170 000 francs	N°25142621 of 05 September 2013	H 18643486 of 05 September 2013	None
20.	The people of Cameroon and MINSANTE V/ O.A. and others	N.I.J.G.	CFA 861 903 francs	16/12/2013	H 18655894 H 18672676 H 18974171	None

SECTION 2: ACTIVITIES OF THE AUDIT BENCH OF THE SUPREME COURT

These activities are regulated by law n°2003/005 of 21 April 2003 to lay down the jurisdiction, organization and functioning of the Audit Bench of the Supreme Court. It should be noted that the Audit Bench controls and rules on the accounts or documents of certified or noncertified State accountants, public establishments, Regional and Local Authorities and their public establishments, companies in the public and semi-public sector.

The assessment or examination of accounts may reveal facts that could constitute violations of criminal law. This may particularly be public funds mismanagement or other offenses. In this case, the Attorney General at the Supreme Court who serves as public prosecutor at the Audit Bench informs the Minister of Finance and the Ministries or trustee authorities concerned. He then sends the file to the Minister of Justice. This transmission is considered as a complaint on behalf of the State, Regional and Local Authority, public or semi-public company or public institution concerned (Article 37 of 2003 Law). The Audit Bench contributes to the fight against corruption and related offenses following provisions spelt out in the Merida Convention.

In 2013, the Audit Bench developed and published a Code of Ethics applied to financial jurisdictions in Cameroon. This is an effective tool in the fight against corruption within these jurisdictions (§1). In addition, it made final observation reports (§2) and decisions following the audit of some managers of public property (§3).

§1. The Code of Ethics Applied to financial jurisdictions in Cameroon

The Code of Conduct and Ethics Applied to Cameroon's financial jurisdictions is a valuable governance tool used to ensure the precise prerogatives and duties of public sector auditors and the legitimate expectations and rights of users of financial jurisdictions who are both public and senior officials of Administrations and public and semi-public entities of the Republic.

This Code is intended to apply not only to magistrates of the Audit Bench but also to judges who will serve in the lower courts of the Bench, that is, the Regional Audit Courts established by Decree No.2006/017 of 29 December 2006. Similarly, the principles in the Code must be

observed by audit assistants, registrars and other support staff of financial courts. If properly applied, this Code remains a valuable tool for preventing corruption.

It was adopted on 21 August 2013, pursuant to the provisions of Ordinance No. 26/CDC/CS of 19 October 2010 of the President of the Audit Bench (ABSC) fixing the elements of the various constituents of this financial jurisdiction. It is important to know the context and purpose of the Code (A) before presenting its contents (B).

A. Context and purpose of the Code

The Supreme Court (Audit Bench) of Cameroon, with the support of public authorities and the European Union as part of the Public Finance Reform Support Programme (PARFIP) devoted itself in drawing up and publishing the Code of Conduct and Ethics applicable to Cameroonian financial jurisdictions.

The Code, drawn up by the entire staff of the Audit bench (Legal and Judicial Officers, audit assistants, registrars and other support staff), was adopted during the validation workshop organised from 03 to 06 June 2013, facilitated by Cameroonian (Supreme Court, MINJUSTICE, ENAM, the Cameroon Bar Association, Chartered Accountants) and French experts. This work established the social responsibility of the Audit Bench as Supreme Institution for Public Finance Control.

This Code is developed in compliance with the INTOSAI standard (International Organization of Supreme Audit Institutions) in matters of the code of ethics for public sector auditors. Its foundation, the Constitution, the Revised Treaty of the Economic and Monetary Community of Central African States (CEMAC) adopted on 30 January 2009 and the related Conventions, laws and decrees currently in force like decrees N^{os} 94/129 of 07 October 1994 on the General Rules and Regulations of the Public Service and 95/048 of 08 March 1995 on the Special Rules and regulations governing the legal and Judicial corps and the subsequent amendments thereto as well as the Special Rules and Regulations of the various corps that make up the staff of the said jurisdictions.

For these personnel and citizens, the adoption of this Code implies submission to the Constitution and laws of the Republic applicable to them both in civil and penal matters. It also implies respect for the ethical and disciplinary provisions of the General Rules and Regulations of the State Public Service and the Special Rules and Regulations of the various institutions to which they belong. The Code exhorts them to cultivate a particularly high sense of honour, dignity and public service in the fulfilment of tasks related to account auditing, as recalled in the oaths taken by Magistrates, audit assistants and registrars.

B. Contents of the Code

This code is an embodiment of behavioural principles and good practices that ensure a smooth and efficient functioning of financial jurisdictions, and applicable in and out of court, to members and staff of Cameroonian financial jurisdictions. It contains a list of some reference laws, evokes the principles generally applicable in Supreme Audit Institutions (SAIs), and possible breaches of ethics and the college of ethics.

Three of its provisions are striking, specifically regarding the fight against corruption.

Firstly, Article 3 relating to integrity provides that: “*Members of finance jurisdictions may not request and must not accept, in the exercise of their duties, for themselves or for others, any benefit that may influence the independence or impartiality of their decisions or how they perform their duties. They may not draw any unfair advantage from their official position.*”

Secondly, Article 7(1) dealing with conflicts of interest states that conflicts of interest exist where personal interests interfere with general interest in the performance of any public service. Each finance jurisdiction member must avoid ending up in such a situation. Paragraph 2 goes further by stating that the following “in particular, constitute sources of conflict of interest between controllers and the controlled:

- family ties;
- friendship bonds;
- previous professional relationships that are not older than 5 years;
- financial interest of the auditor in the structure being controlled.”

These conflicts of interest must be disclosed under penalty.

Finally, a College of Ethics charged with advising and making recommendations on any issue of conduct and ethics likely to jeopardise the activities of members of financial jurisdictions was set up (Articles 11, 12 and 13). These may be proposals for prosecution against the officer who violated the Code.

§2. Final Observation Reports

They focused on two State financed companies. The following table gives rundown of these comments.

Table 10: Decisions taken by the Audit Bench of the Supreme Court following audits on the accounts of some bond holders

N°	Report number	Organ controlled	Budgetary year	Date of submission of report	Final Observations of the Audit Bench
1	01/ROD/S4	Animal Development and Exploitation Corporation (SODEPA)	2004 and 2005	18 July 2013	<p>Contrary to request, SODEPA did not produce the documents certifying the validity of the company’s articles of association.</p> <p>The articles of association of SODEPA do not comply with the provisions of Article 27 of Law 99/016 regarding the payment of shares and the form of shares allocated to the Ministry of Finance on behalf of the State.</p> <p>With the continuous deterioration in net position below the alert level, SODEPA statutory bodies made no efforts to take clean up measures prescribed in such circumstances by the texts in</p>

					<p>force.</p> <p>SODEPA side-lined the law during the period under review, no general meeting was held, the articles of association violate the law with regard to the office of President of the General Assembly given to the technical supervisory Ministry, whereas it should be ensured by the representative of the Ministry of Finance. Furthermore, Mr A. who was chairperson of the General Meeting which approved the 2004 accounts, a period during which the post of SODEPA CEO was assumed, acted as both judge and party, despite the fact that this was incompatible before the law.</p> <p>SODEPA did not transmit to the Audit Bench as requested, the exact list of the administrators in office in 2004 and 2005, as well as their appointment decisions by their respective Administrations. Furthermore, resolutions appointing the members of the Board of Directors as well as those setting their benefits were not communicated to the Audit Bench.</p> <p>In sitting as chairpersons of Board sessions in 2004 and 2005 respectively, Messrs H.A. and A.S., SODEPA supervising Ministers acted in violation of Article 21 of Law 99/016 on incompatibilities.</p> <p>SODEPA did not transmit to the Audit Bench as requested, the Board minutes appointing the General managers in office in 2004 and 2005 because they were appointed by decree contrary to the law and articles of association; Board resolutions allocating their remuneration and benefits were also not disclosed to the Audit Bench.</p> <p>By providing that Auditors report the implementation of its mandate only to the Board of Directors, the articles of association of SODEPA have violated Law No.99/016 and the OHADA Uniform Act which provides for two Statutory Auditors and two alternates, whereas the Statutes of SODEPA are limited to a single auditor.</p>
1 (cont. and end)	10/ROD/S4	Animal Development and Exploitation Corporation (SODEPA)	2004 and 2005	14 November 2013	<p>The SODEPA financial statements for 2004 and 2005 were closed and approved respectively 5 and 6 years after the closure of the years concerned, contrary to legal deadlines.</p> <p>SODEPA made unjustified, insufficiently justified or inconclusively justified expenditures amounting to CFA 5,929,985 francs in 2004, and CFA 3.94 million francs in 2005.</p> <p>SODEPA effected undue payments or payments without established links with the purpose of the company, valued at CFA 12,228,700 francs in 2004 and CFA 3.701 million francs in 2005.</p> <p>Other irregularities regarding expenditure operations were recorded in 2004 and 2005,</p>

					<p>without legal or statutory justification.</p> <p>SODEPA has regularly paid mission allowances made up of travel, feeding and accommodation allowances to its staff and those of the technical supervisory body, without providing the Audit Bench the legal bases underpinning the payment and accumulation of these benefits.</p> <p>In 2004 and 2005, SODEPA resorted to the same workers paid monthly through inconclusive cash outflows, based on some non-transparent mechanism.</p>
2	10/ROD/S4	National Petroleum Storage Company (SCDP)	2004 and 2005	14 November 2013	<p>The organization of the SCDP from the perspective of its corporate bodies is in compliance with both the OHADA Uniform Act relating to commercial companies and Law No. 99/01 of 22 December 1999 on the general rules and regulations of public Establishments and Enterprises in the public and semi-public sector.</p> <p>The review process of accounts was inconsistent; the provisional observations report was notified to the General Manager who made his justifications on time.</p> <p>The Audit Bench points out that the implementation of the NSAM project resulted in more than 25 Contract Conventions for a total amount of CFA 3,345,245,939 francs most of which was sealed on mutual agreement.</p> <p>The reasons for this choice and the regulatory approvals of derogation of tenders were not presented to the Audit Bench, which made the Institution to conclude on violations of public contracts regulations</p>
	10/ROD/S4	National Petroleum Storage Company (SCDP)	2004 and 2005	14 November 2013	<p>The inventory statements were not disclosed to the Audit Bench in accordance with the regulations in force;</p> <p>Debt reductions stood at a total of CFA 1,684,361,258 francs (clients' debts) and CFA 419,355,097 francs (other debts) in 2004 and CFA 1,337,845,653 francs (clients' debts) and CFA 597,107,103 francs (other debts) in 2005 all owed by marketers.</p> <p>Given the commercial nature of the products transported for marketers, the Audit Bench notes that the delays or failures in settling their bills cannot be justified. For the SCDP, these are highly liquid recoveries which should not suffer delays. Marketers do not respect the strict time limit of 15 days granted to them in the settlement of their bills and at that time, the General Manager did not apply the penalty of 0.5% for late payment against them provided for in the Convention linking the enterprise under control with each of the marketers involved.</p> <p>The Audit Bench notes excessive circulation of cash in the hands of more than 40 agents of the SCDP compared to a workforce of 300</p>

					<p>personnel only. This increases the risk of loss of money and reduces the responsibility for securing funds.</p> <p>Regarding orders for urgent materials for which the General Manager justifies cash movement, the Audit Bench identified purchases made under such conditions as not urgent. It further notes that the procurement procedures manual also presents some shortcomings.</p> <p>The Audit Bench found that the agents committed to finance controls faked these controls and voluntarily refrained from applying the rules in the domain. No cash control among those whose records were provided to the Audit Bench generated a shortage chargeable on a cashier or clearing them, since no balancing was done after the cash check.</p> <p>The Audit Bench noted that a sum of CFA 270 million francs withdrawn from banks through 9 checks under "cash supply" was not taken into consideration in the cash account.</p>
2 (cont. and end)	10/ROD/S4	National Petroleum Storage Company (SCDP)	2004 and 2005	14 November 2013	<p>The Audit Bench finds a lack of permanent and accurate recording methods as a result of variations in accounting entries especially in accounting charges. Existing accounts in 2004 were not renewed in the 2005 accounts. The review of the personnel expenses accounts failed to identify the salaries and benefits of the General Manager and the deputy distributed in several accounts.</p> <p>The remunerations of go-betweens amounting to CFA 565,551,098 francs, considering their high amount, were not substantiated by contracts and expense vouchers.</p> <p>Business trips that cost the company CFA 271 487 032 francs for the two financial years were not formally justified.</p> <p>Gifts and gratuities that cost the company the sum of CFA 59,781,769 francs were not clearly justified either. The Audit Bench also notes that the two categories of expenditure, though different in purpose, are incorrectly grouped in the same account entitled "gifts and gratuities."</p>

§3. Decisions

Decisions concerned the accounts of four Administrative Public Institutions (EPA) and one Regional and Local Authority (CTD). The following table gives a summary of this.

Table 11: Decisions taken by the Audit Bench of the Supreme Court following accounts auditing of some Public Administrative Establishments and one Regional and Local Authority.

N°	Judgement number	Hearing date	Matter	Budgetary year	Persons concerned	Decisions
1.	Judgement n° 03/AD/S3/13	6 February 2013	Management accounts of Maritime Fishing Development Fund (CDPM)	2004 and 2005	Accountants : - M. P. I. and - Mme D. C.	<ul style="list-style-type: none"> - The account line is set at CFA 95,438,534 francs as of 31 December 2005. - Mr S.B.J. is temporarily declared unconfirmed accountant for an amount of CFA 28,375,077 francs. - The fact management procedures concerning Mr S.B.J. and M.S. are different from these proceedings. - 04 orders for debits to a total amount of CFA 7,796,034 francs was pronounced against M.P.I. - 02 lifted injunctions - Respite of acquittance for P. I. - Injunction n°. 18 against Mrs D.C. is lifted. - Mrs D.C. is cleared of her management for 2005.
2.	Judgement n° 21/D	24 April 2013	Nanga-Eboko Rural Council	2004	The Municipal Treasurer: Mr O. A.	<ul style="list-style-type: none"> - Reserve on the account line. - A debit balance of CFA 33,092,800 francs to be refunded by MOA - discharge suspension for Mr O. A.
3.	Judgement n° 15/AD/S3/13	4 September 2013	Management account of the Electricity Sector Regulatory Board (ARSEL)	2006 and 2007	Accountants : Mr S. M. Mr A. M.	<ul style="list-style-type: none"> - The account line at 31 December 2007 is noted at FCFA 88,612,891 francs. - 02 futures injunctions are pronounced; - 05 refund orders amounting to CFA 14,861,780 francs taken as such: - CFA 210 000 francs for Mr S. M. - CFA 14,651,780 francs for Mr A.M. - A discharge suspension pronounced for both accountants because of the debit balance to be refunded by them.
4.	Judgement n° 22/AD/S3/13	27 November 2013	Management account of the Public Contracts Regulatory Board (ARMP)	2006 and 2007	Accountant : Miss Y. E. B.	<ul style="list-style-type: none"> - Reserve on account line. - 05 debit balances of CFA 250 439 052 francs to be refunded by Miss Y.E.B. - 06 lifted injunctions. - 03 futures orders. - discharge suspension for Miss Y. E. B.
5.	Judgement n° 29/AD/S3/13	27 November 2013	Management account of the Yaounde general Hospital (HGY)	2006, 2007 and 2008	Accountant : Mme N. R. épouse. E. N.	<ul style="list-style-type: none"> - Reserve on account line. - 05 lifted injunctions. - 03 refund orders of CFA 3.395.000 francs against Mrs N.R. épouse. E. N. - A discharge suspension against Mrs N.R. épouse. E. N.

N°	Judgement number	Hearing date	Matter	Budgetary year	Persons concerned	Decisions
6.	Judgement n° 27/AD/S3/13	27 November 2013	Management account of the University of Douala (UD)	2006, 2007 and 2008	Accountant: M. A. F. R.	<ul style="list-style-type: none"> - Reserve made on the account line. - 08 refund orders of CFA 127 506 278 francs pronounced against the Accountant. - A discharge suspension pronounced against Mr A.F.R.

OVER-ALL SUMMARY of financial controls by Audit Institutions in 2013

Table 12: Amounts recovered and paid into State Treasury following efforts made by Control Institutions in 2013.

N°	Control Institution	Amount recovered
1	CONAC	CFA 5 billion 670 million 023 thousand 572 francs
2	SCC	CFA 2 billion 148 million 197 thousand 513 francs
	Total	CFA 7 billion 818 million 221 thousand 085 francs

Table 13: Financial flows identified, fines levied and amounts to be paid back as instructed by Control Institutions in 2013

N°	Structures	Activity	Domain	Total amount
1	ANIF	Financial flows identified in 2013	Swindling	CFA 130 billion 450 million 932 thousand 638 francs
			Corruption	
			Mismanagement of public property	
			Forgery and use of fake documents	
			Scamming (swindling on Internet)	
			Divers trafficking divers	
2	CONSUPE	Refund orders	Conviction of public funds managers	CFA 39 billion 352 million 738 thousand 390 francs
		Fines inflicted		CFA 33 million 900 thousand francs

PART II

ANTI-CORRUPTION DRIVE IN PUBLIC ADMINISTRATIONS

In Cameroon the fight against corruption is piloted by public administrations (Part II.1) whose actions are sometimes subject to the control of other administrations also known as regulatory boards (Part II.2).

The following analysis will show the contributions of each of these Public Administrations in the fight against corruption in our country in 2013.

PART II.1

ANTI- CORRUPTION DRIVE IN PUBLIC ADMINISTRATIONS WITH SPECIFIC ACTIONS

Public Administrations with specific actions are made up of Central and Decentralized Services. In the case of Cameroon, Regional and Local Authorities (CTD) have not yet taken any special step in the anti-corruption. Within the framework of the on-going transfer of powers from Central to Decentralized Services, it is important to invite them to take necessary measures in this direction.

For the most part, in 2013, the fight against corruption was carried out in ministries in which Anti-Corruption Units (ACU) were created. Others must imperatively follow this trend.

These Units must also be created in Public Administrative Establishments (EPA), public and semi-public corporations as well as in Regional and Local Authorities (CTD). Similarly, it is essential to provide them with the necessary resources to carry out their various missions.

The Rapid Results Initiatives (RRIs) were successfully launched in some ministries with the collaboration of CONAC. In concrete terms, these ministries had to identify the most corrupt sectors in their respective areas of competence and with the support of members of CONAC, the Rapid Results Initiative was formulated, implemented and assessed after 100 days. The multiplication of these Initiatives which were in their fifth phase since it was launched in March 2011 can help to gradually reduce corruption in our public administrations.

There are three groups of ministries, namely: ministries of sovereignty (Chapter 1), ministries in charge of the economic sector and finance (Chapter 2) and ministries in charge of educational, social and cultural sectors (Chapter 3).

Despite insistent requests from CONAC, some of them did not consider it necessary to send their 2013 anti-corruption activity reports. We can name, among others, the Ministry of External Relations, the Ministry of Justice, the Ministry of Territorial Administration and Decentralization, the Ministry of Public Works, the Ministry of Higher Education, the Ministry of Social Affairs and the Secretariat of State for Defence in charge of the National Gendarmerie.

Chapter 1: Ministries of Sovereignty

Chapter 2: Ministries in charge of the Economy and Finance

Chapter 3: Ministries in charge of the Educational, Social and Cultural sectors

CHAPTER 1: MINISTRIES OF SOVEREIGNTY

This category includes the following ministries and related services that either submitted their activity reports to CONAC or conducted a RRI under the supervision of CONAC: the Ministry of Territorial Administration and Decentralization (Section 1), the Ministry of Public Service and Administrative Reform (Section 2), the Ministry of Justice (Section 3) and the General Delegation for National Security (Section 4).

SECTION 1: ACTIVITIES OF THE MINISTRY OF TERRITORIAL ADMINISTRATION AND DECENTRALIZATION (MINATD)

Following the provisions of its constituent text, the scope of intervention of MINATD is wide: decentralization, territorial administration, security of persons and property. There are however many abnormalities that undermine the achievement of the expectations of this ministerial department and which call for mobilization of sufficient resources to eradicate corruption.

It is in this light that this Ministry conducted a Rapid Results Initiative in 2013, aiming at putting an end to the collection of illegal fees during land demarcation procedures.

An observation was made on the increasing number of complaints from users about the collection of illegal fees during land demarcation procedures (bribery before submission of stamped applications at the Sub-divisional office, bribery to obtain ministerial orders, bribery in Consultative Committees). The consequences in terms of corruption are: tarnishing or degradation of the image of the administrative authority, illegal occupation of land by citizens, end to development initiatives, blockage of major infrastructure work, disputes, and end to the environmental upgrading.

The challenge identified by the RRI was to reduce by 70% and within 5 years, the collection of illegal fees during land demarcation procedures throughout the national territory. The expected result after one year was to reduce by 50% the collection of illegal fees in the seven Districts of Yaounde.

The performance targets after 100 days (from March to June 2013) were to reduce by 50% the collection of illegal fees during land demarcation procedures in Yaounde V District with a view to establishing good practices and adequate rules and regulations in this area.

But the implementation of this RRI could not be carried out to completion due to the September 2013 municipal and legislative elections.

SECTION 2: ACTIVITIES OF THE MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORM (MINFOPRA)

These activities were conducted by the Anti-Corruption Unit (ACU) created by Order No. 004878/CAB/MINFOPRA of 31 March 2005. Three axes of the National Anti-Corruption Strategy were selected.

Regarding Prevention, actions were undertaken to eliminate or reduce opportunities for corruption within MINFOPRA. The Ministry produced radio outreach programmes to inform the

public on the production of career deeds, the organization of competitive entrance examinations, as well as actions taken to resolve denunciations and requests deposited in the many denunciation boxes. A hotline was also made available to the public.

In terms of Incentives, the concern was oriented to actions to ensure a conducive working environment so as to optimize staff performance.

The functioning was structured around the preparation of periodic reports, holding of preparatory meetings or evaluation of activities conducted within the framework of Prevention and Incentives. Two new members from the Civil Society were integrated into the Unit in accordance with Ministerial Order No. 001622/MINFOPRA of 13 March 2013.

The Anti-Corruption Unit of MINFOPRA however faces several difficulties linked to availability of financial resources within the implementation of the “Program Budget”.

SECTION 3: ACTIVITIES OF THE MINISTRY OF JUSTICE (MINJUSTICE)

The Ministry of Justice is the cornerstone of the implementation of the National Anti-Corruption Strategy. Its judicial activity is implemented by courts (§1). But in addition, MINJUSTICE remains an Administration. As such, measures have been taken to combat corruption within its Central Services (§2).

§1. Activities of Courts

As a specialized jurisdiction, the Special Criminal Court (SCC) holds a privileged place among jurisdictions under the Ministry of Justice. As such, its activities have been described elsewhere (Part I, Chapter 4). Attention will be given here to the 2013 anti-corruption activities carried out by other ordinary courts.

Notwithstanding the decree to set up the Special Criminal Court, the jurisdiction of other Cameroonian courts is still maintained regarding embezzlement of public property whose amount is less than CFA fifty million (50,000,000) francs. Pursuant to the provisions of Decree No. 2006/015 of 29 December 2006 on Judicial Organization, these are High Courts (for the embezzlement of amounts greater than or equal to CFA10 million francs), and Courts of First Instance (for the embezzlement of amounts less than CFA10 million francs). Much more, except for embezzlement of public funds, these are the only two courts that deal with corruption or similar offences, following the Merida Convention.

In 2013, ordinary courts issued several sanctions against public funds embezzlers. Thus, 244 files for investigations were opened, 165 cases were under judicial investigation, and 103 cases were judged (84 convictions and 29 acquittals).

Furthermore, regarding the Supreme Court, the Preliminary Enquiry Control Chamber registered 20 petitions and 40 appeals for annulment. The ruled cases resulted in 23 convictions and 10 acquittals.

§2. Activities of the Central Administration

The activities of the Central Administration were carried out by the ACU headed by the General Inspectorate. To ensure compliance with ethical obligations by the judicial personnel and reduce corruption in the judiciary sector, the hierarchy took preventive measures and applied sanctions to put an end to reported violations.

A. Preventive measures

As far as monitoring the functioning of courts is concerned, the General Inspectorate of Judicial Services of the Ministry of Justice carried out assessment and control missions of the following courts: Mfoundi, Mefou and Afamba (Mfou), Mefou and Akono (Ngoumou), Wouri, Sanaga Maritime, Mvila and Ntem Valey. A collection of session proceedings in 2012 was produced and distributed. The ACU held 02 sessions on 9 August and 10 September 2013 while the Ad Hoc Committee on the display of messages relating to the fight against Corruption held 04 meetings.

B. Repressive measures

As part of investigations against judicial personnel, 2,147 complaints on violations of ethical obligations, irregularities or various abuses were recorded. Among these 2,147 complaints, 164 entreaties directly concerned Legal and Judicial Officers and resulted in:

- 18 query letters ;
- 24 request for warnings ;
- 02 letters of warning
- 19 shelving of denunciations
- 02 suspensions as a precautionary measure
- 10 files referred to disciplinary bodies for review.

As for other judicial personnel, 1,983 prosecutions were recorded for violations of ethical obligations, irregularities or examination abuses especially against bailiffs and notaries.

Furthermore, concerning other public officials, 47 investigations on corruption were opened in 2013, 20 cases were on judicial information and 16 cases tried (14 convictions and 06 acquittals).

SECTION 4: ACTIVITIES OF THE GENERAL DELEGATION FOR NATIONAL SECURITY (DGSN)

To combat corruption, the DGSN took several sanctions against its corrupt officials in 2013, as summarized in Table 14 below.

Table 14: Summary of sanctions taken by the DGSN in 2013

N°	Name	Grade	Motifs/Grounds	Sanctions	Sanction No
1	P.P. P.	IP2	Serious dishonesty	20 days of layoff without pay	0050 of 08/01/13
2	E.M. A.F.	CPP	Serious dishonesty	01 year delay in advancement	00174 of 29/01/13
3	E.A.D.	CPP	Serious dishonesty (extortion)	01 year delay in advancement	00175 of 29/01/13
4	N.M.S.D.	IP2	Serious dishonesty (extortion)	20 days of layoff without pay	00386 of 12/03/13
5	D.J.B.	IP2	Serious dishonesty (extortion)	01 year delay in advancement	00463 of 21/03/13
6	N.N.L.S.	CPP	Serious dishonesty (extortion)	Warning	00510 of 05/04/13
7	D.D.JJ.S.	IP2	Serious compromise	01 year delay in advancement	00539 of 08/04/13
8	M.J.	IP1	Serious compromise	Written warning	006922 of 07/05/13
9	N. E.C.F.	OP2	Dishonesty and Compromise	Dismissal from the corps	Order 0135/CAB/PR of 6/03/13
10	A.P.	OP2	Dishonesty and Compromise	Dismissal from the corps	Order 256/CAB/PR of 6/04/13

CHAPTER 2: MINISTRIES IN CHARGE OF THE ECONOMY AND FINANCE

In every economy, production, importation and distribution activities of goods are so prominent that they can serve as a breeding ground for corruption.

This chapter reports on measures taken to curb corruption in Administrations in charge of the production, importation and distribution of goods (Section 1) and in those in charge of the research and use of funds (Section 2).

SECTION 1: MINISTRIES IN CHARGE OF THE PRODUCTION, IMPORTATION AND DISTRIBUTION OF GOODS

§1. Ministries in charge of the production of goods

Under this category, we have the Ministry of Agriculture and Rural Development (A), the Ministry of Forests and Wildlife (B), the Ministry of Mines, Industry and Technological Development (C), the Ministry of Livestock, Fisheries and Animal Industries (D), the Ministry of Tourism and Leisure (E) and the Ministry of Water and Energy (F).

A. Activities of the Ministry of Agriculture and Rural Development (MINADER)

Activities of the Anti-Corruption Unit and the General Inspectorate of Rural Development are hinged on the provisions of Article 6(3) of Decree N°2005/118 of 15 April 2005 creating and organizing the Ministry of Agriculture and Rural Development.

In 2013, these two structures implemented directives resulting from inspections completed in the previous years, finalized some unfinished inspections in 2012 and launched new inspection missions.

Within the framework of the implementation of directives resulting from completed inspections, the following measures were taken concerning the crisis observed in the Tobacco sector in the East Region and allegations of misappropriation of funds by Union des GICS UGROPALT:

- dissolution of the governing structures (Board of Directors and Executive Management) of the FPTC (Federation of Farmers of tobacco and other crops), which is the main actor in the sector, and the appointment of an interim administrator;
- refund into the Public Treasury account of CFA 500 million francs unduly deposited into the bank accounts of 17 dubious tobacco cooperatives. However, a difference of a non-repaid sum of 132 million francs was identified and MINADER ordered a fresh assessment mission to identify the level of retention of this amount;
- the repayment into the Public Treasury of the sum of CFA 800,000 francs representing subsidies granted to Union des GIC UGROPALT.

Members of the Anti-Corruption Unit and the General Inspectorate continued to carry out field missions but could not complete them because of lack of financial, material and human resources. Furthermore, some corrupt officials of MINADER were punished.

B. Activities of the Ministry of Forestry and Wildlife (MINFOF)

The Ministry of Forestry and Wildlife (MINFOF) is, under Decree No. 2011/408 of 9 December 2011 to organize the Government, responsible for the development and implementation of the Government's forest and wildlife policy.

In 2013, activities of the ACU mainly focused on the PILCC (Integrated Project for Combating Corruption). The PILCC was developed within the framework of the National Anti-Corruption Strategy (SNLCC) implementation in the forest and wildlife sub-sector. It is in the wake of this that the Minister of Forestry and Wildlife instructed a monitoring mission on the implementation of the PILCC through the Rapid Results Initiative approach. Launched on 12 November 2013 in Yaounde, the PILCC consists of five (5) components:

- drafting and signing of Integrity Pacts between the Ministry of Forests and Wildlife (MINFOF) and its partners who are Community forest managers, wood buyers and sellers, transporters, etc.;
- preparation, popularisation and implementation of the Probity Agent Guide and Forestry Controller Guide;
- conception and implementation of a whistleblowing policy;
- implementation of a programme for eradicating racketeering at the various MINFOF Forestry and Game Check Points (PCFC) situated on highways.

One of the striking strategies of the PILCC consists in mobilizing a critical mass of actors against corruption concerning wood from community forests and the exploitation of Non-Timber Forest Products (NTFPs) during their transportation along highways. This Project is part of the sixth series of RRI's expected to be implemented over a period of one hundred (100) days.

The PILCC objectives were to:

- ensure the implementation of best practices by MINFOF agents at the various forest checkpoints on highways ;
- proceed in popularising the Probity Agent Guide and Forestry Controller Guide;
- collect and analyse statistical information on the circulation of NTFPs and timber from community forests;
- record the GPS coordinates of each MINFOF checkpoint.

The methodology consisted in stopping systematically at all road checkpoints to assess the level of implementation of "best practices" and raise awareness of control agents.

The PILCC implementation helped to achieve expected results (1), although incidentally other results have been obtained (2).

1. Expected and achieved results

The level of implementation of "best practices" is an indicator of the achievement of PILCC performance objectives. The implementation effort for each of the ten (10) constituting provisions of the "best practices" was assessed in checkpoints targeted by the Project.

Table 15: Summary of results obtained in MINFOF within the framework of the implementation of “the best practices” programme in the eight regions involved in the Integrated Anti-Corruption Project (PILCC).

Best practices	Inspection Time (20mn)	Wearing of Uniform and Badge	Notes & Mission Order of Agents	Statistical Register	Exclusive Control on LVD/LVG	Hotline Number Display	Lack of Volunteers	Total Average
Region								
Adamawa	60%	20%	60%	60%	0%	100%	100%	57%
North	50%	0%	50%	50%	0%	0%	100%	36%
Far North	100%	0%	100%	100%	0%	0%	100%	57%
East	100%	100%	100%	100%	100%	100%	100%	100%
Centre	95%	8%	31%	97%	90%	25%	50%	56%
South	100%	0%	100%	100%	100%	0%	57%	65%
Littoral	40%	0%	80%	80%	60%	0%	60%	46%
South West	100%	0%	100%	100%	100%	0%	100%	71%
Total Average	81%	16%	78%	86%	56%	28%	83%	61%

In the light of the above information, the following comments can be made:

At this level of PILCC implementation, the performance objective is at 61%. This result, compared to the baseline (0% of non-extortion from trucks), indicates a significant decline. This status was confirmed by an opinion poll among Civil Society Organisations (CSOs), transporters, traders and members of some community forests.

Among the eleven (11) actors interviewed, seven (7) admitted not having been extorted and have noticed changes in the behaviour of MINFOF agents. However, two transporters and two timber buyers in Garoua insisted that extortion continues at MINFOF checkpoints from Beka-Lom, the first Ngaoundere checkpoint, up to Kousséri (via Ngaoundere, Garoua and Maroua). These MINFOF agents still impose amounts ranging from CFA 20,000 to 80,000 francs per truck.

The PILCC Monitoring Mission caught a control officer of the Regional Delegation of MINFOF Ngaoundere in the very act of racketeering. This officer had, for 14 hours, retained the Consignment Note of a truck controlled at the Wakwa checkpoint, and released it only after receiving CFA 50,000 francs. This money was recovered and returned to the victim. This

incident shows that bad practices are still very much alive and huge amounts are still actually extorted by some MINFOF Control Officers.

Furthermore, the Association APIFED, a partner of MINFOF in the implementation of the PILCC, published its report in which it was revealed that all Community Forests CIGs under its supervision in the South and East Regions strongly appreciated and recognized a significant decline in racketeering practices on the Djoum-Yaoundé-Douala and Bertoua-Yaoundé-Douala highways.

The most relevant change recognized by transporters, traders and members of community forests is the unperturbed circulation of trucks carrying community forest products and the significant reduction of bribery at checkpoints. For example, three trucks of the survey sample revealed that they paid no illegal fees to MINFOF agents between Djoum and Douala.

While monitoring was going on, MINFOF agents, drivers and traders also drew our attention to the fact that gendarmes and policemen have not abandoned racketeering. They need to be sensitized during the implementation of the PILCC in order to avoid a decline in current achievements in terms of positive behaviours by MINFOF agents on the one hand, and the discouragement of actors engaged in the fight against this form of corruption, on the other.

The lowest performance, which is 36%, is registered in the Far North Region, while the highest, 100%, is achieved in the East. The high level of performance in the East can be explained by experience acquired by its officials during the execution of previous RRI along the Bertoua-Ngaoundere highway.

The wearing of badges (and uniforms) and the provision of the hotline number to users are very timidly put into practice at some checkpoints (only 16% and 28% respectively). It is important to note that all control officers of the East Region have put this provision into practice (100%).

Asked about the noncompliance with these two provisions of the “**best practices**”, the officers concerned raised the fact that they had not yet been provided with badges and uniforms. But this argument was not accurate. Since they do not fulfil all the conditions to exercise control, their presence and activities at checkpoints are not justified also.

The noncompliance with these two measures by some greedy agents also reflects a clear desire to practice corruption in a conducive but confused environment that prevents the identification of perpetrators and the possibility for victims to get assistance. This latter view is supported by the fact that in almost all MINFOF checkpoints, there are shelters built on the initiative and with the financial resources of these same controllers - walls are made of wood or concrete blocks, roofs of corrugated sheets, with electrical connections, the occupied space varies from 25m² to 50m² and the land is usually negotiated with the village chief or the holder of customary rights for a monthly or annual payment.

Most of these barriers are not authorized by the Divisional officer as required by the law. The cost of these constructions is estimated between CFA 500,000 to 1,000,000 francs. How then can we explain the behaviour of these agents who take such expensive personal initiatives, while the cost of one badge does not exceed CFA 1,000 francs? Only the quest for financial gain can provide an explanation to this behaviour.

❖ The inspection time set at 20 minutes per truck is now quite well respected in 81% of surveyed checkpoints. But efforts still have to be made in the Littoral (40%), North (50%) and Adamawa (60%).

❖ Statistical registers are available and actually used in 86% of checkpoints. Here, some shortcomings are still visible in Adamawa (60%) and North (50%). In the latter region, the monitoring mission noted that insertion of statistics in registers is not done systematically by controllers, in order to hide from their colleagues or supervisors who are absent, the total amount of money derived from racketeering on trucks, hence guaranteeing higher profits during the sharing of the proceeds. Statistics are so biased because of selfish interests and corruption.

❖ Volunteers are still used in 17% of checkpoints, despite the formal prohibition of the Minister of Forests and Wildlife. These checkpoints are found in the Centre, South and Littoral.

❖ 78% of supervisors do their checkpoint inspections with signed memos and mission orders from the hierarchy. But the Centre Region in particular seems to lag behind (31%) and reveals a strong penchant for the use of volunteers.

❖ Only 56% of checkpoints respect the provision to inspect only the Consignment Note during inspections. In the Adamawa, North and Far North Regions, more than 03 other documents were still required (NID card of the driver and the conveyor, vehicle tax disc, attestation on commencement of activities, tracking sheet, etc.), which is contrary to the regulation in force, and in particular to the National Control Strategy.

❖ The Mission also registered the GPS points of MINFOF checkpoints in order to map them out. The map will be developed at a later stage, after the collection of data from other checkpoints.

The proximity between some checkpoints has raised concern about the relevance of their existence and operation. This is the case in Nkometou where the Checkpoint and the Forest Control Post are just 250 meters away from each other, and at Mbankomo between the Mobile Control Station and the Checkpoint. Measures are underway to annul checkpoints with unjustified positions with regard to the effectiveness of the control strategy.

The fact that Regional Delegates of the East and the South West Regions took official decisions to remove some redundant checkpoints in their areas is very much appreciated. For example, the number of checkpoints along the Bertoua-Garoua Boulai highway has moved from 11 to 7; and along the Mungo 1-Idenau road from 5 to 3. This shows mastery of the project by officials of MINFOF Decentralized Services and should be encouraged.

2. Other results

The PILCC implementation yielded other results in addition to those expected. Statistics retrieved from the registers of road checkpoints and those obtained from various interviews with actors involved in the project implementation were analysed. The statistics revealed other relevant findings on the impact of corruption on the development of community forests and

exploitation of non-timber forest products, the use of the controller's guide to avoid corruption by officers committed to the control (Table 16 and 17 below) and the dissolution of some road barriers considered as redundant.

a) The impact of corruption on the development of community forest

The supply of timber markets in the Adamawa, North and Far North Regions as well as statistics on timber entering the town of Ngaoundere by road and train in 2013 have been analysed and presented in Tables below.

Table 16: Statistics of sawn timber recorded at the entrance to Ngaoundere in 2013

Structures	Volume per type of access (m ³)		Total Volume (m ³)	(%)
	Road	Train		
Community Forests	26,338,181	6,121,944	32,460,125	42
Sawmills and Wood processing plants	27,887,772	17,360,465	45,248,237	58
Total Volume (m³)	54,225,953	23,482,409	77,708,362	100
(%)	70	30	100	

Table 17: List of timber species recorded at the entrance to Ngaoundere in 2013

N°	Timber species	Total Volume (m ³)	Fraction (%)
1	Ayous	75,717,797	97.44
2	Bete	53,769	0.00
3	Dabema	14,958	0.00
4	Eyong	375,069	0.00
5	Fraké	1.149,709	0.01
6	Fromager	20,520	0.00
7	Ilomba	12,096	0.00
8	Iroko	40,103	0.00
9	Loti	14,976	0.00
10	Nkanang	57,987	0.00
11	Sapelli	237,236	0.00
12	Sipo	14,140	0.,00
Total Volume (m³)		77,708,362	

Table 16 shows that 77,708,362 m³ of sawn timber arrived in the Adamawa Region in 2013 to satisfy the demand for wood in the three Northern Regions of Cameroon and Chad (according to information collected).

However, this figure does not reflect the reality because an impediment was regularly introduced by some controllers during the recording of statistics in order to conceal information on some trucks. This manoeuvre enabled them to get the extorted money without having to share it with their absentee colleagues. It was also noticed in the vast majority of road checkpoints that statistics, even if recorded, were never processed and presented in activity reports.

The same table shows that community forests represents 42% of the total volume of sawn timber going to the Far North Region. Table 17 also shows that only 12 wood species are supplied to the North Region, including Ayous that represents 97.44% of the total volume.

According to records obtained in Maroua from 1 June to 31 December 2013, out of 77,708,362 m³ of sawn timber supplied to the North, more than half was sent to Kousséri, that is, 40,077,180m³.

This information confirms the fact that sawn timber is also supplied to Chad through the northern part of Cameroon, and this should be taken into account in drawing up a corruption preventive policy responding to the demand for wood in the Far North.

b) Officials involved in corrupt practices

After sensitization and dissemination of various documents addressing integrity issues within the Ministry of Forestry and Wildlife, the Head of that Ministry took disciplinary and administrative sanctions relating to corruption and similar offenses.

Table 18: Sanctions taken by MINFOF following sensitization and vulgarization of probity documents on the exploitation of community forests.

N°	Name, Quality & Position	Facts	Definitive sanctions imposed in 2013		
			Administrative measures	Disciplinary sanctions	Legal sanctions
1	E.A.A Divisional Delegate – Ocean Division	Illegal logging of Bubinga	Letter of observation	Written query letter	/
2	N.Y.N.A Interim Head of Divisional Service of Forestry - Nyong and Kelle	Unethical and poor professional behaviour	/	Written query letter	
3	O.O.P. Controller No3 for the Inspection Mission relating to Note n°1983 NS/MINFOF CAB/BNC/C5 of the National Control Brigade	Illegal logging	Written warning; indicated in personal file	Written query letter	/
4	H., Head of Service in charge of the Management of Forest Information at MINFOF Forest Directorate in Yaounde.	Serious irregularities	Written query letter	Written warning added to personal file	/
5	Mr A. à. M.J., Head of the Mvengue Forest Station, Ocean Division	Illegal logging of Bubinga	Written query letter	/	/
6	S.J.-B., Head of the South Regional Control Brigade	Logging of Bubinga	Written query letter	Transferred (Precautionary measure)	/
7	N.F. Divisional Delegate of MINFOF, South Region	Corrupt practices and illegal logging of Bubinga	Written query letter	Written warning inscribed in personal file/Transferred (Precautionary measure)	/
8	M.J. Regional Delegate of MINFOF, South Region	Corrupt practices and illegal logging of Bubinga	Written query letter	Written warning inscribed in personal file/Transferred (Precautionary measure)	/
9	M.J.M Divisional Delegate, Nyong and Kelle	Corrupt practices, illegal logging of Bubinga and serious professional misconduct	Written query letter	Written warning inscribed in personal file/Transferred (Precautionary measure)	/

c) Analysis of forest governance monitoring parameters in 2013

The corruption perception index in the forestry and wildlife sub-sector moved from 7.27% in 2012 to 6.44% in 2013. This represents a positive increase of 0.83%.

Table 19: Analysis of forest governance monitoring parameters in 2013

Monitoring parameter	Situation in 2012	Situation in 2013		% consolidation efforts 2013
Supply of legal timber in the local market				
Quantity of legal timber injected into the local market to meet local demand, which is 800,000 m ³	160,000 m ³	297,000 m ³	137	17%
Quantity produced by community forests	146,394,908	119,525,571		-3.3%
Number of wood processing units	200	150 (on-going census)		The effort can only be calculated at the end of the inventory
Access to the resource for the local market				
Number of PEBO	00	51	51	/
Theft	00	25,500m ³ (theoretical)	25,500m ³	/
Number of community forests	153	117	/	/
The fight against illegal exploitation of forest and wildlife resources				
Number of eco-guards recruited and deployed on the field	953	1,353	400	/
Number of infringement reports (forest and wildlife)	86	42	- 44	51
Level of performance	/	/	/	34
The fight against corruption				
Corruption index (according to FODER report)	7.27	6.44	-0.83	-11.4

C. Activities of the Anti-Corruption Unit of the Ministry of Mines, Industry and Technological Development (MINMIDT)

In 2013, MINMIDT continued with the implementation of a set of actions relating to the fight against corruption (1) and conducted a RRI (2) in the midst of some difficulties (3).

1. Actions carried out by the Anti-Corruption Unit in 2013

- raising awareness on the importance and use of denunciation boxes;
- post-census survey on the acuity of corruption in the attribution of deeds, authorizations and licenses in the Mefou and Afamba Division;
- study on the corruption index in the attribution of licenses and authorizations in the Mfoundi Division.

a. Raising awareness on the importance and use of denunciation boxes

In 2010, the Anti-Corruption Unit installed denunciation boxes for users in Central and Decentralized Services. The aim was to set up a system to enable users of the Mining and Extractive Industries sector to make complaints and denunciations on the one hand, and to punish offenders by taking appropriate measures that would prevent the increase of prohibited practices on the other.

Since they were installed, this method of suggestion boxes has produced very few concrete results (very few complaints and denunciations have been submitted). In order to solve this situation, the Unit deployed teams in the ten Regions of the country to evaluate the use of these boxes and raise awareness on their importance. The results of these missions showed that not only denunciation boxes are rarely used (in some Regions, we recorded no denunciation at all in three years of existence), but communication on alternative mechanisms remains very low. A set of recommendations and proposals have been made to make them more effective and useful.

These recommendations include:

- enhancing communication on actions of the Anti-Corruption Unit;
- strengthening collaboration between MINMIDT and its users ;
- placing denunciation boxes at the disposal of users in Divisional delegations throughout the country ;
- appointing focal points at the level of Regional and Divisional Delegations ;
- providing economic operators with procedure manuals ;
- improving working conditions of newly recruited staff
- developing and sustaining activities of the Anti-Corruption Unit.

Furthermore, the Unit conceived and produced sensitization brochures in English and French on the importance of fighting corruption.

Missions carried out in Regions gave the opportunity to display these brochures in the Central and decentralized services, to the attention of users and MINMIDT staff, informing them about useful numbers and addresses for reporting negative practices in the sector.

b. The post-census survey on the perception of corruption in the ascription of deeds, authorizations and licenses in the Mefou and Afamba Division

As part of activities undertaken by MINMIDT ACU in 2012, a RRI was conducted with the objective of reducing by 30% in 100 days, the number of people paying illegal fees to be attributed licenses and mining/industrial rights in the Mefou and Afamba Division. A study to set

a baseline was then conducted, at the end of which the corruption perception rate was estimated at 3.1 on 10.

Within the framework of the Three-Year Programme of Activities and in accordance with the recommendations of this study, a post-census survey (study) was organized from 12 to 23 November 2013 in the same Division, aiming at assessing a year later, the evolution of the situation and other elements that had emerged from the study. Following this survey, we noticed a downward trend in the rate of corruption in the issuance of licenses and authorizations in the mining and industrial sector of this Division in the Centre Region.

Indeed, it was noticed that the Corruption Perception Index (CPI) had decreased remarkably, having risen in 2012 from 3.1 to 2.4 (more concretely, from 28.1% of corruption victims to 19.6%). This is encouraging, although the study reveals that there is still much to be done in order to clean up the process of awarding licenses and authorizations in this sector. It shows for example that 60% of operators find the procedure for obtaining licenses and authorizations too long and lasts on average eight (08) months during which they have to pay about CFA 325,000 francs. The recommendations of the study include, among others:

- drafting and providing economic operators with a brochure describing licenses available in the Mines and Industries sector and the corresponding official costs;
- implementation of an attractive communication plan through television programmes and newspaper articles that would communicate the activities of the Unit ;
- publication on MINMIDT website of most regulatory and legislative texts concerning sectors of activities;
- completion of a national survey which will take into account other aspects such as corruption during administrative and technical monitoring missions carried out by MINMIDT staff; this survey will determine with great accuracy the loss of indirect revenue by the State;
- setting up a free hotline to get users' opinions.

c. Study on corruption perception in the attribution of licenses and authorizations in the Mfoundi Division.

MINMIDT conducted a study in the Mefou and Afamba Division on the perception of corruption in the attribution of licenses and authorizations in the industrial sector in view of ascertaining the level of corruption and other vices.

According to the report, the level of corruption is still very high (4.8 on 10). This can be explained by lengthy procedures with too many people involved. One-third of the economic operators questioned also believe that there are too many stakeholders in the chain of issuing licenses and authorizations, while several of them (10%) regret the poor quality of reception and service by the staff. The other observation raised by the study is the presence, in the same geographical area, of Central and Decentralized Services, and sometimes users do not actually know where to turn to. This study, as well as the one conducted in the Mefou and Afamba Division, identified a set of recommendations that can be part of the ACU plan of action in the years to come.

These recommendations are as follows:

- reduce systematically the number of actors in the authorization and license attribution procedure;
- facilitate the transmission of files from Regional Delegations to Central Services;
- provide all information on documents required for the ascription of licenses and authorizations in the sector;
- educate business enterprises (General Management) on various manuals related to the sector;
- continue raising awareness among the staff on the fight against corruption and the application of severe and systematic sanctions against offenders;
- inform the general public on the existence of the Ministerial Anti-Corruption Unit and its actions, and set up a free hotline to collect denunciations from users.

2. Implementation of a Rapid Results Initiative

As was the case during the past two years, MINMIDT has once again been involved with CONAC in the implementation of the sixth round of RRIs. Unlike previous years, the Unit conducted a RRI within the Central Services where various complaints were registered from users and especially from the Ministry's staff, regarding corruption in the treatment of financial files. The 2013 RRI of MINMIDT was therefore conducted at the Directorate of General Affairs (DAG) and aimed at reducing delays in processing files with financial commitments.

The performance target was to reduce the processing period of financial files from 60 to 3 days. The idea behind the implementation of that RRI was to put MINMIDT staff in conditions that allow them to perform their duties with appropriate financial resources which would enable them to put on more effective resistance to corruption thus remarkably reducing their vulnerability. In terms of results, this reduction could not be concretely estimated after the 100 days allotted to the activity because the period during which the RRI was conducted was not a very active one in the fiscal year.

However, other results were achieved and deserve to be mentioned, as they will, in principle, help to respect this significant reduction of delays in the treatment of files with financial incidence from the beginning of 2014.

After the RRI implementation, the following observations can be made:

- the setting up of an information board on files processed and forwarded to the Ministry of Finance (MINFI);
- the conception and use of a monitoring sheet of files with financial commitments, listing all steps of the file, the duration allowed for each step, the official processing it, as well as the date of introduction and completion that shall not exceed three (3) days;
- the realisation and dissemination of information on a file processing trajectory that highlights processing steps and documents required for their treatment;
- training of staff in charge of processing financial commitment files in new procedures, including the use of PROMIS software set up for greater efficiency in terms of time and quality service; 10 agents from the various directorates of

MINMIDT took part in this training workshop and will now be able to meet the requirements related to the treatment of financial commitment files.

In addition to these results, it is important to mention the following:

- for pedagogical reasons, the RRI took into account only financial commitments related to staff mission orders and commitment decisions; other financial commitments such as commitment orders, disbursement of funds, order letters and contract agreements will also systematically be integrated in order to reduce processing time for better efficiency and greater satisfaction of users;
- apart from the DAG of the Ministry, the processing of financial commitment files also involves the Financial Control Service, which is a department under the Ministry of Finance. Despite some barriers identified at the beginning of the process, we experienced collaboration between two services belonging to different administrations for the implementation of the above-mentioned tools and the processing of files.

Generally speaking, the results recorded during this new phase of RRI are encouraging and demonstrate that only collaboration and the determination to achieve a common goal can guarantee the success of an activity.

3. Difficulties encountered in 2013

Throughout 2013, the ACU faced a number of difficulties that somehow affected the implementation of its activities and action plan.

Among these difficulties, we can mention the late arrival of the budget (funds allocated to the Unit), which led to the late start of activities - only in the month of June. With an almost six-month delay, it was difficult to carry out all activities programmed in the Annual Action Plan. In addition, the election period, characterized by the absence of most of the administrative directors, also had an impact on the activities of the Unit, including the implementation of the RRI.

Another difficulty was the reluctance or lack of collaboration of the Financial Control Service in processing files with financial commitment.

D. Activities of the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA)

According to Decree No. 2012/382 of 14 September 2012, the mission of the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA) is to develop, implement and evaluate government's policy on animal husbandry, fisheries and the development of animal and fish industries.

MINEPIA Anti-Corruption Unit carried out awareness campaigns on the phenomenon of corruption within the framework of its 2013 Action Programme, in decentralized services and agencies under the tutelage of MINEPIA in the North West, West, South West, Littoral, Centre and East Regions.

After complaints from users, inspection missions were carried out in the following places:

- Veterinary Clinic of the Centre Regional Delegation;
- Veterinary Health Inspection Station and Freight Service of the Nsimalen International Airport;
- Mbankomo Veterinary and Zootechnical Checkpoint Centre;
- Veterinary Health Control Station of the Douala Ports Authority.

In response to some denunciations, members of MINEPIA Anti-Corruption Unit decided to conduct investigations and inspections on:

- the allocation of State financial support to Hatcherymen, members of the Interprofession avicole du Cameroun ;
- influence peddling and discrimination within small ruminants traders union in Yaounde.

Audit and control missions on the functioning of these structures under the tutelage of MINEPIA, carried out by the General Inspectorate concerning certain practices, facts and deeds, revealed a considerable lack of knowledge and application of regulations governing activities of that Ministry, not only by users but also by the staff.

In view of this unacceptable situation and in order to improve service provision in MINEPIA and to achieve its objectives, the Minister, in collaboration with CONAC, undertook a Rapid Results Initiative (RRI) aiming at improving in 100 days, mastery of at least 80% of regulations by both the staff and users in the Adamawa, Centre, Far North, Littoral, North West and West Regions.

On 21 August 2013, MINEPIA launched its RRI at the Chamber of Agriculture, Fisheries, Livestock and Forests. Unfortunately, that RRI was not completed for lack of funds.

E. Activities of the Ministry of Tourism and Leisure (MINTOUL)

A comprehensive evaluation of activities of the Anti-Corruption Unit of MINTOUL at the end of 2013 covers two areas of intervention included in the action plan, namely:

- implementation of the National Anti-Corruption Strategy
- prevention of corruption in the Tourism and Leisure industry.

1. Implementation of the National Anti-Corruption Strategy

The following two activities were carried out as part of the implementation of the National Anti-Corruption Strategy:

- field missions aiming at opening and exploiting the contents of suggestion boxes at the South West and South Regional Delegations, from 22 August to 1 September 2013 ;
- holding of an Anti-Corruption Unit Annual Session on 17 September 2013.

a) Field missions to open and exploit the contents of suggestion boxes at MINTOUL Regional Delegations

Pursuant to the 2013 Action Plan and following instructions from the Minister of State, Minister of Tourism and Leisure, the Unit, led by its President, carried out missions respectively to Douala, Kribi and Buea, with a view to collecting information on corrupt practices and punishing offenders.

During these missions, it turned out that suggestion boxes were empty because they were not installed in visible places. Working sessions with Regional Delegates were then organized to sensitize them on the importance of suggestion boxes, and on the need to increase awareness among economic operators and staff on their role as implementation actors of the National Anti-Corruption Strategy.

b) The Annual Session of 17 September 2013

The following issues were discussed during the Annual Session held in the conference room of MINTOUL:

- presentation of activities carried out by the Anti-Corruption Unit ;
- summary of MINTOUL Rapid Results Initiative focused on bribery to grant authorizations at the Centre and Littoral Regional Delegations; the performance target (transparency) was to reduce this practice by 50% in 100 days within the above-mentioned services.
- presentation of the Users' Guide prepared by the Anti-Corruption Unit and the General Inspectorate in collaboration with Technical Directors of the Ministry.

Activities carried out by the Unit included missions that aimed at opening and exploiting the contents of suggestion boxes respectively in the Littoral (Douala), South (Ebolowa) and South West (Buea) Regions. Discussions that ensued led to the following resolutions:

- inform private sector operators and all stakeholders on the existence and importance of suggestion boxes;
- extend these suggestion boxes to hotel facilities or, at least, design simple information medium for tourists to avoid corruption traps;
- involve operators during the opening of suggestion boxes;
- organize awareness meetings with promoters on the fight against corruption;
- ensure rapid processing of files.

2. Preventing corruption in the Tourism and Leisure sector through the RRI

The prevention of corruption by the Anti-Corruption Unit consisted essentially in the implementation of Rapid Results Initiatives (RRIs) in the sector.

After the official launch by the Chairman of the National Anti-Corruption Commission (CONAC) on 1 March 2013 at the Yaounde Conference Centre, the Minister of State, Minister of Tourism and Leisure launched RRIs of his Ministry on 10 April 2013 in the MINTOUL Conference Room.

The main results achieved following the implementation of the RRI are:

- conception of a Users' Guide and distribution of copies in the two targeted delegations : Littoral and Centre ;
- reduction of the file processing time to 5 days at the Littoral Delegation;
- identification of clandestine structures: 350 in the Littoral and 57 in the Centre regions;
- reduction of complaints on bribery

Difficulties encountered were:

- lack of enthusiasm for changing mind-sets in the anti-corruption fight;
- inadequacy of material resources including transport means.

In order to build on the RRI achievements, it would be appropriate to:

- further the mastery of texts governing activities of the tourism and leisure industry;
- improve staff working conditions;
- raise awareness by inserting the fight against corruption in the agenda of coordination meetings and conferences of Central and Decentralized Services and extending it to the private sector;
- assess various stakeholders in view of encouraging or sanctioning them;
- popularize the Users' Guide in the 10 Regions of the country;
- extend the RRIs to the 8 other Regional Delegations of MINTOUL.

F. Activities of the Ministry of Water and Energy (MINEE)

Before taking a closer look at good governance in this sector, it is necessary to recall the national water and energy policy.

1. The Cameroon Water and Energy Policy

The National Water and Energy Policy is enshrined, on the one hand, on Law No. 98/005 of 14 April 1998 on the Water Regime, and Law No. 98/022 of 24 December 1998 governing the electricity sector in Cameroon, on the other.

Other laws and regulations supplement this scheme, namely Law No. 96/12 of 5 August 1996 establishing a framework for environmental management and Law No 2000/02 of 17 April 2000 on Cameroon Maritime Waters. Under the Water Regime, water is being considered as a national heritage protected and managed by the State which also provides the use of alternative water supply systems (individual wells, springs and boreholes, storage tanks), in the absence of a public drinking water supply.

Section 3 of the Act governing the electricity sector in Cameroon stipulates that the production, transportation, distribution, importation and exportation of electricity for the sale of energy to the public is a public electricity service. The provision of this public electricity service follows state

control. It is subject to requirements of quality, continuity, neutrality and equal treatment of users.

2. MINEE Rapid Results Initiative

The issue of implementing MINEE 2013 RRI revolved around the observation that anti-corruption bodies created within the nine (9) structures under the supervision of the Ministry of Water and Energy (MINEE) are not operational. The consequence is that corruption issues do not find appropriate solutions. Causes relate to insufficient mastery of anti-corruption mechanisms by officials, ignorance of governance tools and approximate implementation of the National Anti-Corruption Strategy (NACS).

The overall goal was to: "Reduce corruption in one hundred (100) days within the ten (10) structures under the tutelage of MINEE through the effective operationalization of their anti-corruption bodies".

Significant qualitative and quantitative results were achieved after this period of 100 days.

Quantitative results include :

- holding of several preparatory meetings to launch the RRI;
- holding of the 2012 RRI feedback session and launching of the 2013 RRI;
- organization of an awareness seminar on the SNLCC and RRIs for the staff of the Rural Electrification Agency (AER), SCDP, the MEMVE'ELE Project, CAMWATER and EDC as well as for those from various regional offices;
- installation of denunciation boxes and display of anti-corruption slogans in some companies;
- installation of anti-corruption unit staff members in some companies under the control of MINEE.

Qualitative results include :

- improved collaboration between MINEE and structures under its tutelage;
- exchanges intensified around MINEE platforms (monitoring committee) and ARSEL (advisory committee of electricity consumers, the arbitration body) on corruption in the water and energy sector;
- mastery and progressive implementation of the National Anti-Corruption Strategy (SNLCC) through action plans by anti-corruption units of structures under the tutelage of MINEE.

§2. Administrations responsible for the importation and distribution of goods

The review of activities in the importation and distribution of goods concerns the Ministry of Commerce (A), the Ministry of Transport (B) and the Ministry of Post and Telecommunication (C).

A. Activities of the Ministry of Commerce (MINCOMMERCE)

In accordance with Decree No. 2011/408 of 9 December 2011 to organize the Government, the Ministry of Commerce is responsible for the development and implementation of the Government's trade policy.

The activities of the Anti-Corruption Unit of MINCOMMERCE were based mainly on the "PRECIS" tool (Prevention - Education - Conditions - Incentives - Sanctions), developed by the National Anti-Corruption Commission.

1. Prevention and Education

In 2013, the Anti-Corruption Unit organized a training seminar for its members and three (3) education, information and communication sessions on the fight against corruption for officials and staff of the Centre, Adamawa and Littoral Regions, extended to officials and staff of the Mfoundi, Vina and Wouri Divisional Delegations.

The seminar was held from 23 to 25 January 2013 in Yaounde, in the premises of and in collaboration with The Etoumi Consulting Cabinet. For three (3) days, experts briefed participants on activity planning, the development, implementation, monitoring and evaluation of action plans, as well as on the Results-Based Management approach (RBM).

Education, information and communication sessions for officials and staff of Regional Delegations enabled members of the Unit to improve their knowledge on regulations, control procedures and fraud prevention.

In addition, during meetings held respectively on 21 February 2013 in Douala, 24 July 2013 in Ngaoundere and 20 December 2013 in Yaounde, deliberations focused on the themes below:

- rules on ethics and deontology;
- control procedures, calculation, collection and payment of fines;
- positive and negative sanctions relating to operations and fraud control.

These meetings reinforced the awareness of officials and employees on the on-going Rapid Results Initiatives (RRIs) implementation process.

2. Conditions and Incentives

Within the framework of NACS implementation, the Ministry of Commerce was among national institutions and Ministries called upon to implement Rapid Results Initiatives (RRIs) in 2013.

Thus, by letter No.1600/0001/B/0253/CONAC/DEC of 14 January 2013, the Chairman of CONAC invited the Minister of Commerce to take adequate measures for the launching of Rapid Results Initiatives in his Ministry. Still on the invitation of the Chairman of CONAC, members of the Anti-Corruption Unit of the Ministry of Commerce took part in a training workshop for internal coaches on RRIs, from 14 to 15th February 2013.

From 12 March to 19 June 2013, the Minister of Commerce launched the RRI in the Regional and Divisional Control and Fraud Repression Brigades in Littoral and Wouri respectively. He also validated the 2013 Action Plan whose performance target for the pilot phase was:

"By 10 June 2013, the number of Formal Order Technical Sheets (FTMD) shall have been reduced by 80% resulting in no payment of fines at the Regional and Divisional Control and Fraud Repression Brigades for the Littoral and Wouri".

After a few meetings organized to finalize the related Specifications, the official launching ceremony was held on 19 March 2013 in Douala, in the conference room of the Chamber of Commerce, under the supervision of the Secretary General of the Ministry of Commerce, in the presence of ACU members and President, economic operators and local staff of the Ministry.

The Secretary General seized the opportunity to install the RRI Team. Moreover, a set of working documents was handed over to the Regional Delegate for Littoral, consisting of: 300 formal notice technical sheets, two 600-page registers, printed daybooks, file processing sheets and printed infringement reports. After 100 days, the following results were obtained:

Table 20: Results obtained following the implementation of the RRI in Douala by the Ministry of Commerce in 2013

	Divisional Brigade		Regional Brigade		Observations
	Quarterly Baseline at the end of 2012	Achievement after 100 days	Baseline	Achievement after 100 days	
Number of Formal Order Technical Sheets (FTMD)	200	865	566	942	+ 1041
Number of receipts issued	33	669	154	680	+ 1162
Pending files	-	125	-	198	More visibility
Unrecovered FTMD	167	175	412	261	-143 (more efficient recovery)
Closed files	-	50	-	64	
Receipts/FTMD	16.5%	77.34%	27.2%	72.18%	74.76%
FTMei (Pending FTMD)	83.5%	22.66%	72.8%	27.82%	25.24%
RRI Result	-	72.86%	-	61.78%	67.32%
% effort made	-	368.72%	-	165.36%	267.04%
Revenue generated	1,785,000	4,760,000	4,028,291	9,939,000	14,699,000

Quantitatively, the performance target was not attained in both Brigades (72.86% at the Divisional and 61.78% at the Regional Brigade) firstly due to the number of pending cases resulting from fire accidents at the Bonamoussadi market and the destruction of shops at Ndokoti, and secondly to the regulatory delays for the recovery of fines above 30 days. However, considering the processing of pending cases, the current performance will improve after the 100 days of the RRI, and could even exceed the target of 80%.

Qualitative results include:

- more compliance with control procedures;
- more efficient keeping of control documents;
- strengthening of staff professional skills;
- appropriate sensitization of traders and restored trust between traders and MINCOMMERCE staff.

In short, the RRI was executed in an almost sane environment by staff eager to incorporate virtues of integrity and moral probity.

However, in terms of monitoring and evaluation, the performance of the Regional Brigade should be examined more carefully and the Divisional Brigade made commendable efforts with regard to the merits.

Since 27 May 2013, activities have also been carried out in the Centre Region by the Regional and Divisional Control and Fraud Repression Brigades. The table below summarizes the results obtained.

Table 21: Results obtained by the Control and Fraud Repression Brigades of the Centre Region and Mfoundi Division following the 2013 RRI implementation by MINCOMMERCE.

Description	BDCRF of the MFOUNDI		BRCRF of the CENTRE	
	Baseline	Achievement after 100 days	Baseline	Achievement after 100 days
Number of Formal Order Technical Sheets (FTMD)	664	1313	516	645
Number of receipts issued	150	1004	129	516
FTMD recovered or not	514	309	387	129
Closed files	-	85	-	24
Pending files	-	224	-	105
Receipts/FTMD	22.59%	81.36%	25%	80%
FTMei/FTMD	77.41%	18.64%	75%	27.82%
% effort made	-	260.15%	-	220%
Revenue generated	1,557,000	9,140,000	1,863,150	5,942,500

In quantitative terms, it can be noted that:

- the Mfoundi Divisional Brigade (BDCRF) issued 1,313 sheets of FTMDs compared to the Centre Regional Brigade (BRCRF) which issued only 645;
- the Mfoundi Brigade issued 1004 receipts and 1313 FTMDs. As for the BRCRF, 514 receipts were issued on a total of 645 FTMDs;
- regarding the recovery rate of FTMDs issued, the BDCRF moved from a recovery rate (the number collected compared to the number issued) of 22.59% to a

percentage of 81.36%, well above the performance rate assigned (80%), representing an effort of 260.15% compared to the baseline. Whereas for the BRCRF, the recovery rate of 25% increased to 80%, representing an increase of 220% with regard to the baseline;

- before the implementation of the RRI, the BDCRF recorded an average quarterly revenue of CFA 1,557,000 against CFAF 9,140,000 francs in 100 days of RRI; meanwhile the BRCRF recorded an average quarterly revenue of CFA 1,863,150, against CFAF 5,942,500 francs in 100 days of RRI.

In conclusion, the implementation of the IRR led to a collective and individual awareness of the relevant staff and somehow induced the needed change of behaviour.

Above all, the achievements of the RRI deserve to be sustained through a permanent and rigorous monitoring of all those who are involved, and extended to other fraud control structures. Finally, the extension of RRIs to all Brigades (National, Regional and Divisional) is envisaged as from 2014.

3. Regarding Sanctions

With regard to denunciations, execution of investigations, and suggestion of appropriate measures to the Minister of Commerce, the Unit recorded and reviewed a dozen of appeals and complaints by some officials, staff and users. After reviewing them, investigative missions were carried out respectively in Batouri, Douala, Ngaoundere, Yaoundé and Ebolowa.

Following these investigations, the Mission identified a number of problems and constraints that undermine the proper functioning of local structures of the Ministry of Commerce, namely:

- the lack of space at the Regional Delegation of Commerce, Adamawa and the Divisional Delegation of Vina;
- the lack of working documents for metrological control;
- retirement of the finance comptroller of the Regional and Divisional Delegation of the Adamawa and the Vina Brigades;
- the non-mastery of criteria underlying advantages to be granted to the relevant personnel;
- false accusations by some staff members.

The ACU then proposed appropriate measures to the Minister of Commerce, and organized awareness and training sessions for managers and staff of the Delegations concerned.

The fact-finding mission conducted in February 2013 in Ebolowa, in collaboration with the General Inspectorate of the Ministry of Commerce, came as a result of a denunciation against the Chief of Service of the Mvila Divisional Control and Fraud Repression Brigade, Mr M.M.A., by the Divisional Delegate of Commerce. Mr M.M.A. was suspended from duty for a period of three (3) months, for serious breaches of professional duties.

B. Activities of the Ministry of Transports

Decree No. 2011/408 of 9 December 2011 to organize the Government stipulates that the Ministry of Transport is responsible for the development and implementation of the

Government's transport and road safety policy. In 2013, MINTRANS executed a Rapid Results Initiative.

1. The bases of the RRI

MINTRANS RRI implementation was based on the assumption that: "The increase in the number of road accidents is due to the possession of fake driving licenses."

The RRI performance target was to "reduce by 70% the number of fake driving licenses in the Regional Delegations of Transport of the Littoral, West, South and South West after 100 days."

2. Results obtained

a) In quantitative terms:

- the determination of the baseline of fake driving licenses (30%);
- organization of 15 awareness and training sessions of stakeholders (users, personnel, managers of driving schools and jury members) on corruption issues and illegal practices in the target Regional Delegations: 3 in the West, South and South West Regions; 4 in the Littoral and 1 in the Central Services of the Ministry of Transport;
- organization of an inspection visit in each of the target Regions during the November 2013 Examination Session, aiming at assessing the regularity and transparency of the written and practical phases;
- organization of informal control visits in the Littoral, West and South West Regions during the January 2014 Examination Session;
- setting up, by Regional Delegates of the target delegations, of a Joint Control Brigade made up of staff and Civil Society representatives (Trade Unions);
- drawing up of a list of authorized driving schools in each of the target Regions;
- banning of intermediaries by Regional Delegates of the West, South and Littoral Regions;
- popularization of information on the cost of acquiring a driving license in the West, South and Littoral;
- arrest of a middleman in the West on the instructions of the Regional Delegate with the support of Forces of Law and Order;
- call to order addressed to an agent by the South Regional Delegate

Table 22: Increase in the reduction rate of absences during driving tests following the implementation of the RRI in the Littoral, West, South and South West Regional Delegations of Transports.

Regions	Examination Centres	Situation	Number of candidates	Percentage reduction in each examination centre/sub-centre	Percentage reduction per Region
LITTORAL	EDEA	Registered	268	95 %	92%
		Absent	12		
		Present	256		
		Failed	20		
		Passed	236		
	DOUALA	Registered	3174	89 %	
		Present	2838		
		Absent	336		
		Failed	299		
		Passed	2439		
SOUTH	EBOLOWA	Registered	122	83 %	83%
		Present	102		
		Absent	20		
		Failed	0		
		Passed	77		
SOUTH WEST	BUEA	Registered	392	79%	79%
		Present	311		
		Absent	81		
		Failed	37		
		Passed	274		
WEST	BAFOUSSAM	Registered	288	84%	75.5%
		Present	244		
		Absent	44		
		Failed	37		
		Passed	207		

	BANGANTE	Registered	81	54%
		Present	44	
		Absent	37	
		Failed	0	
		Passed	44	
	BANDJOUN	Registered	112	71%
		Present	68	
		Absent	44	
		Failed	20	
		Passed	48	
	BAHAM	Registered	138	92%
		Present	127	
		Absent	11	
		Failed	0	
		Passed	121	
TOTAL				82%

The above Table shows that the RRI participation rate increased by 82%; and the baseline moved from 30% to 5.4%. It should be mentioned however that the number of absentee candidates could rise if the achievements of the RRI are not maintained in the targeted Regions.

b) Qualitative results

Qualitative results include:

❖ **an improvement in working methods due to :**

- a greater awareness of the necessity to put an end to the phenomenon of fake driving licenses in the targeted Delegations ;
- a reinforced synergy between stakeholders (driving schools, trade unions and Ministry of Transport). Actors are increasingly motivated to work as a team to solve the issue.

❖ **an improvement in the quality of public service through :**

- increased transparency in the processing of files;
- a gradual improvement in the quality of public service.

❖ **induced effects including :**

- the increase in the number of candidates during the written and practical parts of the examination; the number of fictitious candidates reduce by the day;
- driving schools receive many more students to train.

3. Difficulties encountered in achieving the RRI

The main obstacles encountered by the RRI team are:

- implementation delay due to the September 2013 twin elections;
- the lack of financial resources ;
- the non-coverage of all targeted centres and sub-centres;
- difficulties in organizing follow-up and evaluation sessions in driving schools in order to assess the quality of training provided, the level of trainers, as well as student records;
- the reluctance of some driving school managers, Ministry staff and jury members in some Regions.

4. Capitalizing on RRI achievements

The RRI implementation team suggested an urgent need to:

- issue a note prohibiting the phenomenon of intermediaries in Central and Decentralized services of the Ministry of Transport;
- monitor the quality of public service provided in the issuance of driving licenses;
- organize regular follow-up and evaluation visits in driving schools in order to assess the quality of training provided, the level of trainers and student records;
- multiply control missions in Central and Decentralized services of the Ministry of Transport;
- carry out regular review and comparison between initial lists and handwritten lists of successful candidates ;
- enhance communication on the Rapid Results Initiative;
- increase awareness of the Ministry staff, including examination supervisors on the importance of RRIs;
- increase the involvement of the Directorate of Road Transport in the implementation of anti-corruption measures;
- provide RRI MINTRANS with sufficient financial resources ;
- provide Regional Delegations with vehicles during the practical part of examinations;
- apply positive and negative sanctions;
- extend the implementation of RRIs on the issue of the fight against fake driving licenses throughout the national territory;
- extend RRIs to the issuance of other transport documents (vehicle registration document, technical inspections...)

C. Activities of the Ministry of Post and Telecommunication (MINPOSTEL)

In 2013, the ACU of the Ministry of Post and Telecommunication carried out a number of activities relating to the PRECIS elements, namely: Education, Conditions, Incentives and Prevention.

1. Activities selected from the 2013 Action Plan:

- Prevention, Education, Conditions: evaluation of the implementation of the educational programme on corruption and good governance validated and transmitted by MINPOSTEL to the National Advanced School of Post and Telecommunication (ENSPT); creation of a mail address and sub website dedicated to the ACU on MINPOSTEL website; preparation of an awareness campaign on the fight against corruption in 2014; continuation and intensification of dialogue with ACU partners;
- Incentives: creation of an Integrity Committee;
- Conditions: conception of a corruption-risk map in the Post and Telecommunication sector; survey on the existence of anti-corruption bodies within structures under the authority of MINPOSTEL; drafting of the ACU 2014 Action Plan; preparation of the ACU draft budget.

2. Methodological approach

The ACU held several sessions. Correspondences were drafted and addressed to some structures under the hegemony of the Ministry of Post and Telecommunication (ENSPT, ART, ANTIC, CAMTEL, and CAMPOST). A monitoring visit was conducted in these structures to check the existence of operating units dedicated to the fight against corruption. In addition, exchanges were held with some national anti-corruption organs like CONAC and the CHOC project.

A verification mission was sent to Buea after complaints of alleged practices of corruption at the Regional Training Centre of Post and Telecommunication.

Finally, to ensure greater efficiency of the ACU, supervisors were designated for each activity of the Action Plan.

3. Level of implementation of activities

Table 23 below indicates the ACU level of performance.

Table 23: Status of implementation of activities of the Anti-Corruption Unit of the Ministry of Post and Telecommunication in 2013.

N°	Activities	Indicators	Tasks	Status of implementation	Observations
1.	Evaluation of the implementation of the educational programme on corruption and good governance, validated and transmitted by MINPOSTEL to ENSPT.	Evaluation results available	Drafting and signing of a correspondence addressed to the Director of ENSPT and review of the answer	Completion rate 50%	- Correspondence addressed to the D/ENSPT; - Reply of the D/ENSPT awaited
2.	Conception of a corruption risk map in the Post and Telecommunication sector	Directory of corruption risks available	<ul style="list-style-type: none"> - Documentation search ; - Targets identification - Drafting of a questionnaire survey for all services and companies operating in the sector - Confection of the directory; - Data collection, analysis and use. 	<ul style="list-style-type: none"> - Documentation search and targets identification completed - Resolution taken to entrust the survey to the NIS. - Completion rate: 10% 	Budgetary means to be found
3.	Survey on the existence of operating units dedicated to the fight against corruption under the tutelage of MINPOSTEL	Survey results available	Referral to relevant structures and review of replies.	Completion rate : 100%	Nonexistence of such bodies in these structures under tutelage.
4.	Drafting of the 2014 ACU Action Plan	2014 ACU Action Plan available	<ul style="list-style-type: none"> - Identification of activities not implemented in 2013 to carry forward to 2014; - Identification of new activities to be implemented in 2014 ; - Drafting of the Action Plan. 	80%	Resolution taken to finalize the Action Plan in early 2014 depending on the means available.
5.	Preparation of the ACU Draft Budget	2014 ACU Draft Budget available	Evaluation of the cost of activities in 2014	100%	-

N°	Activities	Indicators	Tasks	Status of implementation	Observations
6.	Creation of an Integrity Committee	Draft text adopted by the ACU	<ul style="list-style-type: none"> - Identification of integrity criteria ; - Identification of rewards ; - Mapping out the field competence of the Committee; - Determination of incentives for other partners ; - Preparation of the draft text to create the Integrity Committee - Adoption of the text creating the Integrity Committee. 	40%	Proposal of criteria, rewards and field of competence by the subcommittee
7.	Creation of a mail address and sub website dedicated to the ACU on MINPOSTEL website	<ul style="list-style-type: none"> - E-mail operational ; - Sub website available and operational 	<ul style="list-style-type: none"> - Creation of the E-mail address ; - Review of the sub-website content - Architecture design in relation to the IT and Communication Units; - Adoption of the project ; - Digitization and online publishing of documents 	90%	-
8.	Preparation of an awareness campaign on the fight against corruption in 2014	Posters and ads to be broadcast conceived	<ul style="list-style-type: none"> - Drafting and adoption of campaign messages - Budgeting of the implementation and choice of locations to lodge these messages 	10%	Campaign messages suggested
9.	Continuation and intensification of dialogue with ACU partners.	Number of joint sessions	Follow-up and identification of partners (previous and future ones)	70%	Continuation of collaboration with the CHOC Project and CONAC

4. Ratio analysis

This Action Plan was implemented at 61%. Some activities were fully realized while others have been initiated and will continue in 2014. This ratio is justified firstly by the late start of ACU activities and secondly by the fact that the execution of certain activities calls for the participation of some external institutions, including the National Institute of Statistics (NIS) for the conception of a Corruption Risk Map in the Post and Telecommunication sector.

5. Difficulties

The lack of operational resources appears to be the main obstacle to the successful implementation of the ACU Action Plan.

SECTION 2: ADMINISTRATIONS IN CHARGE OF FUNDS SEARCH AND FINANCING

Institutions concerned are the Ministry of the Economy, Planning and Regional Development (§1), the Ministry of Finance (§2), and the Ministry of Public Contracts (§3).

§1. Activities of the Ministry of the Economy, Planning and Regional Development (MINEPAT).

In accordance with Decree No. 2011/408 of 9 December 2011 to organize the Government, MINEPAT prepares and implements the Nation's economic policy, planning and regional development. From a global perspective, it coordinates and follows up the implementation of the Growth and Employment Strategy as well as vision 2035.

MINEPAT is therefore expected to serve as a guide to all other services as regards the Public Investment Budget execution and convergence of actions geared towards the attainment of the GESP objectives. As such, the Public Investment Budget (PIB) constitutes the major tool for the promotion of development. The Overall Budget component allocated to capital expenditure (State assets, investment subsidies, stock purchases and equity participations), constitutes an annual share of the public investment programme including all activities irrespective of their sources of financing (internal, external, grants or loans).

The PIB execution (A) witnessed a special implementation with regard to the new general policy guidelines in matters of development. In addition, the action of MINEPAT was also strengthened within the framework of the Rapid Results Initiative (B).

A. Execution of the Public Investment Budget

For effective public action, the 2013 PIB execution is characterised by two major institutional reforms, notably the Program Budget and the public contracts reform.

1. Switch from the resource-based budget to the programme budget and the reform on the public contracts system

Hinged on Law No. 2007/6 of 26 December 2007 relating to the Financial Regime of the State, the switch from the resource-based budget to the programme budget brought major changes in State financial management and instituted the Results-based Management (GAR) materialized by programme-based budgeting. Thus, the State budget is drafted, presented and executed in the form of programmes which translate the public policies to which objectives are assigned alongside result indicators.

After the 2008-2012 progressive implementation period, the above-mentioned law witnessed its full implementation since January 2013. Thus, 2013 is the first year of the programme budget implementation.

a. 2013 PIB presentation

The PIB for 2013 stood at CFA 1454.45 billion francs in terms of commitment authorization and CFA 957 billion francs in terms of payment credits, i.e. 29.57% of the total annual State budget which stood at CFA 3,236 billion francs in terms of payment credits. Internal resources represented 70.64% of payment credits while external resources represented 29.36%.

In accordance with the Law relating to the Financial Regime of the State, this budget is outlined in chapters, programmes, actions, activities and tasks. Programmes and actions are matched with objectives and result indicators, hence bringing about a significant bulk increase as compared to the old system.

Compared to the 2012 financial year whose PIB stood at CFA 792.20 billion francs, i.e. 28.29% of the State budget which stood at CFA 2,800 billion francs, there was an increase of CFA 164.80 billion francs in absolute value, i.e. 20.80% in relative value. This increase is due to the rise to the tune of CFA 89 billion francs in internal resources and of CFA 75 billion francs in external resources.

b. Level of PIB physical and financial execution as of 31 December 2013

b.1. Total PIB: internal and external resources

The level of total PIB commitment in development and restructuring operations is 102.62%, i.e. CFA 982.04 billion francs on a total allocation of CFA 957 billion francs. Liquidations on their part stood at 879.84 billion, that is, 91.94% compared to the allocation and 89.59% compared to commitments. Physical execution stood at 89.41%.

During the same period in 2012, out of an allocation of CFA 792.20 billion francs, commitments stood at 95.71%, liquidation at 86.57% compared to allocation and 90.45% compared to commitments. Physical execution stood at 86.62%.

b.2. Internal resources

The level of commitments for internal resources (MINFI data) was 92.40%, that is, CFA 624.64 billion francs. Liquidations on their part stood at CFA 533.14 billion francs, that is, 78.87% compared to allocation and 85.35% compared to commitments. Physical execution stood at 87.33%.

During the same period in 2012, the level of commitments in internal resources was 97.78% (MINFI data), that is, CFA 573.20 billion francs. Liquidations on their part represented 87.62% and execution stood at 88.15 %.

b.3. External resources

The level of commitments for external resources, project base, was 127.19%, that is, CFA 357.41 billion francs on the 281 billion allocations. Liquidations represented 123.38%, that is, CFA 346.70 billion compared to the allocation of 97% compared to commitments.

Over the same 2012 period, commitments stood at CFA 139.08 billion, that is, 67.52% on the allocation of CFA 206 billion francs. Liquidations of 132.58 billion represent 60% of allocation and 88.87% compared to commitments.

c. Observations

Compared to the same period in 2012, it should be noted that:

c.1. Overall execution year-over-year

An increase of about 7 points in terms of commitments, slightly above 5 points in terms of liquidation and about 3 points in terms of physical execution.

c.2. By source of financing year-over-year

c.2.1 Internal resources

Generally, a significant drop of about 5 points in terms of commitments, about 9 points on liquidations and about 1 point on physical execution.

Some services presented a liquidation rate below average. They are:

- Services attached to the Presidency (45.72%);
- Ministry of Justice (42.02%);
- General Delegation for National Security (40.69%);
- Ministry of Basic Education (47.23%);
- Ministry of Sports and Physical Education (36.12%);
- Ministry of Secondary Education (40.27%);
- Ministry of Social Affairs (25.66%);
- Ministry of Women's Empowerment and the Family (39.70%).

c.2.2 External resources

An increase of about 60 points in terms of commitments, 63 points in terms of liquidation and about 12 points in terms of physical execution.

In addition, some budget chapters show an execution level (commitment and liquidation) above 100%. They are:

- Ministry of Finance (119.79%);
- Ministry of the Economy, Planning and Regional Development (117.94 in commitment and 115.92% in liquidation);
- Ministry of Water and Energy (195.99% in commitment and 195.98% in liquidation).

d. Analyses

d.1 General analysis

The 2013 PIB execution review and symposium on PIB execution revealed that the significant drop in the 2013 PIB execution is mainly due to three major causes:

- the insufficient maturation of PIB projects which causes delays in the commencement and even non-execution of some projects given that conditions for their effective commencement were not met;

- the switch from the resource-based budget to the programme budget warranted the establishment of new bodies and control instruments, notably a new computer tool whose installation and deployment difficulties were observed at the beginning of the financial year, thus delaying the commencement of the budget implementation;
- the reform of the public contracts system resulted in the progressive setting up of central and external structures of the Ministry of Public Contracts as well as the implementation of new instruments aimed at improving governance, integrity and fluidity of the award, implementation and control of the public contracts system, which are necessary requirements for the full application of the reform.

However, the improvement of the overall implementation level was facilitated by:

- signing of ordinance No. 2013/1 of 5 November 2013 which extends deadlines for commitment and scheduling of public investment expenditure as well as the additional period for the 2013 financial year (MINEPAT-MINMAP meetings);
- referral by MINEPAT to services with an abnormally low implementation level during the 4th quarter of 2013, in reaction to the end-of-year speech of the President of the Republic who castigated the low PIB execution level;
- capacity-building of PIB execution stakeholders.

Nevertheless, such structural impediments are undermined by corruption practices, facts and acts which hinder the attainment of development objectives.

d.2. Analysis through financing sources

The improvement observed at the level of the use of external financing (FINEX) are not generally subjected to the respect of national standards regarding the award and execution of contracts. This category of expenditure was therefore least affected by the above-mentioned reforms. It should be noted that regarding FINEX, contracts are multi-annual. This explains their higher commitment level compared to internal resources.

This is also explained by the effective completion and execution of certain major projects such as:

- construction of the Kribi Deep Seaport complex (1st phase);
- completion of the Limbe Omnisport stadium;
- construction of the Memve'ele hydro-electricity dam.

d. 3. Analysis of variances

d.3.1. Execution rates higher than 100%

Execution rates above 100% (102.62% in terms of commitments) reflect the high execution level of some structural adjustment projects essentially from the MINEPAT and MINEE portfolios:

- the construction project of the Kribi Deep Seaport complex. The effective reception of the first phase of this project with the anchoring of the second ship took place in July 2014. The final accounts for 2013 stood at CFA 87.29 billion

francs, greatly exceeding the FINEX allocation (of MINEPAT) budgeted at CFA 8.8 billion francs;

- the National Community-driven Development Programme (PNDP) which mobilized CFA 7.62 billion francs on CFA 3.73 billion francs budgeted;
- the Memve'ele hydro-electricity dam construction project.

The acceleration of work on this project in 2013 justifies the final payment of CFA 110 billion francs far above the FINEX allocation (of MINEPAT) which was budgeted at CFA 59 billion.

d.3.2. Regarding implementation rates for internal resources less than 50%

- The low liquidation level of the Ministry of Basic Education (47.23%) and Services attached to the Presidency of the Republic (45.72%) is blamed on the increasing rise of insufficient delegated credits. In fact, the major part of MINESEC and MINEDUB credits generally comprises resources transferred to councils and ad hoc delegations. Municipal authorities do not often send back related data.
- The Ministry of Social Affairs (25.66 %). According to information from officials of this Ministry, this low rate is due to the foreclosure of CFA 290 million francs credits for the building of a Home for the Elderly. In fact, CFA 130 million francs was budgeted for the building of the Home for the Elderly. At the request of MINAS, CFA 160 million francs initially budgeted for the acquisition of vehicles were transferred to the execution of the above-mentioned project, thus bringing the allocation to CFA 290 million francs not consumed.
- The Ministry of Sports and Physical Education (36.12%). The low liquidation level is due to the stop of construction work on the Douala Gymnasium following the collapse of its roof leading to the foreclosure of credits as well as the collapse of the Bamenda platform due to the poor quality of feasibility studies (under-estimation of cost). The start of construction works on the Matomb stadium was blocked by the people for non-payment of compensations. The different credits allocated to these three projects suffered foreclosure.
- Ministry of Women's Empowerment and the Family (39.70%). The low rate is due to the foreclosure of credits earmarked for the construction of an administrative building for offices.

e) Corruption in the 2013 PIB execution

PIB execution can only succeed if stakeholders at all levels of the Planning, Programming, Budgeting, Monitoring-Evaluation (PPBM) chain master and use coherent and harmonized notions, tools and methodologies. Unfortunately, throughout this chain, some practices encourage personal enrichment of stakeholders to the detriment of public interest.

e. 1. At the level of project planning and programming

Theoretically, PIB projects ensue from the Growth and Employment Strategy Paper (GESP), sectorial strategies, validated Priority Action Plans (PAPs), Medium-term Expenditure Frameworks (MTEFs), findings of studies conducted in homes, evaluation reports of Millennium Development Goals (MDGs) and community development plans. In whatever case, services are

expected to propose only projects that ensue from previously studied and validated programmes for selection.

It was noted that during pre-conferences and conferences on the public investment budget, some officials responsible for project collection and planning were approached by beneficiaries of such projects to influence their selection. Thus, investment projects inscribed in the project logbook are mostly bribe-generating projects and not necessarily the most efficient or most productive. Corrupt officials encourage investments in construction and creation projects rather than in maintenance projects. Such acts are quite regular when centralizing and updating the project logbook. Project owners identify officials responsible for the collection and propose to pay them a commission if their projects are retained.

The intrusion of political and administrative authorities at this level of the process is also worth noting. Such are mainly administrative authorities, MPs, Mayors, the local elite who lobby for projects that are not always priority projects. Ethnic preference also characterise the selection of projects, hence causing the validation of inappropriate projects.

In addition, MINEPAT does not give adequate support to ministries in drawing up strategies and Priority Action Plans. Moreover, junior officials are more exposed to direct corruption.

e. 2. At the budgeting, monitoring and evaluation levels

During project budgeting, it is observed that project costs are generally higher than those observed on the market and the execution does not correspond to the resources invested. Corrupt officials indulge in changing the amounts and allocation of credits per sector in the preparation phase.

Choices depend on quest for personal gains. When preparing and/or executing the budget, officials who decide the allocation of expenses are sensitive to corruption. They give priority to sectors that are likely to make them take bribes or over which they have sufficiently high control or negotiation power on the persons who will take bribes. All these have the following consequences: fictitious projects, abandoned projects, inappropriate projects, low execution, over-billing, etc.

e.3. At the level of public contracts award and execution

Contract fragmentation is a characteristic of the Public Contracts sector. A variety of stakeholders are involved in the successive phases of Public Contracts Award and in the prevention, detection and analysis of corruption. Decree No. 2013/271 of 5 August 2013 to amend and supplement certain provisions of Decree No. 2012/74 of 8 March 2012 to lay down the setting up, organization and functioning of Public Contracts Award Commissions especially creates:

- Central Tenders Boards for contracts initiated by ministers, government services as well as local and regional authorities, public institutions and enterprises of the public and semi-public sector;
- Ministerial Tenders Boards for contracts initiated at the level of central services by ministers and some government services;
- Regional Tenders Boards which have competence over contracts initiated at the regional level by government services, as well as local and regional authorities.

As part of PIB, Public Contracts are fertile grounds for corruption for three major reasons:

- it offers considerable business opportunities to many enterprises which do everything, including corruption, to win these contracts because of the profits they offer;
- fraud and corruption are most easily detected since CONAC and other institutions are fiercely fighting against corrupt officials; investments in the procurement of materials, construction or renovation of property, civil engineering and payments to private enterprises through public contracts allow officials some freedom that encourage corruption.
- the decisions of officials in charge of project execution are likely to be influenced by corruption.

f. Other impediments to the proper implementation of PIB

f. 1. Weakness of the PPBM chain

The chain is poorly deployed in government services. Even though there are internal PPBM committees in sectorial ministries, there is no coherence between the activities of the different units of such committees. The much needed coherence would have helped to further match government policies with the State budget, hence helping in the effective implementation of the activities of the various government services to attain the GESP objectives.

Furthermore, regarding the deployment of this ministry, one can deplore the lack of important planning instruments such as the Zone Plan, Regional Development Schemes and some sectorial strategies.

f.2. Limits of the on-going decentralization process

The attribution of roles between the locally elected representatives and entities whose competences are transferred to councils remain a wish to be fulfilled because some feet-dragging apparently still persists. The decentralization process is still slow at the level of some central government services.

f.3. Difficulties to access information on PIB projects

Very often, talking about, drafting, voting, implementing and controlling the management of a budget seems to be the preserve for specialists, considering the confidentiality attached to figures. As a matter of fact, the project logbook is now broadcast on national media and new technologies but information on the allocated amounts is still a myth.

f.4. Reluctance to decry malfunctions

The society perceives State action as a “favour” rather than a “right”. The fear of reprisals and of losing the service to be provided explains the reluctance to decry malfunctions. It is true that the various mechanisms established by CONAC help to arouse denunciations which hitherto were neither really expressed nor taken into account.

Beyond PIB assessment by MINEPAT in 2013, it is also important to note the implementation of the National Anti-Corruption Strategy by this Ministry through a Rapid Results Initiative.

B. Conduct of a RRI by MINEPAT

In 2013, a RRI was experimented by MINEPAT. At the end of the evaluation, encouraging results were recorded despite the obstacles faced.

1. RRI performance framework and objective

RRI is justified by the observation that corruption irregularities and opportunities can be detected in the treatment of files at the Public Contracts Service. The causes mentioned, therefore, being immaturity, non-existence, delay of Terms of Reference (TOR), poor working conditions, non-respect of deadlines in the processing of tenders, composition of tender files by personnel of the Contracts Service. The consequences generally noted suggest the institution of an unfair competition, inappropriate award of contracts and poor quality of service deliveries.

The performance objective of this RRI was to "reduce by 30% the types of corruption irregularities, opportunities in the treatment of files at the Public Contracts Service from 1 March 2013".

2. Results obtained

The most significant results obtained by the team at the end of 100 days are presented above:

- ❖ At the quantitative level
 - 24 Calls for Tender (CT) launched following the regulatory procedure since the start of RRI;
 - for the treatment of these 24 tender invitations, the four major irregularities observed before RRI were completely eradicated; thus, an implementation rate of 100%;
 - the non-interruption of tender invitations thanks to the purchase of a photocopy equipment as well as the constant availability of secretariat equipment in the Contracts Service.

- ❖ At the qualitative level
 - giving more responsibility to a member of staff of the Contracts Service to enable them make tenders available to service providers;
 - informing officials of technical structures to transmit TORs on time;
 - collecting and centralizing TORs (hard and soft copies)
 - exploiting TORs to ensure that they contain all references;
 - notifying technical structures whose TORs do not have all references;
 - formally prohibiting the compilation of tender documents, through service notes, by the personnel of the Contracts Service;
 - sanitizing the Contracts Service by transferring unscrupulous staff.

3. Obstacles and innovations

Regarding obstacles, the following should be noted:

- delay or refusal to send TORs by some technical structures;
- poorly drafted TORs by some technical structures;

- sluggishness in treating tender files;

Among innovations, we note the following:

- interaction between the Contracts Service and technical structures;
- direct transmission of files.

4. Recommendations

The recommendations of the team that carried out this RRI concern the following:

- provision of a room for photocopy to the Public Contracts Service;
- establishment of a secretariat and allocation of special allowance to the staff of the Public Contracts Service;
- constant maintenance of photocopy and computer materials of the Public Contracts Service;
- diligent and timely transmission of tender documents to the Tender Board;
- formal reservation of the meeting room for Tender Board sessions;
- systematic and formal convening of all tenderers who submitted tenders for opening;
- dishing out disciplinary sanctions to any defaulter of the Public Contracts Service.

§2. Activities of the Ministry of Finance (MINFI)

In accordance with Decree No. 2011/408 of 9 December 2011 to organize the Government, MINFI is in charge of the elaboration and implementation of the financial, budgetary, fiscal and monetary policy of the Government. The main mission of MINFI is to finance Cameroon's Economy.

This general mission is more explicitly revealed through the activities of structures attached to the Ministry of Finance such as the General Directorate of Customs, General Directorate of Taxation, General Directorate of Treasury and some structures under its supervision such as credit institutions.

Based on the various reports from users and verification missions carried out by special control structures, MINFI appears to be a veritable corruption ground. Some sectors are still exposed to these practices such as the Department of Personnel Expense and Pensions (DDPP). It is within this backdrop that an RRI was launched and carried out in 2013 and whose evaluation has helped to produce convincing results.

A. The challenge of the sector and RRI performance objective

The challenge was about the slow treatment of tender files observed at the Sub-Department of Reforms of the Department of Personnel Expense and Pensions (DDPP).

The performance objective was to reduce from 20 to 10 months (that is 50%) the period for tender file treatment at the Sub-Department of Reforms of the Department of Personnel Expense and Pensions (DDPP). During CONAC's evaluation of RRI, the following results were recorded:

B. Results obtained

1. Qualitative results

At the end of 100 days, the following were observed:

- mobilization of all personnel to embrace change of attitude;
- improvement of working conditions by providing the Sub-Department of Reforms (SDR) with necessary working materials and refurbishing working space;
- establishment of a rejected file processing system;
- definition of objectives for the treatment of personnel files;
- acceleration of the file treatment process.

2. Quantitative results

At the beginning of RRI, 15,260 documents were treated at the Sub-Department of Reforms of DDPP. At the end of the 100-day RRI evaluation, these bodies were rid of all untreated files and work continued to be done progressively.

File processing deadlines at the SDR at the beginning of RRI was 20 months. As from the end of RRI, treatment was done in two months, that is, a reduction of 18 months and an implementation rate of 180%.

C. Obstacles

As part of the implementation of this RRI, several obstacles were faced by the conducting team. They were:

- insufficient material resources (computer hardware, ink);
- insufficient human resources;
- poor mastery of the computer tool by personnel;
- sociological and environmental bottlenecks.

D. Recommendations

At the end of the RRI process in MINFI in the sector specified above, the following recommendations were formulated:

- setting up of an efficient coordination mechanism between stakeholders of the salary chain;
- computerization of the file treatment process.
- training and retraining of personnel on the use of the computer;
- establishment of an advance fund to buy ink at the DDPP;
- establishment of a mechanism to manage rejected files and to communicate with users;
- establishment of a committee for the monitoring of RRI results;
- holding of a quarterly sensitization meeting with SDR personnel;
- conducting an RRI in the Sub-Department of Pensions.

§3. ACTIVITIES OF THE MINISTRY OF PUBLIC CONTRACTS (MINMAP)

In 2013, the Unit worked essentially on the establishment of a convenient working environment. It carried out its action strategy and field actions despite the difficulties faced.

A. Establishment of a working environment

This phase consisted in brainstorming on the actions to be carried out followed by the formulation of an action strategy.

Given that this is the very first Unit of the new Ministry, everything started from scratch. As such with support from the activities of the ministry and the National Anti-Corruption Strategy, activities began with meetings to brainstorm on the bad practices likely to jeopardise the sector at each level of the public contracts chain, and subsequently on activities to be carried out as well as the strategy to be adopted.

This phase was essentially carried out through a review of documents, personal experiences and observations that enabled the identification of a series of bad practices which the Unit must eradicate.

B. Formulation of the action strategy

The action strategy of the Unit is revealed through the elaboration of the Rapid Results Initiative and an action plan.

1. Rapid Results Initiative (RRI)

The elaboration of the RRI falls within the National Anti-Corruption Strategy carried out under the general supervision of CONAC. To be in line with the practice, on 26 August 2013, the ACU of MINMAP requested and obtained from CONAC a coach (expert) to assist in the definition and conduct of a RRI specific to the public contracts sector during the evaluation meeting of the preparatory phase of the sixth segment of the Rapid Results Initiatives.

2. From the biannual to the three-year action plan

As soon as the Unit was established, it started elaborating an action plan for the rest of 2013. The draft plan was submitted for approval on 23 August 2013 during a meeting chaired by the Minister Delegate in charge of Public Contracts, in which almost all the senior officials of the Ministry took part.

Based on these guidelines, the Unit worked as shown below:

C. Activities of the Unit in 2013

Just like the year in which the Unit was set up, 2013 was another special year. At the end of six months, the Unit started elaboration of a work plan and a certain number of field actions.

The framework consisted in the execution of the Minister Delegate's instructions to combat corruption and respect activities in the action plan to avoid possible abuses in the exercise of duties on behalf of the Unit.

Regarding the treatment of complaints, a toll-free number was put in place (88 20 06 06), and two officers of the Communication Unit take turns on a daily basis during working hours to record information on forms elaborated by the General Inspectorate in charge of Public Contracts Control.

1. Processing of complaints

Complaints brought to the attention of the Unit were subject either to examination or treatment followed by a field mission.

On the whole, fifty-four (54) complaints were treated by the Unit in 2013. Regarding field activities, three major missions were carried out following several complaints of malpractices. The first field mission was carried out in the Kadey Division, East Region, the second in the Littoral Region and the third in the Centre Region, Mefou and Afamba Division.

❖ **Batouri mission.** Investigations were conducted after complaints from the Head of the Kadey Divisional Public Contracts Control Brigade regarding the malpractices within the local Tender Board, the unhealthy relationship between the Divisional Delegate and some businessmen with the intension of changing the contract award decisions and its tumultuous relationships with the Delegate regarding the management of fuel allocated to the Brigade.

At the end of the investigations, it was discovered that an atmosphere of complete non-compliance with regulations reigns at the Kadey Divisional Delegation. Furthermore, there was no respect for hierarchy and professional ethics there.

From this observation, a call to order was made to all during a restitution session organized after the hearings. Furthermore, the need for proximity training was felt by all, officials of the Delegation, local Tender Board and Tenderers.

The report published at the end of this Mission recommends warning letters to the Divisional Delegate and his Brigade Chief as well as sensitization sessions for all the personnel and trainings for the members of the local Tenders Board.

❖ **The Mission to Littoral Region** follows a complaint submitted to the Minister Delegate by the Manager of Ets. FON & BROS to request the cancellation of results for the award of contract relating to call for tender No.030/PR/MINMAP/DR-LT/CRPM/2013 of 18 September 2013 for the construction of the MABANDA Health Centre, Douala 4 Sub-division. The petitioner felt he proposed the lowest financial bid and consequently should win the contract.

At the end of this Mission, the complaint of Fon & BROS was judged unfounded because this enterprise had been eliminated at the technical evaluation phase.

❖ **In the Centre Region, Mefou and Afamba Division,** the Tenders Board Chairperson was accused of corruption with supporting facts. This led to an ACU mission after which the Board Chair was sacked.

To curb such malpractices, sensitization tours were undertaken. It is in this light that the leaflet was produced to sensitize both stakeholders and tenderers on the offences and sanctions to which they are exposed.

2. Measures taken by MINMAP ACU

Complaints are submitted so as to be treated, if proven as true, to identify and address their causes. It is for this reason that the Unit has often taken repressive measures against persons whose conduct is contrary to what is expected of personnel in the Public Contracts sector. In addition, the Unit takes part in the drafting of decisions taken by officials indirectly linked to the Unit, but whose action falls in line with the anti-corruption drive in Public Contracts.

Salient cases resulted in warning letters served to MINMAP representatives in the North Regional Tender Board and then to some personnel and the expulsion of the MINMAP representative from the South West Regional Tender Board.

Furthermore, in the Unit, one of its members was sacked for conduct incompatible with integrity and probity required of officials of anti-corruption bodies.

D. Difficulties faced

During the first months of existence, the Unit faced human, financial and material difficulties.

Regarding human difficulties, two members of the Unit disrespected the rules of hierarchy and professional ethics which subject every field action to a prior mandate of the Unit's Chairperson or Minister Delegate, and carried out various activities independently, basing on some unclear motives.

Regarding the qualities of integrity and probity required of members of anti-corruption units, there is need to underscore the activist tendency of one of the members who revealed his very dishonest and corrupt character. Two actions were taken against him, one of which was led by the Centre Regional Delegation of the Judicial Police for fraud and swindling in Garoua and the other by the Gendarmerie Company Commander of Efoulan in Yaounde, for hotel and service swindling.

After interrogations by the very intelligent investigators, he confessed committing the crime and accepted that his allowances in the Unit should be used to repay his victims. But his allowances, evaluated at CFA eight hundred thousand francs, are almost insignificant to the debt which stands at about CFA six million francs.

All these acts and conduct were contrary to the qualities required of a member of an ACU.

In the **finance and material aspects**, it should be noted that notwithstanding the insufficient budget estimate, the cash advance fund created to facilitate the conduct of activities had no money as at 31 December 2013. This situation limited the activities of the Unit.

The lack of an appropriate lodging compounded the problem of insufficient equipment and office furniture required for the Unit.

CHAPTER 3: MINISTRIES IN CHARGE OF THE EDUCATION, SOCIAL AND CULTURAL SECTORS

The education sector (Section 1), social sector (Section 2) and cultural sector (Section 3) will be presented.

SECTION 1: MINISTRIES IN CHARGE OF THE EDUCATION SECTOR

These are ministries responsible for preliminary training (§1) and others for permanent professional education or vocational training (§2).

§1. Ministries in charge of Basic Education

The anti-corruption drive should be more vigorous in this sector. In fact, three ministries have the responsibility of inculcating values of integrity and hard work into future citizens, notably, the Ministry of Basic Education (A), the Ministry of Secondary Education (B) and the Ministry of Higher Education. Unfortunately, none of these ministries forwarded their 2013 report to CONAC.

A. Activities of the Ministry of Basic Education (MINEDUB)

MINEDUB is mainly responsible for the organization and functioning of nursery and primary schools, moral, civic and intellectual training of children of school-going age in partnership with the Ministry of Youth Affairs and Civic Education. It is also in charge of monitoring and controlling the administrative and pedagogic management of government and private schools at this level of education, managing the book policy at this level of education, monitoring private nursery and primary schools of lay and denominational education, supervising construction works on school buildings and infrastructure at this level of education, and monitoring activities of Parent-Teacher Associations (PTAs).

Given the importance of the missions assigned to this Ministry and following the numerous complaints it received, the ACU of MINEDUB centred its activities in 2013 on three major areas:

- field missions of the Anti-corruption Operational Brigade during the 2013/2014 back-to-school period.
- verification missions following corruption complaints;
- monitoring of activities relating to RRIs expansion.

1. Anti-corruption Operational Brigade during the 2013/2014 back-to-school period.

In line with the implementation of the National Anti-Corruption Strategy, MINEDUB supervised the 2013/2014 back-to-school period through the decision relating to the change of appellation of teams in charge of the Rapid Results Initiative to Anti-corruption Brigade Teams (decision No. 10540/B1/1464/MINEDUB/CAB of 28 August 2013 during the 2013/2014 back-to-school period). This decision is a follow-up of Decision No. 2336/B1/1464/MINEDUB/CAB of 16 August 2011 to lay down the establishment, organization and functioning of an Anti-corruption Brigade in the Ministry of Basic Education.

This Brigade did field work from 2 to 12 September 2013 covering 881 schools out of 3,804, that is, a sampling of 23.5% to prevent, identify and punish all acts of corruption likely to be committed during the back-to-school period, on the one hand, and evaluate the level of RRI implementation in the said schools, on the other hand. The aim was to reduce the rate of illicit payment of fees in government primary schools by 80% and ensure free education in these schools.

At the end of such field missions, the following should be noted:

- need to continue the advocacy with partners to make functioning credit and the minimum package available to government primary schools;
- need to make parents and all other members of the education community adhere to endeavours to prevent illicit fee payment;
- need to extend mission to major urban centres;
- insufficient credit for the functioning of schools and need for CONAC's supervision of their payment;
- various misappropriations committed by some Head Teachers on PTA levies;
- illegal sale of school uniforms in some schools;
- dissuasive effect of sensitization workshops;
- sustainable implementation of RRIs;
- need to sustain the missions of the Anti-corruption Brigade;
- capacity-building of personnel of Divisional Delegations of Basic Education (DDBE) and Sub-Divisional Inspectorates of Basic Education (AEB) through an allocation of vehicles;

2. Verification missions following corruption complaints

The ACU of MINEDUB was deployed in the Adamawa, Centre, West and East, South and South West Regions to investigate complaints of wrongful acts for which some officials of decentralised services working in the said regions were indicted. Complaints concerned the payment and poor management of PTA levies.

Conclusions drawn were that it would be appropriate to review the legal status of PTA levies with regards to the legal implications of their functioning.

3. Monitoring of activities relating to the extension of RRIs.

The implementation of RRIs is a response to the fight against corruption. To punish corruption practices, MINEDUB opted for prior mastery of this tool through regional and divisional delegations. That is why information and sensitization seminars are organized throughout the country for officials of decentralised services to implement the RRI to enable head-teachers of government primary schools (3,804 on the whole) of the 58 divisional headquarters to master the anti-corruption principles stipulated in the SNLCC.

It was noted with satisfaction that stakeholders greatly supported this practice, showed commitment and conformed with requirements of good governance associated to this approach. However, despite improvements observed in some areas, difficulties relating to the management of operating credits in schools as well as the minimum package persisted. Greater sensitization of

Mayors and Finance Clerks and stakeholders in the basic education governance system was prescribed.

Following the field evaluation of RRIs, it was observed that RRI teams were present in various schools, and messages and slogans on free registration were posted on school notice boards and walls. 9 head teachers out of 881, that is, 1.02% in 2013 compared to 15 out of 364, that is, 4.12% during the 2012 campaign were caught red-handed in the Centre and North West regions and sanctioned as summarized on table 24 below.

Table 24: Sanctions taken by MINEDUB at the end of the RRI implementation in the Centre and North West Regions

No.	Regions	Acts of corruption committed	Schools	Head teachers	Observations
1.	CENTRE	Collection of PTA levies by the head teacher (CFA 5,000 francs) and sequence fees (CFA 3,000 francs)	G.S. Bastos I-A	Mr N. B., Head Teacher	Dismissed by the Regional Delegate and repayment of amount collected
		Collection of PTA levies by the Head Teacher (CFA 6,000 francs/pupil); No information on free registration posted	G.S. Mvog-Betsi IV	Mr E.Z., Head Teacher	Dismissed by the Regional Delegate and repayment of fees collected
		Collection of PTA levies by the Head Teacher (CFA 4,000 francs/pupil)	G.S. Etoug-Ebe	Mr B.M.P., Head Teacher	Dismissed by the Regional Delegate and repayment of amount collected
		Collection of PTA levies by the Head Teacher (CFA 3,000 francs/pupil)	G.S. Efoulan I-A	Mr N.N., Head Teacher	Dismissed by the Regional Delegate and repayment of amount collected
		Collection of PTA levies by the Head Teacher (CFA 5,000 francs/pupil); No information on free registration posted	G.S. Efoulan II-A	Mrs T.	Dismissed by the Regional Delegate and repayment of amount collected
		Sale of school badges and uniforms	G.S. Mfandena II-A	Mrs B.M.M.C.	Dismissed by the Regional Delegate and repayment of amount collected
2.	NORTH-WEST	- Textbooks placed on the Head Teacher's table for sale; - No registration requirements or anti-corruption messages posted	G.S. Ngyen Mbo	Mrs A.J.A., Head Teacher	Immediate disciplinary transfer
		- Collection of PTA levies and textbooks placed on the Head Teacher's table - No registration requirements or anti-corruption messages posted	G.S. Ngomgham	Mrs K.M., Head Teacher	A new Head Teacher should be immediately appointed
		- No registration requirements or anti-corruption messages posted	G.B.S	Mrs N.D., Head Teacher	A query issued to her

B. Activities of the Ministry of Secondary Education (MINESEC)

Governance assessment in MINESEC consisted in scrutinizing activities carried out by the General Inspectorate of Services (GIS) and sanctions meted out on the personnel of this Ministry in 2013.

1. Activities of the General Inspectorate of Services

From the activities of the General Inspectorate of Services, it was revealed that:

- 50 investigation, evaluation, control and audit missions were organized by the GIS in decentralised structures of MINESEC throughout the country. Among others, the missions concerned administrative and financial management, conduct of official examinations, management of human resources and auditing of FENASSCO funds;
- several malfunctions were observed on the management of FENASSCO funds and this resulted in instructions to set up entities provided for by Decree No. 2012/2507 of 10 September 2012 to lay down rules for the organization and functioning of FENASSCO, stringent respect of the regulations in force, allocation of a head office and staff for FENASSCO;
- principals of some schools were dismissed for inertia and malfunctions like the collection of fees, administrative and financial mismanagement of PTA levies, embezzlement of funds by some principals, non-payment of transport allowances by Regional Delegates;
- administrative sanctions were proposed for cases that involved corruption practices.

In 2013, 1,593 files were received at the GIS. 887 were treated and forwarded to the Minister. They concerned the monitoring and evaluation of service performances, internal control, anti-corruption, payment of debts and rehabilitation to posts of responsibility.

Furthermore, laws were enacted by GIS to improve the organization and management of missions, collection of fees in government secondary schools, collection of certificates and equitable distribution of projects.

In addition, GIS implemented the 3rd round of RRI in 25 schools in 5 regions.

2. Nature of administrative sanctions

Table 25: Administrative sanctions taken by the General Inspectorate of Services of MINESEC against some personnel after field evaluation missions in 2013

No.	Structures	Name	Position	Charges	Decisions of hierarchy	Observations
1	Government Bilingual High School Akono	A.F.D.	Principal	Illegal collection of fees	Letter of compliance	
2	Government High School Goundaye	B.G.	Bursar	Embezzlement of CFAF 622,476	Repayment order	
3	Government High School Monatele	E.Y.J.L.	Principal	Interference in PTA functioning and acting as Bursar	Letter of compliance	
4	G.H.S EfoK	O.A.M.	Bursar	Poor handling of financial records	Letter of compliance	Vote of no confidence
5		E.B.E.	Principal	Illegal collection of fees	Letter of compliance	
6	G.H.S. Biyem-Assi	A.N.E.	Senior Discipline Master	Illegal collection of fees	Deficiency letter	
7	G.B.H.S. Emana	N.C.K.	Principal	poor handling of administrative and interference in PTA functioning	Letter of compliance	
8		N.N.A.A.	Bursar	Poor handling of financial and accounting records	Deficiency letter	
9	G.B.H.S. Mendong	M. O.	Principal	Poor administrative and financial management of the school and institution of illegal fees	Letter of compliance	Vote of no confidence at end of year
10	G.S.S. Nkolnlong	N.N.P.C.	Senior Discipline Master	Incompetence	Deficiency letter	No trust at end-of-year
11		E.A.N.	Former Principal of G.S.S	Irresponsible behaviour (unlawful confinement of minor and abuse of authority)	Deficiency letter	

No.	Structures	Name	Position	Charges	Decisions of hierarchy	Observations
12	G.B.H.S. Pouma	N.A.	Principal	Poor handling of administrative documents and absence of pedagogic monitoring	Letter of compliance	
13		M.N.T.	Vice Principal	- Lack of professional secrecy and attitude of reserve; Refusal to exercise his pedagogic duties	Deficiency letter	
14	G.B.H.S. Pouma	M.N.T.	Vice Principal	- Lack of professional Secrecy and reserved attitude; Refusal to exercise his pedagogic duties	Deficiency letter	
15	G.H.S. Nkolnda	E.L.	Principal	Mismanagement of computer fees	Letter of compliance	
16	G.H.S. Mbankomo	E.E.R.	Principal	Mismanagement of computer fees	Letter of compliance	
17	G.T.H.S. Buea (Former Director of G.T.C. Matoh Butu)	E.D.N.	Principal	- Mismanagement of credits relating to equipment of the electricity and building workshops in - G.T.C. Matoh Butu	Letter of compliance or repayment order	
18	G.B.H.S. Kumba	M.CN.	Principal	Irregular debts and non-respect of debt repayment deadlines	Letter of compliance or repayment order	
19	G.H.S. Yemessoa 1	M.D.	Former PTA President	Embezzlement of CFAF 1,687,000 from PTA contributions	Repayment order	
20		D.B.R.	Former PTA President	Embezzlement of CFAF 126.000 from PTA contributions	Repayment order	
21	G.S.S. Ahala	O.C.O.M.	Principal of G.S.S. Ahala	Personalized management of the school and acting as Bursar and Stores Accountant	Warning	- No trust at the end of the year - Complaint pending in courts

No.	Structures	Name	Position	Charges	Decisions of hierarchy	Observations
22	Lycée Mongo Joseph	B.N.P.	Principal	Poor administrative management of the school	Letter of compliance	
23	G.H.S. Loum	N.P.M.L.	Principal	Poor financial and administrative management	Letter of compliance	Transfer
24	G.H.S. Mboma	M.P.	Principal	Interference management of PTA funds	Letter of compliance	
25	G.B.H.S Ekorezock	O.N.E.	Principal	Financial mismanagement of the school	Letter of compliance	Money collected reimbursed
26	Lycée Général Leclerc	M.E.	Principal	Illegal collection of fees	Letter of compliance	
27	G.H.S. Minta	N.Z.R.	Principal	Interference in PTA functioning and unprofessional behaviour	Letter of compliance	
28	G.H.S. Ngoa Ekele	M.B.	Principal	Illegal collection of fees	Letter of compliance	Disciplinary transfer
29	G.B.H.S. Yaounde	E.M.P.	Bursar	Financial mismanagement	No trust	
30	General Inspectorate of Services	A.O.M.	Research Officer	Undue collection of fees	Disciplinary transfer	Money collected reimbursed
31	Department of Human Resources	N.J.P.	SDP Senior Staff	Undue collection of fees	Repayment order	Money collected reimbursed
32	Director of Examinations, Competitive Examinations and Certification	B.B.	Director	Irregularities in the financial management of school attestation fees for 2010, 2011 and 2012	Blame with decision recorded in the file	
33	Government Technical High School Nkolbisson	B.N.B.A.P.	Principal	Unorthodox management of school finances and Poor handling of administrative documents	Letter of compliance	
34		B.L.S.	Vice Principal	Illegal collection of fees	Deficiency letter	

35		N.E.M.	Vice Principal	Illegal collection of fees	Deficiency letter	
36		N.V.N.	Vice Principal	Illegal collection of fees	Deficiency letter	
37		M.V.T.	Vice Principal	Illegal collection of fees	Deficiency letter	
38	G.H.S. Tsinga	D.C.	Bursar	Poor handling of financial and accounting records	Warning	
39		M.A.	Stores Accountant	Incompetence	Warning	
40	G.T.H.C. Dschang	B.R.	Bursar	Financial mismanagement	No trust	
41	G.B.H.S. Dschang	T.L.	Bursar	Financial mismanagement	No trust	
42	G.B.H.S. Ngouang	M.M.	Bursar	Financial mismanagement	No trust	

§2. Ministries in charge of vocational training

The main Ministry concerned here is the Ministry of Employment and Vocational Training (A). We may also add the Ministry of Scientific Research and Technological Innovation (B) because scientific contributions of this Ministry affect both the education and the social sector.

A. Activities of the Ministry of Employment and Vocational Training (MINEFOP)

MINEFOP is responsible for:

- elaborating the employment and vocational training policy,
- setting standards for the organization of training systems and professional qualification and control of their implementation,
- designing and organizing short-cycle training activities,
- monitoring and controlling vocational training structures in collaboration with ministries concerned.

In March 2013, MINEFOP decided to experiment a Rapid Results Initiative (RRI) aimed at “reducing by 40%, corruption opportunities in the reception, selection, award and use of vocational training scholarships in MINEFOP” on the one hand, and conduct investigations based on several complaints received.

1. Experimenting Rapid Results Initiatives (RRIs)

In 2013, the Anti-corruption Unit of MINEFOP implemented the first Rapid Results Initiative (RRI), treated complaints and carried out field missions to the East, Centre and South West

Regions. The mid-term evaluation of activities by the RRI team, on 24 July 2013, helped to obtain a 54.74% corruption reduction rate in the reception, selection and award of vocational training scholarships, for a reduction objective of 40%.

A restitution and sensitization meeting on the implementation of the fifth series of 2013 RRIs was held on 7 November 2013 for MINEFOP personnel. The results obtained were essentially qualitative and concerned ten (10) points:

- signing of Decision No.148/MINEFOP/SG/DFOP of 17 June 2013 to lay down the establishment and composition of the ad hoc Commission responsible for awarding vocational training and apprenticeship scholarships, in which the role of the Commission was redefined, its missions clarified and the number of members increased;
- establishment, as part of the above decision, of a sub-commission responsible for selecting training centres and job-creating or skills-lacking sectors, different from those in charge of technical analysis of scholarship application files;
- active and constant involvement of MINEFOP decentralised services in collecting scholarship application files;
- wide broadcast of deeds on the launch and award of vocational training scholarships, through all the legal communication channels (public and private radio networks; TV channels, written press, Internet, public posters, announcements in churches, games, telephone, etc.);
- objective award of scholarships according to criteria justified by the respect of regulations in force (valid approval), job market needs, technical and pedagogic capacities of training centres;
- elaboration of scholarship monitoring register ;
- creation of a database of scholarships and training centres;
- review of clause 8 of the specifications which obliges promoters to present scholarship holders in national examinations, by clearly specifying the party which pays examination fees;
- introduction into the specification clauses of the obligation to recruit a good number of scholarship holders in production chains after their training;
- specification of production obligations by centres that benefit from State funds in the form of scholarships, quarterly report of activities, under sanctions such as the withdrawal of approval, suspension of scholarship, etc.

2. Treatment of complaints

- The case of SAR/SM Batouri

Inspector of services investigated the management of PTA levies.

- The case of rehabilitation works of SAR/SM Ebebda

In January 2011, Ets MJC & Fils was awarded the contract for a sum of CFA 37,580,445 francs for the rehabilitation of SAR/SM Ebebda by Decision No.7/DJ/CPM/2011 signed by the Governor of the Centre Region, to be executed in 3 months. Till date, the successful tenderer of the contract continued to play with time, thus inevitably leading to legal proceedings. It was

recommended that the contract in question be cancelled and that legal proceedings be taken against the successful tenderer, Ets MJC & Fils, for delay and abandonment of project, negligence and non-compliance with commitment made.

- The case of the Director of SAR/SM Mamfe

Workshops are managed autonomously by the various officials, resulting in lack of traceability and legibility in the management of such workshops. The Director was unable to justify money received or spent relating to activities carried out by SAR/SM.

- The case of Mrs N.N.E.

Her recruitment into the Public Service was irregular, given that the decision giving 1700 part-time teachers the status of contract workers had been cancelled. It was recommended that administrative sanctions be applied and unduly collected money as family allowances refunded.

- The case of the former Director of SAR/SM Soa

This is the case of the school vehicle of SAR/SM Soa stolen as mentioned in the annual activity report of the ACU of MINEFOP for 2012. A mission of the General Inspectorate of Services established that the engine of the Toyota KE90 with chassis Number EE90283840 purchased in 2011 and allocated to the automobile mechanics workshop of SAR/SM Soa was actually changed.

- The case of B.B v/ N.D., Director of the Yaounde IT Pilot Centre

From the exploitation of questionnaires administered to the various parties and given their arguments, the Director had apparently set up a money-making activity because out of 185 learners who hoped for direct employment at the end of the training as part of the “2012 Training-Employment” programme, he integrated only 26. The case is in court.

B. Activities of the Ministry of Scientific Research and Innovation (MINRESI)

In 2013 MINRESI anti-corruption campaigns consisted in organizing a RRI (1) which produced concrete and encouraging results (2).

1. Conduct of a Rapid Results Initiative

As part of effective implementation of the National Anti-Corruption Strategy (NACS) guidelines, a RRI in MINRESI research structures was carried out in the scientific research and innovation sector in 2013. The 100-day objective was to reduce by 50% the mismanagement of revenue from the sale of research products in a sample of 4 research structures: the Local Material Promotion Mission (MIPTOMALO) semi-industrial factory for the manufacture of baked bricks at Nkolbisson, National Institute of Cartography (NIC), AIDS Screening Test Production Centre (CAMDIAGNOSTIX), Institute of Medical and Medicinal Plant Research (IMPM), Regional Agricultural Research Centre (CERRA) and Agricultural Research Institute for Development (IRAD) of Nkolbisson.

MINRESI RRI implementation had some difficulties in that all the activities were not carried out on time because of financial problems and the busy schedule of members of relay teams as well

as activities of some structures. However, all members of the designated and relay teams were very active in carrying out activities and seeking solutions to the problems posed.

2. RRI results

There are qualitative and quantitative results. At the quantitative level, it should be noted that:

- an assessment of the existing malfunctions in the targeted research centres was conducted;
- a standard procedure to secure revenue applicable to all research structures was drafted and validated in a participatory manner;
- personnel of MINRESI Central Services and the 4 research structures concerned were informed and trained on the standard procedure to secure revenue;
- two management controls were conducted;
- Nine (9) personnel who resented the correction of malfunctions identified in the structures concerned were warned and 16 encouraged for accepting.

Out of 25 malfunctions identified, 90% in terms of baseline were identified before RRI implementation and 62.5% reduced during RRI making 12.5% performance achieved compared to the forecast.

RRI induced effects were:

- reduction of treatment deadlines (e.g. payment of money collected by the Accountant's Clerk was brought to 7 days maximum at the level of NIC);
- increase of productivity (at IRAD), RRI implementation generally led to a 10% increase in revenue at the national level; and particularly, a revenue increase of 30% at the level of CERRA (target structure), with a specific increase of CFA six (6) million francs in three months at the Fruit Seed Production Unit. At MIPROMALO, there was a revenue increase of 80% compared to the months before RRI implementation.

At the qualitative level, results obtained through RRI implementation are as follows:

- reinforcement of internal communication and team spirit at the level of MINRESI Central Services;
- improvement of collaboration between research structures and MINRESI, on the one hand, and among research structures, on the other hand;
- improvement of working methods at the level of the Central Services and the research structures concerned;
- identification, mastery and correction of malfunctions identified in the revenue securing chain within the research structures concerned;
- awareness by research structures concerned of the stakes of securing revenue and greater sensitization on the fight against corruption;
- improvement of governance and strengthening of transparency in the research structures concerned through the elaboration and adoption of a clear and explicit revenue securing procedure;
- improvement of quality in public service.

SECTION 2: ADMINISTRATIONS IN CHARGE OF THE SOCIAL SECTOR

This includes the Ministries of Public Health (§1), Social Affairs (§2), Labour and Social Security (§3), Women's Empowerment and the Family (§4), Housing and Urban Development (§5), State Property, Surveys and Land Tenure (§6), the Environment, Nature Protection and Sustainable Development (§7) and Public Works. Unfortunately, the latter did not send its 2013 activity report on the anti-corruption drive.

§1. Activities of the Ministry of Public Health (MINSANTE)

The health sector is characterized, among others, by a vast network of health structures, increasingly innovative and onerous technical health services, as well as a diversity of health pathologies and professions. Apart from problems linked to the availability and management of human, material, financial, logistic and infrastructural resources, there is trafficking and several malpractices. For proper functioning, MINSANTE should carry out general administrative duties and execute government expenses in strict respect of government instructions regarding the improvement of performance and the fight against corruption.

As part of governance assessment in the health sector in 2013, the Ministry took a number of initiatives (A). The ACU also conducted a RRI (B).

A. Governance reinforcement initiatives in the health sector

As regards corruption observed in the health sector in Cameroon, several initiatives to reinforce governance were taken in 2009, 2010, 2011, 2012 and 2013.

The anti-corruption drive and internal control of health services include:

- conduct of about twenty inspection, control and audit missions each year, resulting in instructions to heads of health institutions;
- sanctions against hospital heads for mismanagement;
- summoning of personnel to the disciplinary council of hospitals and disciplinary chamber of the various professional orders;
- redeployment of personnel (disciplinary transfers);
- institutional and organizational measures including the fight against corruption with the progressive establishment of local anti-corruption commissions in health units;
- development of transparent measures (posting of prices of deeds and drugs, redress measures in case of abuse, carrying of badges by all personnel, etc.) enabled the detection and cancellation of some illegal payments instituted in some hospitals, reduction of the practice of direct payments and reimbursements to some patients of money unduly collected by some personnel, revision of the pricing system for health care services and drugs in some hospitals for more legibility;
- development of complaint tools (suggestion and complaint boxes, communication of contacts of the Ministerial Anti-corruption Unit , etc.), registering and processing 101 complaints in 2010, 167 in 2011, 591 in 2012 and 174 in 2013;

- repressive measures with the suspension and/or suppression of gratuities of about one hundred personnel each year and application of some sanctions (verbal and written warnings, suspensions without salary, etc.);
- incentive measures (designation of best hospital staff, best female staff of the Ministry, etc.).

Some hospital revenue transparency and security measures were prescribed by MINSANTE to heads of government hospitals following the conduct of the anti-corruption Rapid Results Initiatives in some hospitals. Emphasis was laid on sensitization with the broadcast of several types of messages (generally, messages to users and health personnel).

B. Conduct of a RRI

In its crusade against the threats of corruption in the public health sector, MINSANTE conducted a RRI which produced encouraging results.

1. Difficulties of the sector and RRI performance objective

The worries of this RRI are based on the observation that the level of hospital revenue does not generally correspond to the volume of services provided because of embezzlements and swindling from patients.

The challenge to overcome was aimed at reducing embezzlements and swindling from patients in hospitals thereby increasing revenue to the corresponding number of patients/ regularly registered cases. The performance objective was to increase revenue and number of patients/regularly registered cases by 20% in at least 5 pilot services (laboratory, radiology, surgery, maternity, hospitalization) of 8 target hospitals from 19 September to 27 December 2013 thereby reducing cases of embezzlements, among others.

Target hospitals were:

- Mifi District Hospital;
- Dschang District Hospital;
- Fouban District Hospital;
- Foubot District Hospital;
- Mbouda District Hospital;
- Bangante District Hospital;
- Baham District Hospital;
- Lafe-Baleng Sub-Divisional Health Centre (SDHC)

2. Results obtained

After 100 days of observation, it was noted that:

- 7 hospitals out of 8 targeted implemented the 2013 RRI;
- a significant performance improvement of all hospitals with a variation of number of patients/regularly registered cases from 21 to 260% and an increase between 50% to 60% for most of the hospitals; a revenue level of 6 to 300% and an increase between 40 to 60%.

Table 26: Results of the implementation of the 6th series of the RRI in eight targeted hospitals during the 2nd semester of 2013.

Target hospitals	2012 baseline (quarter average) 2012		Mid-term achievements		Results after 100 days			
	Patients/acts	Revenue	Patients/acts	Revenue	Patients/Acts		Revenue	
	No.	Figures	No.	Figures	No.	Percentage	Figures	Percentage
Lafe-Baleng SDHC	4,490	5,369,300	2,949	3,921,175	5,463	21.67%	7,561,500	40.82%
Bangante District Hospital	1,747	5,671,310	1,300	4,350,610	2,318	61.30%	7,893,474	39.18%
Baham District Hospital	580	1,295,840	1,114	2,322,175	2,085	259.48%	5,184,400	300.08%
Mifi District Hospital	6,066	23,340,950	4,176	13,382,475	9,071	49.53%	24,813,600	6.30%
Foumbot District Hospital	3,260	18,243,830	2,561	14,773,675	9,071	59.32%	28,113,895	54.10%
Mbouda District Hospital	3,806	18,243,830	2,961	21,046,075	6,463	69.81%	39,478,745	61.37%
Dschang District Hospital	6,676	21,396,850	5,296	18,164,990	9,599	43.78%	35,658,140	66.65%
Foumban District Hospital	-	-	-	-	-	-	-	-

❖ NAME OF HOSPITAL: LAFE-BALENG SDHC

Services	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days Proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)			Final achievements (100 days)				
	Patients/acts regularly registered	Revenue	Patients/acts regularly registered	Revenue	Patients/acts regularly registered	Revenue		Patients/acts regularly registered	Revenue			
	No.	Amount	No.	Amount	No.	Percentage	Amount	Percentage	No.	Percentage	Amount	Percentage
Reception and consultation	1,783	1,318,400	2,140	1,582,080	986	10.60%	772,600	17.20%	1,858	4.20%	1,431,100	8.54%
Hospitalization	239	809,400	287	1,029,600	89	-25.52%	635,350	56.99%	250	4.60%	1,269,350	56.82%
Minor surgery	215	858,000	258	971,280	132	22.79%	580,750	35.37%	174	-19.06%	1,329,350	271.32%
Laboratory	2,205	2,108,500	2,646	2,530,200	1,711	55.19%	1,758,475	66.79%	3,099	40.54%	3,231,700	53.27%
Maternity	48	275,000	58	330,000	31	29.16%	174,000	26.54%	57	18.75%	300,000	9.09%
TOTAL	4,490	5,369,300	5,389	6,443,160	2,949	31.35%	3,921,175	46.05%	5,463	21.67%	7,561,500	40.82%

❖ NAME OF HOSPITAL BANGANTE DISTRICT HOSPITAL

	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days Proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)				Final achievements (100 days)			
	Patients/ acts regularly registered	Revenue	Patients/ acts regularly registered	Revenue	Patients/ acts regularly registered		Revenue		Patients/acts regularly registered		Revenue	
Services	No.	Amount	No.	Amount	No.	Percentag e	Amount	Percentag e	No.	Percentag e	Amount	Percentage
Hospitalization	420	644,730	504	773,676	160	23.80%	415,165	411.25%	416	-0.95%	722,000	371%
Surgery	50	933,005	60	1,119,606	46	84%	604,450	52.96%	70	40%	1,119,058	38.23%
Laboratory	1,138	3,297,880	1,366	3,957,456	1,027	80.49%	2,987,665	41.78%	1,684	47.97%	5,339,083	37.78%
Radiology	-	-	-	-	-	-	-	-	-	-	-	-
Maternity	139	795,695	167	954,834	67	-3.59%	393,330	-1.13%	148	6.47%	713,333	-10.35%
TOTAL	1,747	5,671,310	2,097	6,805,572	1,300	48.82%	4,350,610	53.42%	2,318	61.30%	7,893,474	39.18%

❖ NAME OF HOSPITAL: BAHAM DISTRICT HOSPITAL

	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days (proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)				Final achievements (100 days)			
	Patients /acts regularly registered	Revenue	Patients/acts regularly registered	Revenue	Patients/acts regularly registered		Revenue		Patients/acts regularly registered		Revenue	
Services	No.	Amount	No.	Amount	No.	Percenta ge	Amount	Percenta ge	No.	Percenta ge	Amount	Percentage
Hospitalization	93	119,013.6	112	142,816.9 2	82	47.74%	155,250	35.46%	197	111.82	358,125	200.91%
Surgery	18	146,242	22	175,490	14	27.27%	291,625	232.35%	36	100%	562,300	284.49%
Laboratory	207	307,832	248	369,398	463	73.38%	704,150	281.24%	788	280.67%	1,387,625	350.77%
Radiology	0	0	0	0	51	51	196,000	196,000	126	126	470,750	470,750
Maternity	18	101,369	22	121,642	13	18.18	75,000	23.31%	34	88.88%	129,000	27.25%
Other services if possible	244	549,483.5	292.8	659,380.2	491	237.01	900,150	173.02%	904	270.49%	2,276,600	314.31%
TOTAL	580	1,295,840. 1	696	1,555,008.12	1114	220.11%	2,322,175	198.64%	2085	259.48%	5,184,400	300.08%

❖ NAME OF HOSPITAL: MIFI DISTRICT HOSPITAL

	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days Proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)				Final achievements (100 days)			
	Patients/acts regularly registered	Revenue	Patients/acts regularly registered	Revenue	Patients/acts regularly registered		Revenue		Patients/acts regularly registered		Revenue	
Services	No.	Amount	No.	Amount	No.	Percentage	Amount	Percentage	No.	Percentage	Amount	Percentage
Hospitalization	862	2,066,100	1,035	2,479,320	444	3.01%	1,151,000	11.41%	901	4.52%	2,105,300	1.89%
Surgery	422	3,802,850	507	4,563,420	463	9.71%	2,447,025	28.69%	729	72.74%	4,630,350	21.75%
Laboratory	4,348	14,662,500	5,218	17,595,000	3022	39%	8,350,450	13.90%	6,973	60.37%	15,533,950	5.94%
Radiology	0	0	0	0	0	0	0	0	0	0	0	0
Maternity	434	2,809,500	521	3,371,400	247	13.82%	1,434,000	2.08%	468	7.83%	254,400	-9.45%
Other services if possible												
TOTAL	6,066	23,340,950	7,281	28,009,140	4,176	37.68%	13,382,475	14.66%	9,071	49.53%	24,813,600	6.30%

❖ NAME OF HOSPITAL: FOUMBOT DISTRICT HOSPITAL

	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days (proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)				Final achievements (100 days)			
	Patients/acts regularly registered	Revenue	Patients/acts regularly registered	Revenue	Patients/acts regularly registered		Revenue		Patients/acts regularly registered		Revenue	
Services	No.	Amount	No.	Amount	No.	Percentage	Amount	Percentage	No.	Percentage	Amount	Percentage
Hospitalization	426	435,500	511	527,200	563	164.78%	1,112,000	411.25%	1,177	176%	2,051,500	371%
Surgery	78	2,106,000	94	2,527,200	43	10.25%	1,610,675	52.96%	90	15.38%	2,911,125	38.23%
Laboratory	1,995	14,835,330	2,394	16,662,400	1,188	19.09%	9,808,250	41.78%	2,356	18.09%	18,785,670	37.78%
Nursing care	426	0	511	300,000	563	164.31%	1,093,750	72%	1,177	176.29%	2,217,600	147.84
Maternity	335	1,863,000	407	2,235,600	204	10.02%	1,149,000	10.27%	394	17.61%	2,148,000	15.29%
TOTAL	3,260	18,243,830	3,917	22,252,400	2,561	57.11%	14,773,675	13.27%	9,071	59.32%	28,113,895	54.10%

❖ NAME OF HOSPITAL: MBOUDA DISTRICT HOSPITAL

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

Services	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days (proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)				Final achievements (100 days)			
	Patients/acts regularly registered	Revenue	Patients/acts regularly registered	Revenue	Patients/acts regularly registered		Revenue		Patients/acts regularly registered		Revenue	
	No.	Amount	No.	Amount	No.	Percentage	Amount	Percentage	No.	Percentage	Amount	Percentage
Transfer (consul + CM + CML)	2,076	2,420,600	2,491	2,904,720	1,294	24.66%	3,403,035	181.17%	2,711	30.58%	5,372,970	121.97%
Hospitalization	265	1,111,265	318	1,333,518	267	101.5%	965,635	73.79%	573	116.23%	1,943,570	371%
Surgery	262	2,234,750	314	2,681,700	104	20.61%	1,233,835	10.42%	258	-1.53%	2,688,340	38.23%
Laboratory	949	7,243,700	1,139	8,692,440	1,158	144.04%	5,372,665	48.34%	2,664	180.72%	8,681,220	19.85%
Pharmacy	0	9,502,560	0	11,403,072	0	0	9,061,140	90.70%	0	0	18,807,880	97.92%
Maternity	254	1,951,335	305	2,341,605	138	8.66%	1,009,765	3.49%	257	1.18%	1,984,765	1.71%
TOTAL	3,806	18,243,830	4,567	19,357,055	2,961	55.59%	21,046,075	72.05%	6,463	69.81%	39,478,745	61.37%

❖ **NAME OF HOSPITAL: DSCHANG DISTRICT HOSPITAL**

Services	2012 Baseline (based on the monthly average of 2012 activities reported in 100 days)		Performance objectives in 100 days (proposal of MINSANTE: 20% progress)		Mid-term achievements (50 days)				Final achievements (100 days)			
	Patients/acts regularly registered	Revenue	Patients/acts regularly registered	Revenue	Patients/acts regularly registered		Revenue		Patients/acts regularly registered		Revenue	
	No.	Amount	No.	Amount	No.	Percentage	Amount	Percentage	No.	Percentage	Amount	Percentage
Hospitalization	720	1,539,000	864	1,846,800	603	67.7%	1,294,000	68%	1087	50.97%	2,332,000	51.52%
Surgery	61	1,486,900	73	1,784,280	114	103.8%	1,226,450	65%	226	270.49%	2,467,450	65.94%
Laboratory	2002	11,762,350	2400	14,114,820	1,331	32.9%	10,411,840	77%	2850	42.35%	21,421,190	82.11%
Radiology												
Maternity	342	2,073,000	410	2,487,600	181	5.5%	1,092,000	5.3%	343	0.29%	2,085,000	0.57%
Mortuary	147	2,513,000	176	3,015,600	93	6%	1,994,000	58.83%	157	6.8%	3,559,000	41.62%
Consultations	3371	2,022,600	4045	2,427,120	2,974	76.5%	2,146,700	112.71%	4936	46.42%	3,793,500	87.55%
TOTAL	6,676	21,396,850	8004	25,676,220	5,296	58.6%	18,164,990	69.7%	9599	43.78%	35,658,140	66.65%

Analysis of results

The figures above reveal that:

- hospitals that have effectively implemented a series of RRIs have witnessed improvements in their performance;
- percentages of revenue increase are at the same level with those of the number of patients/acts regularly registered;
- a change of attitudes and conduct of personnel was noticed.

Among the achievements, we can note the following at the end of RRIs:

- awareness of the importance of instituting transparency tools; self-evaluation (evaluation of one's performance);
- procedures and better work organization;
- revenue increase of hospitals and of course, personnel quotas;
- encouragement of meritorious personnel.

Inertia noticed at the end of this RRI concerned:

- low momentum of hospital users to complain and their aloof attitude (low use of complaint boxes and toll-free number of the local anti-corruption committee by users);
- initial resistance and misunderstanding of personnel;
- non-respect by users of revenue channels and refusal to pay deeds to personnel;
- destruction of posters and other prices of deeds by unknown persons;
- absence of necessary means to mobilize the media as part of sensitization;
- weakness of the evaluation system of the real productivity of each staff member in hospitals;
- absence of harmonized hospital management software that make the task of inexperienced directors daunting,
- insufficient means to constantly support hospitals in this fight.

Among the threats to the proper implementation of RRI, we note:

- regular electricity supply cuts and running water shortages;
- high number of the destitute;
- low population purchasing power;
- poor redistribution of allowances in some hospitals;
- unsafe environment of some hospitals (no fences);
- obsolescence of price lists;
- lack of a health risk sharing system (payments in cash generally).

MINSANTE used the framework of this RRI implementation to improve on achievements.

- MINSANTE directive to directors of hospitals on measures to reinforce governance and security of revenue and property of health institutions;
- on-going development of a hospital management software (pilot phase);
- on-going health risk sharing system;

- on-going revision of instruments on allowances;
- allocations of means at the regional level for the coordination of the fight against corruption in hospitals.

2. Activities of the Ministry of Social Affairs (MINAS)

Through the Anti-corruption Unit, MINAS essentially conducted a RRI in 2013 in response to several accusations relating to corruption practices noticed in this Ministry.

A. Challenges in the sector and RRI performance objective

Basing on the observation that malfunctions and lack of professionalism in public and private institutions supporting distressed children do not help to protect and secure the development of children, the following performance objective was defined:

"Improve transparency by reducing by 60% malfunctions in the support of distressed children in 10 approved pilot public and private institutions in the Centre and Littoral regions".

B. Results obtained

Results obtained after RRI implementation at the end of 100 days are as follows:

1. On the positive side

At the level of structures, the following was observed:

- a mastery of grant channels
- an improvement of financial and material resources;
- an improvement of hygienic and sanitation conditions;
- composition of authorization files for the opening of institutions;
- greater satisfaction of users;
- strict identification of all users;
- rigorous control of all entries and exits.

At the level of personnel:

- improved knowledge on instruments and procedures in force;
- improved conditions for handling records;
- better work organization;
- improved professionalism and commitment;
- improved service quality;
- reinforced collaboration and transparency

At the level of children:

- increased vigilance,
- improved health follow-up;
- increase in family research;
- improvement in personal hygiene;

- better security;
- rigorous identification;
- better mastery of movements.

2. On the negative side

Identified MINAS RRI implementation impediments concerned the inexistence of reception and distressed children's safety records as well as the poor handling of financial and material records. Also, there were too many children in some institutions, insufficient personnel, and problems of reuniting with families, provisional hosting, and transformation of orphanages to reception centres.

3. Recommendations

Recommendations made by the RRI team to prevent corruption practices in line with the initial objective of RRI, notably concern the following points:

- improving collaboration between MINAS officials and officials of orphanages;
- capacity-building in the management of records and working documents;
- improving knowledge on instruments and procedures in force;
- frequent organization of meetings in institutions;
- acceleration and support of hierarchy in the processing of opening files;
- reinforcing the fight against child trafficking and slavery through the installation of complaint boxes in institutions;
- reinforcing the self-financing of institutions through project formulation.

§3. Activities of the Ministry of Labour and Social Security (MINTSS)

Activities of the Ministerial Anti-corruption Unit of MINTSS for 2013 concerned the following items:

- habitual meetings;
- sensitization activities;
- control visits;
- unannounced visits;
- examination of complaints
- conduct of investigations.

The meetings held concerned the elaboration of the 2013 ACU action plan, writing of circulars on free public services in the processing of labour medal files, obligation to respect ethics and transparency, approval of CONAC's requests relating to sanctions for acts of corruption.

Sensitization concerned discipline, moral rectitude, accountability, regulatory provisions relating to the processing of labour medal files, and exercise of occupational health.

Unannounced visits and investigations were carried out in the internal services of MINTSS and helped to discover some irregularities, evaluate the level of appropriation of regulatory instruments and apply sanctions to unscrupulous officials.

Seven complaints concerning the CNPS were examined by the ACU relating to favouritism, influence peddling observed during the election of the staff representative, extortion by the former Finance Controller and recriminations of some professional trade unions.

Lastly, the ACU of MINTSS deplored the insufficient financial and material means which does not allow optimum sensitization on the fight against corruption, on the one hand, and the absence of other members of the civil society in meetings due to the inability to support their movement financially, on the other.

§4. Activities of the Ministry of Women's Empowerment and the Family (MINPROFF)

Several activities were included in the 2013 Action Plan of MINPROFF ACU. Some of these activities were implemented and others initiated despite many difficulties.

1. Implementation of activities

In 2013, eight of the fourteen activities planned were actually implemented:

- organization of coordination meetings;
- capacity-building of staff and partners in the East and West Regions;
- monitoring of the RRI in pilot Women Promotion Centres (CPF) in the Centre Region (Yaounde II, IV and V) and Littoral (Douala Akwa and Pouma);
- extension of the RRI to CPF Bertoua and Doumé in the East, and the CPF Bafia in the Centre ;
- drafting of educational messages against corruption;
- update of the staff roll in collaboration with the sub-Directorate of Personnel;
- investigative mission ordered by CONAC at CPF MEFOMO in Mbankomo ;
- investigative mission at CPF Yaoundé IV.

a) Organization of coordination meetings

Twelve coordination meetings were held for better effectiveness and efficiency in the implementation of field activities.

b) Sensitisation of staff and partners in the East and West Regions

Two capacity-building seminars on the issue of corruption were organized on 29 May 2013 in Bertoua (for more than 200 participants) and 19 June 2013 in Bafoussam (for more than 150 participants) to the benefit of staff and MINPROFF partners.

In both Regions, presentations focused on the concept of corruption and repressive measures provided by law. Participants were also enlightened on related issues like fraud, forgery, fake scale balances, misappropriation of public funds, distortion of the spirit of competition, money laundering, and favouritism. Participants tried to come up with a common definition of the concept of corruption and identified its causes and consequences. They also shared knowledge on the different terms and expressions used locally to designate corruption such as “gombo”, “envelope”, “cola”, “beer”, “motivation”, “tchoko”, etc.

Sensitisation of staff and partners in the East and West Regions were effective and conducted in accordance with the planning of the ACU. Given the level of participation of target institutions, media involvement and comments from local authorities, one can say that the message has gone across and will be disseminated in families, schools, associations, hospitals, offices, Regions and the entire country.

c) RRI Follow-up

The ACU Action Plan envisaged the monitoring of CPFs Yaounde II, IV and V in the Centre Region, and CPFs Douala Akwa and Pouma in the Littoral. This activity was actually implemented. However, due to lack of resources, monitoring of the RRI in the Littoral was only achieved during the second semester.

With the exception of CPF Douala Akwa where the RRI was rigorously implemented, results of the other pilot CPFs are diverse. The general finding is that the enthusiasm observed during the experimental phase was no longer the same everywhere when the assessment mission was held. In the three pilot centres of the Centre Region and in Pouma, the team found that no Commission was actually at work.

At CPF Yaounde II, the Director indulged in collecting only training fees paid by learners despite complaints from the agent appointed for that purpose. During the RRI experimental phase, collection of revenue included both training fees paid by learners and revenues from other services provided by the Centre.

In Yaounde IV, records were relatively well kept and the Director reported that the Mayor used to make expenditures without considering the needs of the CPF. She also revealed that she acquired a computer and a cooker with the revenue generated by its structure.

In Yaounde V, the agent in charge of collecting revenue died and his family, in the absence of the Director, took away the register with personal belongings of the deceased. The agent in charge of the registration of users was on training during the visit of the monitoring team; the register was still not available.

At CPF Douala Akwa, the committee in charge of managing the RRI was operational, users and revenue records were well kept, expenditure vouchers were available, denunciation boxes were put at the disposal of users and all staff kept informed of how the generated financial resources were spent. The Director was congratulated by the President of the ACU.

CPF Pouma was not at the same level of implementation of the RRI. Only revenues from learner's registrations were being recorded, and these records were of poor quality and poorly kept. Due to lack of staff, the Director was the only person to implement the RRI in his structure. After monitoring, he was requested to go immediately to CPF Douala Akwa to learn from the work that is being done there.

During working sessions with evaluators, directors of CPFs Yaounde II, IV, Douala Akwa and Pouma stated they were yet to receive funding from their respective Mayors for the functioning of their structures since the beginning of the year.

In general, almost all Directors of CPFs were working with financial resources generated by their structures due to the late arrival of running subsidies. Wherever the RRI was not working well,

new guidelines were prescribed by the monitoring team with the hope that things will quickly return to order.

d) Extension of RRIs to other CPFs

In 2013, awareness campaigns on the extension of RRIs were held at the Bertoua and Doume CPFs in the East, and the Bafia CPF in the Centre.

e) Drafting of educational messages on the fight against corruption;

This activity was effectively implemented. Each member of the Unit suggested a minimum of 10 awareness messages. Some of these messages were validated but are still to be disseminated. Their preparation was free of charge, though some financial resources would be needed for their dissemination.

f) Update of the staff name file

This activity was carried out in collaboration with the sub-Directorate of Personnel.

g) Investigative mission at CPF Mefomo

The Mission instructed by the Chairman of CONAC was carried out at CPF Mefomo in Mbankomo District on 10 September 2013, with a view to collecting and later on cross-checking information relating to the invalidation of rehabilitation works on the CPF by the Stradel Company, and the termination of contract between the above mentioned service-provider and the Director of CPF Mefomo. After termination of the contract, a second provider was engaged and the previous one complained to CONAC and the Ngoumou Court. Before the investigative mission, the case was already at the fourth court hearing and in accordance with the principle of non-interference in judicial matters, the Anti-Corruption Unit let the case run its normal course. A report was sent to CONAC for this purpose.

h) Investigative mission at CPF Yaounde IV

This Mission was prescribed by the Chairman of CONAC following a denunciation. However, the cross-checking of information collected in the field revealed that the denunciation was unfounded and a report was sent to CONAC.

Despite some difficulties, many activities were carried out in 2013, but there is still much to be done.

2. Difficulties associated with the implementation of activities

- the non-budgeting of RRI follow-up in pilot CPFs and its extension to other CPFs;
- an insufficient number of Unit staff;
- lack of an anonymous communication means;
- lack of vehicles
- lack of space
- failure to obtain additional funds

Given all what has been achieved, the situation is that the Unit can actually be considered as fully equipped with human resources, but the implementation of the huge programme requires significant financial and material resources. To enable this Unit to improve its performance and reach its goals in 2013, it is important to assign to them a vehicle, allocate an office and provide enough funds for all its activities especially the monitoring and extension of RRI in CPFs.

§5. Activities of the Ministry of Housing and Urban Development (MINHDU)

Decree No. 2011/408 of 9 December 2011 to organize the Government states that the Ministry of Housing and Urban Development is responsible for the development and implementation of the Government's policy on habitat and urban development.

The Ministry of Housing and Urban Development is in charge of several sectors including infrastructure, social affairs and governance. The expected contribution of the urban sector in achieving Cameroon's growth objectives by 2035 remains a major objective clearly stated in documents on the development of Cameroon, including the Growth and Employment Strategy Paper (GESP).

Public policies implemented together with the various stakeholders and development partners in the areas of housing and urban development all aim in particular at bringing concrete solutions to major problems in these areas of development.

In areas where demand is inversely proportional to a generally low supply, and given that greed brings about speculation risks which are often high in such a case, we find situations with high possibilities for corruption first because the implementation mechanism passes through Public Contracts, and then because, with regard to the supply of lodgings in particular, real estate speculation prides over standards of fairness or equality.

In 2013, basing on a commonly adopted strategy, the ACU started developing a Rapid Results Initiative in a sensitive area with high corruption risk - the access mechanisms to the first low-cost houses put at the disposal of populations by the Government under its social housing program.

Since the launch of the first Rapid Results Initiative in 2012 in which MINHDU targeted the issue of abnormally long delays in the settlement of dues, considering the then identified bottlenecks which were likely to lead to bribery and corruption, in 2013, the sensitive issue chosen as case study was access to housing, considering the demographic boom in cities.

A Rapid Results Initiative was launched in 2013 by the Prime Minister, Head of Government, on the issue of "speculation risks in the allocation of low-cost houses built with significant support from the State," to ensure that such houses do not fall in the hands of the rich at the expense of the poor.

Findings have shown that some persons in privileged positions buy up such houses and subsequently letting or selling them out to other applicants. Allegations and complaints arising from such practices are likely to jeopardise social peace. Unfortunately, regular procedures of access to these houses have not yet been established and made public to avoid the use of parallel proceedings by people in need.

To ensure that what happened with the former SIC houses did not happen again, it was necessary to tackle such causes like parallel networks, subletting, opacity in award procedures, complacency and favouritism of officials in charge of conducting marketing operations, abuse of office, speculation (considering the insufficiency of available houses), the lack of synergy between actors and also the absence of sanctions.

Such practices are generally masterminded by corrupt public officials or duly established committees with assigned missions corresponding to specific objectives. Unfortunately, it is often necessary to investigate and denounce perpetrators of such wrongdoings.

§6. Activities of the Ministry of State Property, Surveys and Land Tenure (MINDCAF)

MINDCAF ACU dedicated its 2013 activities to the review of recorded denunciations and complaints. Below are some illustrative cases of corruption examined by the Unit in 2013:

a. N. C.C. v/ N. A. D.

M.N.C. denounced destruction of its landed property of 16ha, located in the Etoudi village, Lékié Division, by Mr N.A.D. alleged to have acquired two land titles in violation of regulatory provisions prohibiting double land demarcation.

b. E.F.E. widow v/ the Lékié Land Registrar

This case concerns registration of three (03) plots of land in Leboudi village (Lékié Division) that led to the issuance of land titles (TF) No 1151 of 27 April 1999, No. 1192/L of 28 January 2000 and No. 2515/L of 11 March 2011 in favour of Mr E.A., cousin of the plaintiff, without the consent of the latter. The complicity of the Lékié Land Registrar was denounced concerning TF No. 1192/L.

c. Mrs E.N.M v/ Mr K.P.

The applicant, owner of landed property No. 7304 TF/NS with an area of 2,333km², introduced an application for partitioning of a plot of 800km² in favour of the Jehovah Witnesses on 12 October 2012. Despite the payment of transfer dues amounting to CFA 27,500 francs and an additional sum of CFA 100,000francs, no progress has been made for reasons that remain unclear.

Measures and recommendations taken: After the withdrawal of the complaint by the complainant, the matter was considered as resolved according to the statements of both parties.

d. B.F. J.P. v/ Lawyer G. and the Koung-Khi Land Registrar

Mr B. acquired a parcel through tender notice on the State private domain in the Bandjoun urban centre. After completion of all administrative formalities, the complainant proceeded in parcelling it out, but his land title was never given to him. Thereafter, his land title, transferred in accordance with TF No. 8909/Koung-Khi in favour of Mr M.I. was given by the Land Registrar to Mr G., Notary in Bafoussam, on the grounds that the applicant had taken out a loan with the above name by mortgaging his land. Challenging the bill of sale produced in support of this contention, the applicant submitted a request to CONAC.

Recommendations: The Land Registrar must cancel the transfer of TF No 8909/KK, by delivering a copy to Mr B.F. and give full account of its actions to the Head of the ACU within one (01) week. He must also ensure the application of the legislation in force in the performance of his duties.

e. Land issues in the Logone and Chari Division

Three (03) cases were recorded including a denunciation against the Divisional Head of Surveys on topographic and cadastral work, the signing of registration documents and perception of cession dues amounting to CFA 7,804,000 francs in violation of the law; the abusive detention of land title No. 748/LC by officials in charge of Surveys; and non-compliance with the procedure in establishing land title No. 995/LC, which is alleged to include land title No. 559/LC.

f. Case of Mrs B.O. E.R.

Mrs B. acquired a plot of about 03 hectares in the locality of Assok in the Mefou and Afamba Division. The direct land titling procedure she undertook failed due to an opposition received after the deadline.

g. Mrs M. M. A. v/ N. A. S.

On 3 June 2012, a clandestine land demarcation was done resulting in the issuance of TF No 9136/Mefou and Afamba, with an area of 8.427m², encroaching on a contiguous developed land, located at Ebang I in the Soa District.

h. M. Community and M. Community v/ Messrs M.K. J.C. and Others

Messrs M.K. and N.P., respectively Member of Parliament and Traditional Chief of Abo-Nord Canton, undertook titling of about 6,000 ha of land. The land title No. 11841/Mungo was then issued to them. In addition, by equally fraudulent transactions, they titled land belonging to the Miang Community. The question here is the legality of all land titles issued in the matter under review.

Recommendation: all issued land titles must be cancelled.

i. Divisional Delegate v/ Land Registrar and the Head of the Divisional Survey Department in the Sanaga Maritime Division

In disagreement with his collaborators on a transaction relating to 1ha of land (TF No. 4039/MS in the name of M.B.M.G.), executed on the State private domain No. 68/MS, with an area of 50ha, despite the lack of Approval Order, the Divisional Delegate referred the matter to the hierarchy.

Recommendations: the Land Registrar must transmit the file with all elements to the head of the ACU. Land Title n° 4039/SM issued without Approval Order shall be withdrawn.

j. Fake land titles involving the Lekie Land Registrar

Mr E.Z.C. requested the intervention of MINDCAF to put an end to the plundering of some families' land heritage, which resulted in the issuance of Land Titles No. 2324/L, 2882/L, 1874/L, 1576/L and 2303/L, among others. The modus operandi was fraudulent production of

opposition withdrawals, counterfeit stamps and fake signatures. The Lekie Land Registrar was suspected as the brain behind this operation.

k. Denunciation of the NDE Division Land Registrar

MINDCAF Regional Delegate in the West sent a letter dated 19 April 2013 to the NDE Divisional Officer, denouncing practices of Land Title modifications by the Land Registrar.

Recommendations: the Land Registrar should cancel all land titles rectified; send a report to the Head of the ACU on the implementation of the recommendations of the Unit. A control mission will carry out checks on the extent to which adjustments have been made and investigate on all cases of irregularities found on site.

l. M. M. v/ Head of the Divisional Survey Service (Ocean Division)

Called upon to reconstitute the boundaries with installation of pillars for the sum of CFA forty thousand (40,000) francs, the official concerned is alleged to have prepared and submitted to the applicant a cost estimate amounting to CFA four hundred and twenty-six thousand five hundred and eighty (426,580) francs. The applicant is suspecting a scam.

Recommendations: The Divisional Head of Service was asked to draft a cession statement listing all charges and ensure effective payment. He was also required to submit a report to the Head of the ACU not later than Friday, 10 May 2013.

m. Denunciation of the Nyong and Kelle Land Registrar

A denunciation was lodged against the Nyong and Kelle Division Land Registrar for improper issuance of Land Title.

Actions taken: The Land Registrar was asked to submit before Monday 6 May at 09h:00, all documents on the basis of the establishment of LT No 1156/NK and cancel the said title. The competent local services were required to contribute to the production of the administrative and technical files for the establishment of a regular LT.

n. Denunciation concerning the titling of large areas in the Ocean Division by some local officials of MINDCAF

A direct land titling procedure of an area of 228ha was initiated by Mr W. C. for an individual in Kribi, despite instructions banning registration of large expands of land.

Recommendations: The Delegate must stop all land title procedures; members of the ACU will examine these cases during their inspection mission during the launch of RRI activities. The Third Assistant Inspector must prepare an official Note requesting the Land Registrar of the Ocean Division to present a appraisal of all files belonging to Mr W. (both titling and concession procedures), prepare query letters for all those who validated documents related to that matter, and also propose interim regional heads of surveys and land tenure services to the Minister to put an end to double functions.

o. A. Y. N. v/ N. T., Land Registrar in the Nyong and Kelle Division

Mr N., Land Registrar, was accused of refusing to establish a LT on the grounds of the existence of oppositions which admissibility is questionable.

Recommendations: call Mr O., former Registrar of Eseka to confirm the applicant's allegations in relation to the disappearance of the file. The Registrar must come with the register of opposition and the entire folder.

p. A. M. v/ Divisional Head of Land Tenure (Lekie)

A land titling procedure in Monatélé was initiated in vain by Mr A. whereas the latter had fulfilled all conditions required for the Commission field work and other miscellaneous expenses including payment of the sum of CFA 50,000 francs.

§7. Activities of the Ministry of the Environment, Nature Protection and Sustainable Development (MINEPDED)

Acknowledging the malfunctioning in the processing of files relating to environmental controls and inspections which is characterized by the disappearance of Infringement Reports (PVCi) and fines notification files, investigations conducted by the General Inspection and the anti-corruption Unit revealed that PVCIs were not systematically transmitted to the hierarchy in accordance with the procedure for the management of such records.

To put an end to this situation MINEPDED, as part of the implementation of the National Anti-Corruption Strategy, initiated a Rapid Results Initiative (RRI) whose performance target was: *"In 100 days, reduce by 60% malfunctions in the processing of Infringement Reports (PVCi) and fines notifications in the Centre and Littoral Regions"*. This commitment resulted in a defiant Note by the Minister dated 22 February 2013, with Reference No. 00312/ND/MINEPDED/IG/PBC.

The RRI ran from 14 March to 18 July 2013 and was followed step by step by MINEPDED ACU. Monitoring and evaluation activities of the implementation process in the Centre and Littoral Regions were made on the basis of objectively verifiable indicators established by the central implementation team.

Generally speaking, malfunctions were reduced by 61.25% that is, 75% in the Littoral Region, 76% in the Centre, 49% at the level of the Litigation Unit of the Legal Affairs Division and 45% at the Mails and Records Service.

Moreover, in terms of qualitative records we can underscore:

- improvement in working methods (use of registers, respect of texts and inspection schedules);
- promotion of team-work ;
- codification of the initiation and processing procedures of PVCIs and fines notifications;
- better traceability of files relating to PVCIs and fines notifications;
- respect of deadlines in the transmission of mails relating to PVCIs and fines notifications;

- improvement in the quality of drafting PVICs and fines notifications as well as infringement qualifications.

The following results were achieved in the target Regions after 100 days:

Table 27: MINEPDED RRI results in the Centre and Littoral Regions in 2013

N°	Activities	Results	Observations
1	Establishing a schedule of inspections and controls	Schedule of structures to inspect available	- The Littoral Regional Delegation totals 27 inspections, The Centre Regional Delegation totals 39 inspections
2	Setting up of inspection records initialled by the General Inspector	- signed inspection registers available - Effective registration of all inspections carried out	None
3	Composition of inspection teams (sworn staff or not)	Note No. 00008/NS/MINEPDED/CAB/IG establishing the composition of the team	Team extended to Divisional Brigades
4	Capacity building for the drafting of documents (PVI and PVICI)	One working session held	Improvement in the quality of PVIs and PVICIs
5	Institution of the systematic writing of inspection reports	Availability of environmental inspection reports	Matching between the number of inspections carried out and the number of Inspection Reports (PVI)
6	Monitoring of PVICI processing (setting up processing times for environmental inspections files)	Circular Letter No. 00013/CAB/MINEPDED of 19 April 2013 on transparency in the control of the initiation and monitoring procedures of environmental disputes	- Improved compliance with procedures - Reduction in file processing time

SECTION 3: ADMINISTRATIONS IN CHARGE OF THE CULTURAL SECTOR

Three administrations fall in this category: the Ministry of Arts and Culture (§1), the Ministry of Youth and Civic Education (§2), the Ministry of Sports and Physical Education and the Ministry of Communication. The last two Ministries sent no 2013 activity report to CONAC.

§1. Activities of the Ministry of Arts and Culture (MINAC)

In the absence of an ACU, anti-corruption activities of the Ministry in 2013 were the prerogative of the General Inspectorate in charge of ensuring good governance in the context of performance evaluation, internal controls and implementation of the National Anti-Corruption Strategy within MINAC.

The missions of the General Inspectorate were defined under Decree No. 2012/381 of 14 September 2012 organizing MINAC. The GI activities in 2013 relate to the various inspection

missions, awareness campaigns, audit, evaluation and investigations conducted in all Central and Decentralized Services.

For the year 2013, the Minister of Arts and Culture gave instructions to conduct activities aiming at:

- improving the working environment and search for perfection;
- simplifying procedures for a rapid processing of files;
- building capacity of staff for a better quality of service;
- optimizing performance and user satisfaction
- following up the execution of budgets for the security and protection public funds.

Thus, field visits in MINAC Central and Decentralized Services, structures under MINAC control and related agencies installed in the ten Regions of Cameroon were undertaken.

These activities concretely included:

- information and sensitization missions of users and sanctioned staff and those under breach of ethical rules, and the dangers of corruption;
- investigative missions ordered to shed light on cases of reported malfunctions or for the development of an inventory of human resources and technical infrastructure (buildings, office furniture, vehicles...);
- internal audit and control missions for the evaluation of service performance and improvement in the management of financial resources allocated by the State to Central and Decentralized Services.

Each of these missions gave rise to observations, conclusions and recommendations towards the improvement of service, capacity-building of staff and achievement of results. However, some complex issues need to be given particular emphasis, namely:

❖ **The Special Support Fund for Cultural Policy (CASSPC).** The CASSPC was created by Presidential Decree No. 2001/389 of 5 December 2001. According to Article 4 of the Decree, it has been created to encourage Cameroon literary and artistic production through:

- subsidies to artistic works and assistance to the modernization of collective management organizations;
- guarantee for loans made by credit institutions;
- aid to spouses or descendants of deceased artists;
- contribution to the financing of professional solidarity organizations.

Under the name of this structure that reflects its purpose and competency framework, the type of user, literary and artistic creators in particular, is very difficult to determine. Here, frictions between users and employees were common.

❖ **The Sub-Directorate of Reception, Mails and Liaison (SDACL)**

Present in almost all the Ministries, the SDACL is the entry and exit door of ministerial departments. This is the area through which documents pass. Due to its secret and confidential nature, it often attracts individuals more or less animated by the need to learn more about affairs directly or indirectly related to their duties.

In addition to external and internal users, even the staff serving at the SDACL may be guilty of malicious activity contrary to the principles of professional orthodoxy.

§2. Activities of the Ministry of Youth and Civic Education (MINJEC)

The 2013 MINJEC ACU activities revolve around the following two points:

- reflection on the implementation of the CONAC-MINJEUN Convention ;
- The fight against corruption

A. Reflection on the implementation of the CONAC-MINJEUN Convention

Corruption is a major obstacle to national development. Its effects are immense on youth who tend to take the easy way out. Given its predominance in society, only joint actions can help combat it effectively. It is in this perspective that CONAC and MINJEC signed a partnership agreement on 2 February 2009.

This partnership agreement establishes the framework for collaboration between these two structures to prevent and combat corruption. Both parties intend to act extensively. They also target youth, to whom they want to inculcate values such as ethics, moral rectitude, integrity and solidarity.

To achieve this goal, both parties pledged to:

- develop partnership in capacity-building of organizations and associations fighting against corruption among youths ;
- conduct all studies and propose any measures to prevent or curb corruption among youths ;
- promote education to integrity among youths;
- promote the values of patriotism and good citizenship, including through the respect of the emblems and symbols of the Republic;
- maintain exchanges and regular communication on all activities relating to the prevention of corruption among youths.

In 2013, members of the Unit discussed the reactivation of the Convention. Besides monitoring the promotion of patriotism among youths through the distribution of 10,000 copies of the National Anthem to high school students in Yaounde, activities revolved around the implementation of best practices from the 2012 RRI. Members of the Unit ensured that credits to young persons under the PAJER-U programme on the entire national territory were available. In the same vein, close monitoring was observed in the selection and conduct of operations on an equal-opportunity basis.

B. Prevention of corruption

An awareness campaign was conducted under this component for the students and staff of CENAJES Kribi, to enlighten them on values of citizenship, ethics, moral rectitude and integrity. Students were also educated on a number of behaviours that could lead to sanctions, namely:

- divers harassments;

- forgery of marks ;
- plagiarism e.g. unauthorized reproduction of books, articles, monographs and dissertations;
- offering of gifts or hospitality with a specific intention;
- offering lunch to teachers or students ;
- fanciful assessments.

Working sessions were held thereafter with students, teachers, support and administrative staff. They helped to highlight a number of difficulties which could serve as breeding grounds for corruption:

- ❖ at the institutional level
 - long distance between the campus and the urban centre;
 - the lack of capacity-building seminars for the teaching staff;
 - the absence of a special status for teachers.
- ❖ at the level of human resources
 - inadequacy and instability of teaching staff;
 - shortage of standby personnel.
- ❖ concerning material and financial resources
 - the absence of a multimedia centre;
 - the lack of a health centre;
 - the lack of means of transport ;
 - insufficient teaching and computer tools.

To overcome these difficulties, the following options were considered:

- systematization of capacity-building seminars for teaching staff to make them able to meet the educational and ethical challenges they may face ;
- implementation of incentives for teaching staff;
- creation of a department in charge of discipline to cope with the growing number of students ;
- continuation of awareness campaigns for the various CENAJES components on corruption havocs (carry on biannual field visits and popularize the use of the hotline);
- setting up of facilities such as a documentation centre, multimedia centre, health centre, to improve working conditions within the institution.

Two other activities were conducted under Prevention, namely: the installation and operation of suggestion boxes and the hotline. These tools were put at the disposal of students to report cases of corruption. The hotline number is: 8205.

The use of suggestion boxes and the hotline unveiled a number of concerns:

- the varied and intentional constitution of transport requisition files to force some young workers to give up;
- harassment for vehicle transfer registration documents;

- solicitation of bribe to issue attestations of success;
- whimsical prices of civil status documents in some councils.

It should be noted however that the use of these two means of denunciation of corruption practices decreased among young people. A study was initiated by the ACU to develop strategies for their revitalization.

The ACU also carried out a working visit to the National Institute of Youth and Sports (INJS) and the National Youth and Sports Centre (CENAJES) in Kribi, to ensure the smooth functioning of end-of-training exams, for the June-July 2013 session. At the end of the missions, no bad practice was reported.

C. Difficulties encountered

❖ At the financial level :

- Structure and inadequate budget allocated. The amount allocated to the ACU is intended for the payment of bonuses for special assignments. As for mission allowances, fuel and financing of field actions, they are not yet provided (e.g. installation of green line, achieving awareness campaigns, etc.). Moreover, the use of these funds is made difficult by the quarterly quota system that brings MINJEC, like other Government Ministries, to indulge in a quarterly re-prioritization of actions, depending on the amount allocated.
- Late disbursement of funds. Generally, the budget allocated to the Unit is provided in two instalments. The first instalment is disbursed in June, which often compromises the chances of disbursing the second.

❖ Concerning human resources :

The challenge here is to buttress the capacities of members of the ACU in audit and control techniques in order to enable them to conduct field investigations with increased efficiency.

❖ Concerning material resources:

The lack of transport means makes investigative missions and unannounced checks more complex.

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As we mentioned earlier a number of Ministerial Departments took direct actions to tackle corruption with the technical support of CONAC. Others, however, remained indifferent despite the devastating effects of corruption on their sectors as identified in the National Anti-Corruption Strategy.

Measures taken by some control administrations highlight the shortcomings deplored through sanctions imposed on different stakeholders.

PART 2.2

ANTI-CORRUPTION DRIVE IN PUBLIC ADMINISTRATIONS IN CHARGE OF CONTROL

In the wake of commercial liberalization in Cameroon, the creation of institutions in charge of ensuring healthy competition and, as the case may be, sanctioning contrary ethical behaviours became indispensable.

The Telecommunications Regulatory Agency (ART), the Electricity Sector Regulatory Agency (ARSEL), the National Agency of Information and Communication Technologies (ANTIC) the Public Contracts Regulatory Board (ARMP), and the National Communication Council (CNC) were therefore set up.

Two of these regulators, the ARMP and CNC, play an extremely important role in the fight against corruption in their respective areas of competence. Their activities in 2013 tell for themselves.

Chapter 1: Activities of the ARMP.

Chapter 2: Activities of the CNC.

CHAPTER 1: ACTIVITIES OF THE PUBLIC CONTRACTS REGULATORY BOARD (ARMP)

ARMP was set up by Decree No. 2001/048 of 23 February 2001, which at the time, specified its mission as ensuring the regulation, follow-up and evaluation of the Public Contracts System.

Decree No. 2012/076 of 08 March 2012 amended some provisions and strengthened ARMP in its missions. Under Article 3 of the decree, ARMP is responsible for the regulation of the Public Contracts Award system and public services delegation Conventions.

As such, the missions of ARMP are:

- to regulate Public Contracts activities either through acts of sanction on procedures or didactic-oriented acts;
- to conduct periodic evaluation of the performance of stakeholders and the system;
- to give the necessary technical advice at the request of the Ministry in charge of Public Contracts or Administrations concerned;
- to propose reforms in the domains of Public Contracts and public service delegation;
- to contribute in drawing up regulatory texts on Public Contracts and delegation of public services;
- to formulate a quality insurance reference system for Public Contracts operational bodies;
- to monitor the implementation of decisions on Dispute Resolution relating to Public Procurement;
- to recruit Independent Observers through calls for tenders, ensure proper execution of their observation mission and exploit their reports;
- to contribute to the training of stakeholders in the Public Contracts system at the request of the administrations concerned;
- to popularize the rules and procedures relating to Public Contracts through guides and handbooks;
- to develop and disseminate standard documents to stakeholders of the Public Contracts system;
- to provide, as far as possible, technical support to stakeholders of the Public Contracts system;
- to enact a public contracts analysis Journal at the end of each semester;
- to keep and update the file of all stakeholders of the Public Contracts system;
- to disseminate Public Contracts information to all stakeholders;
- to publish tender notices, award results and their amounts, deadlines and bid winners in the Public Contracts Journal;
- to examine, at the request of the Minister in charge of Public Contracts, all petitions in consultation with Administrations and stakeholders and respond to them;
- to examine, at the request of the Minister in charge of Public Contracts, any appeal in consultation with stakeholders and issue technical opinions, if any;
- to collect and centralize documentation and statistics on Public Contracts in order to establish a data bank;
- to ensure the proper implementation of laws and regulations to facilitate the access of domestic SMEs to public contracts;

- to recruit independent auditors through calls for tender, ensure the proper execution of their annual audit, exploit their reports and follow up the implementation of recommendations thereto;
- to conduct or help to conduct specific audits, investigations, inspections and other investigations on the award, execution and control of public contracts and public service delegations at the request of the Minister of Public Contracts or Administrations concerned ;
- to transmit to the competent authorities identified cases of violation of Public Contracts regulations ;
- to centralize and publish acts of punishment;
- to keep and update the file of companies and other sanctioned stakeholders;
- to participate in or organize international meetings on Public Contracts regulation;
- to establish cooperative relations with national and international organizations working in the field of Public Contracts regulation.

It should be recalled that Decree No. 2004/275 of 24 September 2004 established a Public Contracts Code in Cameroon. Book I of this Code provides the rules for the award and execution of public contracts while Book II sets and provides rules for the operation of awarding bodies as well as the control and regulation of public contracts.

In the contract award process, violations of these rules are sometimes made to benefit certain parties in relation to others. At most times, this violation is not done freely. Given the significant interests involved, the Public Contracts have become a breeding ground for corruption. This is also why the Merida Convention and our draft Penal Code qualify such violations as related offenses to corruption.

ARMP, being the custodian of compliance with these rules, is often expected to impose penalties, some of which were taken in 2013, with some involving Public Contracts stakeholders (Section 1) while others are sanctions concerning ARMP staff involved in corruption cases (Section 2).

SECTION 1: SUMMARY OF IDENTIFIED CORRUPTION CASES IN PUBLIC CONTRACTS IN 2013

Table 28: Summary of corruption cases in Public Contracts in 2013

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
1.	02/AONO/CP M/KB/ 2012 For the construction of 02 boreholes equipped with PMH in the Etangui and Ndamvo villages	The company GESIC Counsel claims to have handed over the sum of two million (2,000,000) CFA to the Mayor of Kobdombo Council to be awarded the contract. As the result was not in his favour, he was refunded five hundred thousand (500,000) francs. He was therefore claiming the remaining one million five hundred thousand (1,500,000) francs	CONSUEP/ CONAC	The Mayor of Kobdombo Council	Public Contracts and Penal Codes	Lack of overwhelming proof	CENTRE
2.	Contracts awarded from 2008 to 2012	Haggling and corruption in the awarding of contracts	Anonymous Denunciation of 03/05/12	Mayor Kribi II Council	Public Contracts and Penal Codes	Initiate disciplinary proceedings against the Mayor at MINADT	SOUTH
3	AO 06 / AONO / DDMINMAP / CDPM / F / 2013 the construction of the Divisional Delegation of Basic Education for Faro	Obstancy of DD MINMAP to award the contract to Ets El Hadj GAMBO & Fils who submitted the least expensive tenders	Appeal No. 004 of MOBA Sarl company	MINMAP Divisional Delegate for Faro	Article 33 (1) a of the Public Contracts Code provides for the award of works and supply contracts to the bidder with the lowest evaluated bid meeting the technical and financial capacity requirements	Submit a complaint to MINMAP for a due respect of procedure and sanction of the DD MINMAP	NORTH
4	007 / AONO / DDMINMAP-AD / CDPM Construction of two classrooms at GBHS Tignère	Biased evaluation of tenders and award does not comply with the DAO	Appeal by Ets AMA	D. D. MINMAP for Faro and Deo	Article 33 (1) a of the Public Contracts Code provides for the award of works and supply contracts to the bidder with the lowest evaluated bid meeting the technical and financial capacity requirements	Submit a complaint to SD MINMAP for a due process	ADAMA WA

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
5	AO No. 0421/ CUY /CPM/ 2012 for the maintenance of green spaces in the city of Yaounde	Biased evaluation of tenders and award does not comply with the DAO	Appeal by NEDCAM Company on 10/08/12	CIPM and CUY Subcommittee of bid Analysis	Articles 2 (transparency of procedures and equal treatment of bidders) and 33 (1)a (attribution to the lowest evaluated bid fulfilling the financial and technical capacity requirements)	Malfunction being detected in the process of executing the contract, petition MINMAP for a punishment of members of the Bid Analysis Commission and Sub-Commission	CENTRE
6	008 / AONO / CNRPH / CMP / 2012 Construction of a building intended for use by hearing impaired children of the CNRPH	Following a proposal from the Commission, the project owner awarded the contract to a company with the most expensive offer and ranked 2nd by AOCS offers at the expense of the company with the lowest evaluated bid	OI PRISMA-NKR Report n° 161	CIPM CNRPH and GM/CNRPH	Article 33 (1) a of the Public Procurement Code provides for the award of works and supply contracts to the lowest evaluated bid and meeting the technical and financial capacity requirements	Cancel the award decision and reformulate in accordance with regulatory provisions	CENTRE
7	02 /AONO/PR/ MINMAP / SG / ES / CPMR / 13 Completion of construction of the Angossas Tax collector's Office	The contracting authority awarded the contract to a bidder (higher offer) other than the one proposed by the Commission without requesting reconsideration	Contract Documents	Regional Delegate/ MINMAP for the East	1) Article 30 (1) of the Decree of 8 March 2012 which states that the head of the structure is required to request a fresh examination of the case by the Commission if he does not approve of its proposal; 2) Article 33 (1) of the Public Contracts Code which provides for the award of works contracts to the bidder with the lowest evaluated offer and meeting the technical and financial requirements	Annul the contracts award decision	EAST

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
8	0058 / ILO / MINMAP / JPAC-AG / 12 of 26 November 2012 for the supply of materials for the CDC oil production and rubber plants	Cancellation of an award decision relating to an already signed contract and notification and publication of the new decision with no precision as to amount and deadline	MINMAP decision	MINMAP	Articles 33 (4) requiring precision on the amounts and deadline and 36 (1) which requires that the cancellation be earlier than the notification of the contract	Cancel the award decision	SOUTH WEST
9	09 / AONO / PR / JPAC-AG / 12 of 15 October 2012 for the supply of military equipment to MINFOF	Obstinacy in awarding, signing and notification of a contract to a bidder convinced of producing fake documents, notwithstanding the contrary opinion of ARMP and PM's instructions	Appeal by Ets ZAMAZONES	MINMAP	RGAO (fraud) and Article 110 (3) (obligation to comply with regulatory acts)	Terminate the contract	CENTRE
10	0064, 0066 and 0074 / AONO / PR / MINMAP / JPAC-TR / 2013 for the maintenance of some earth main roads of the West, South and North networks	Biased analysis of the ECODIS / TJ International Sarl consortium offer, application of an inadequate qualifying criterion (ONIGC registration certificate of an engineer proposed for the post of Advanced Technician) for the offers of Malimbe, KJ BTP Group ANZA, and others	Appeal	MINMAP	RPAO (Article 9) and section 2 of the Public Contracts Code (equal treatment of candidates, transparency of procedures)	Cancel the award decisions and reallocate Contracts in accordance with DAO	CENTRE
11	AO No. 151 / AONO / CIPM / CUY / 13 of 24 October 2013 for the supply and installation of lighting equipment in certain structural pathways at Ngoa-Ekelle Nkolndongo neighborhoods in Yaounde	Abusive rejection of bids from tenderers (METCH-ELEC Sarl Sarl and GEC)	Appeal	Internal Contract Award Commission of the Yaounde City Council	Release n° 1893 / CUY / DST / 13 on rescheduling of the filing date of the offers	Reintegrating offers abusively eliminated in the evaluation process	CENTRE

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
12	002 / AONO / DDMAP-MB / CDPM-MP / 13 block construction of two classrooms at G.S. BEYALA	Subjective elimination of the lowest bidder "ETS MOBA et Frères" on the grounds that it had already been awarded another contract	Letter	DD/MINMAP for Mbere		Communicate to ARMP, the outcome of the correspondence of the Head of Unit requesting the Delegate to reconsider the award of the contract to the tenderer who submitted the lowest evaluated bid	ADAMA WA
13	003 / AONO / CUN / CIPM / 2013 Development work on places and four intersections in the city of Ngaoundere in an emergency procedure	Complacent and fanciful analysis of offers that resulted in: 1) the award of lot 2 to HAMID notwithstanding the errors found in their price list and not corrected by the Sub-Commission; 2) technical ratings of Ets MOHAMADOU MISBAHOU (13/20) do not reflect the real mark obtained by the latter (16/20); 3) the analysis report is not signed by all members	OI report	Ngaoundere Urban Council and SCAO Internal Contract Award Commission		Request MINMAP to send warning letters to the Commission's members and those of the AOCS	ADAMA WA
14	Contract No 04 / C / MINMAP / SW / RTB / 2013 Supply and installation of medical equipment in Bota District Hospital (Fako)	Existence of a difference of CFA ten million francs between the award amounts (CFA 63,995,322 francs) and the contract amount (CFA73,995,322) francs	Contract documents	MINMAP Regional Delegate for South West		Request explanations on the reasons for this difference (not received)	SOUTH WEST

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
15	005 / AON O / SEMRY / CIPM / 13 supply of disc sprayers to SEMRY	Proposed award of contract to TRACTAFRIC whose offer was reviewed to a lower one	OI report	SEMRY Internal Contract Award Commission (ICAC)		Request SEMRY GM to prescribe a fresh review of the award proposal by the ICAC	FAR NORTH
16	2870 / L / ARMP / DG / COORDI / CT1.mso / 13 of 25 November 2013 on violation of Public Contracts regulations in the North West Region	<ul style="list-style-type: none"> - Non respect of the public contracts award programming logbook; - Delay in the award of contracts; - Non-compliance with ARMP regulatory acts on rectify some Contracts award procedures; - Non exclusion of some bond holders who are statutory members of the CRPM; - Misallocation of 10 tenders; - Lack of project presentation marks during the CDPM meeting; - Absence of prequalification report and the list of prequalified bidders at tender file examination; - Non-invitation of the OI in the review of the tender No. 10 / ONIT / RDMINMAP / NWRTB / 2013; - Holding of session on AAO 10 / ONIT while the quorum was not reached; - Transmission of offers to the CSOAN without the scoring grid approved by the CPMR; - Absence of ranking after evaluation of bids in the analysis reports presented. 	258/A/E/D-EPAT/PFC/5 of 04/11/2013	<ul style="list-style-type: none"> - RD/ MINMAP for North West - CRPM-NW - SCROAN 	<ul style="list-style-type: none"> - Circular No. 003 / CAB / Pm of 18/04/2008; - Article 110 (2-3) of the Public Contracts Code; - Article 16 (2) of Decree No. 2012/074 of 08/03/2012; - Article 33 (1a) of the Public Contracts Code; - Article No 25 (a and d); - Article 12 (2 and 5) of the Public Contracts Code; - Article 119 (3) of the Public Contracts Code; - Decree No. 2012/074 of 08/03/12 Article 23 (1) - Article 27 (1) of the Public Contracts Code 	Recommendation of DG ARMP MINMAP to inflict subsequent penalties in the DR North West MINMAP	NORD-OUEST

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
17	2197 / L / AEMP / DG / BDEI / Ctri6.omf / 13 denunciation of defects	Total payment of a bidder for a job execution rate of 25%	02429/L/P R/MINM AP/SG/D GCMP/BC CMI/CTR A16 of 06/05/ 2013	Ets DANACO	Article 34 (1) of CCAG works	ARMP GM requested that the company be ordered to complete the work as prescribed in the contract and to operationalize the work and proposed that the Engineer and the Chief of Service of Contracts that facilitated the payment by signing the single settlement be punished	LITTORAL
18	2791 / L / ARMP / CBIE / Ctri9.omf / 13 of 11.15.2013 on the request of Ets EMO & CIE regarding the wrongful termination of the contract for the construction of three classrooms and three latrines as part of the pygmy BAKA project in the Mintom Municipality	The Coordinator was suspected to have conditioned the release of the statement of the Company against payment of a sum of 3 million CFA	B68/d/SG/ PM of 16/10/ 2013	PNDP/ South Regional Coordinator		The presumption of corruption against the Coordinator could not be established, the accused being no longer part of the workforce of the PNDP	SOUTH

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
19	1574 /L/ ARMP/DG/CB IE/TRi9.omf/2 013 of 05/16/2013 for centralized actions of stakeholder sanctions relating to AAO 014 / AONO / CSA / CPM-PUFA 25/10/2011 on Heritage insurance coverage for 2012 and 2013 financial year	<ul style="list-style-type: none"> - Arbitrary Attribution of marks on certain essential criteria; - Failure to respect the right to reserve in relation to the confidentiality of information received by the Sub Commission; - Signing of an analysis report outside the scope of the analysis and in the absence of other members of the Commission 	Appeal	<ul style="list-style-type: none"> - Head of Litigation Department at PAD/ Chairperson of the Sub Commission for analysis; - Mrs K. I. PAD Consultant 		<ul style="list-style-type: none"> - Prohibition on participation in all Public Contracts award procedures; - Warning for a period of one year of the PAD consultant for disclosing confidential information to a third party of PAD 	LITTORAL
20	Tender No. 0047/AONO/DRMPS/CPMR/2012 for the construction of a semi-permanent bridge over River Woro in the Olamze district (South Region)	<ul style="list-style-type: none"> - Illegal award of contract to Ets RAMALA et Compagnie for proven collusion 	Appeal by Ets. BIZAN of 17 September and 4 October 2013 relating to the tender in reference	MINMAP Regional Delegate for the South	Art. 25 of circular n°001/CAB/PR of 19 June 2012 relating to the award and control of Public Contracts execution	<ul style="list-style-type: none"> - Annulment of award decision to Ets RAMALA et Compagnie; - Elimination of Ets RAMALA et Alvine for proven collusion; Continuation of procédure; -observation letter to RD/MINMAP SOUTH and to the Contract Award Commission 	SOUTH
21.	Supply of military equipment to MINFOF	Production of fake references in the technical bid ;	Denunciati ons from ETS AL JA P.O. Box 35249 Yaounde	ETS SAFIR P.O. Box 13059 Yaounde	Article 105 of the Public Contracts Code	Annulment of the contract awarded to ETS SAFIR exclusion from public contracts for a period of 2 years	CENTRE

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
22.	AONO N° 034/AONO/CP M/EST/10 relating to the planting and maintenance of 8000 plants at Yokadouma (signed on 04 /11/10)	- poor quality services; -non-payment of executed services ; - lack of rigour in procedural follow-up (no contract termination more than 3 years since start of work)	Denunciatio ns from ETS TIC Cameroun P.O. Box 15483 Yaounde	- ETS TIC ; - Governor of East Region (Delegated Project Owner)	Article 40 CCAG Works	Contract termination and payment for realised services on the basis of report drawn and signed by the Project Owner, Head of Service and the enterprise	EAST
23.	Order Letter No. 007/LC/PR/DDMINMAP/Mvila/2013	Refusal to sign and pay the for services rendered in the month of October 2013	Denunciatio ns from ETS SAMUEL	Mayor of Biwong Bulu Council		The attention of the Mayor was drawn to the fact that such behaviour is an abuse incurring contractual liability vis-à-vis the service provider and administrati on as head of the municipal executive bound by legal requirements for managing public fortune	SOUTH
24.	Call for Tenders No. 012 / AONO / CPM / JO4 / MINEPAT / 2012 concerning class room construction work	-Production of forged documents in the administrative bids; - nonconforming administrative bids	Denunciatio n from the General Manager of ETS POKA	-ETS POKA; -ETS A.M.R MULTISER VICES; -ETS ADEL'S ; - members of the CAC et and sub-commission of bid analysis	-Articles 17 and 26 of the Public Contracts Code; - Article1 (1) of Circular No. 002 on improving the performance of the Public Contracts system	-Suspension of implicated companies ; - Observation Letters issued to members of the CAC and the Sub Commission of bid Analysis	CENTRE

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
25.	Invitation to Tender in emergency procedure No 07/11 / AONO / HSPC / CPM / of December 27, 2011	- Illegal elimination of KOSAN CRISPLANT; -orientation of the work of the Sub Commission for analysis; -not publication of results by the Project Owner	Denunciatio n from the General Manager of Société KOSAN CRISPLANT	Members of the CAC ; -ETS PARLYM CAMEROUN	-Articles 2 and 33 (4) of the Public Contracts Code; -point 1.1 of Circular No. 002 / CAB / PM / 2011 of 31/01/11	Cancellation of the award and fair and objective reassessment of all tenders; -Observation Letters issued to members of the CAC; - Observation Letter to MO for non-publication of results	CENTRE
26.	Call for Tenders No.074/ M/ MINTP/CPMER / 2008 on routine maintenance of certain priority rural roads network in the WEST for the removal of critical points Lot 15	Bad practices in the execution of the contract include: -modification of the subject of contract; -abolition of some items of the original contract; -Delay in the execution	Denunciatio n by Major Chief Warrant Officer E.R.N., village elite	- ATEMCO company; - members of the Technical Reception Commission; - C. J. W./ DDTP	Articles 62 and 106 (l) of the Public Contracts Code	Warning letters to those responsible for monitoring and execution of this contract	SOUTH WEST
27.	AO No. 01/AONO/CE/ Efulan/CPM/ 2009 for electrification work in Biyina, Adjap, Essawo, Mela Mfala and Ma'anmeyin villages and AO No.003/AONO /CE/CPM/2010 for extension of the electricity network on the Efulan - Abo'otomba road	Failure to comply with regulations in the award procedures and execution of both contracts; - partial execution of contract ; - absence of construction plate resulting in fine of one hundred thousand francs CFA (AO 003); - non respect of the period specified and non-charging of penalties for delay (AO No. 01); - non repayment of regulatory dues to ARMP.	- Denunciatio n from the chief of Ma'anmeyin village; - South antenna ARMP investigation team report	Mayor of the Efulan Council ; Project Owner and all officials of the MINEE Delegation for the South in charge of monitoring these contracts.	Article 25 (b) of Decree No. 2012/074 of 8 March 2012; Articles 106 (g k) and 109 (2) of the Contracts Code	-Written warning to the Project Owner and injunction to take all measures so that those contracts are fully executed; - Suspension representative of the Project Owner AES SONEL and appointment of a new one - sanction of those responsible for monitoring these projects.	SOUTH

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholde rs accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
28.	AO No. 03 / CCOP / CNGWEI / AONO / 2012 for the construction of three (03) boreholes equipped with TDC switches in the Ngwei Municipality	Draft calls for tender and contracts were not reviewed by the competent CAC; - The tender evaluation criteria set by the CAD were not met; -the declaration of the bid guarantee and proof of bank domiciliation of one of the firms are fake; - Reprieves were not granted to bidders that produced questionable administrative documents; - A discount submitted by one of the companies to the CAC was taken into account for the award and was not mentioned in the Bid Opening Report.	Denunciati ons; report from the Investigative Mission of the Littoral ARMP antenna; -Documents thereof.	-Mayor of the Ngwei Council ; - Chairpersons and Members of the CAC and sub-commission for analysis	Article 24 of Order n° 143/CAB/PM of 29 August 2007; articles 2, 26 (2), 33 (1), 112 (1a and 1g), 125 (3) and 126 (2) of the Public Contracts Code ; point I-1 of circular n°002/CAB/PM of 21 January 2011	Warnings for infringement in the Public Contracts regulations in force in	LITTORAL
29.	AO No. 13 / AONO / DDMINMAP / CDPM / Mvila / 2013 for the construction of houses for doctors on call (AML) at the Mvangan District Hospital	-Substitution Financial bid of ETS SHALELE ETS (Contractor) by the Sub-Commission for Analysis, for this bid collected and secured by ARMP is totally different in content from the one held by the DD/ MINMAP and by the Chairperson of the Mvila DCAC; - non respect of award criteria; - non-compliance with regulatory act issued by ARMP to the Chairperson of the DCAC.	Financial bid of the accused; -the analysis report; -The IO report	ETS SHALELE ; members of the Sub-Commission for analysis; Chairperson of the DCAC	Article 33 (a) of the Public Contracts Code; Article 27 of Decree No. 2012/074 of 8 March 2012	Cancellation of the award decision made in favour of SHALELE ETS; reallocation of that contract; -Suspension for a period of 02 years of the ETS SHALELE; -Suspension for a period of 03 years of all members of the SCA; Warning - to the Chairperson of the Mvila DCAC	SOUTH

N°	Reference	Identified faults or bad practices	Denunciati on source	Stakeholders accused of malfunctioning	Violated Regulatory provisions	Summary of regulatory act	Region
30.	AO No. 005 / AONO / SEMRY / CIPM / 2013 of 12/09/2013 for the provision of disc sprayers to SEMRY	- Denunciation of corruption (IO); - Deficiency in the award procedure to the most expensive bid	IO report	- P/CPM - IO	Article 33(1) and 2 of the PCC	Cancellation of the award and offer to the Company with the lowest bid	FAR NORTH
31.	Request for quotation No.04/DC/CPM/ CF.Ban/ 2012 for the acquisition of teaching and school equipment (minimum package) for the Foumban Council	-Award of the request for quotation to bidder ranked 2 nd and whose bid offer is higher than that of the appellant; - supply of goods by the contractor before display of results and issue of purchase order; - display of results 27 days after the counting.	Results tabulation and award report	Project Owner	Articles 33 (1-a) and 33 (4) of the PCC ; article 126 (2-3) of the PCC	Warning letter issued to Project Owner	WEST

SECTION 2: CORRUPTION CASES INVOLVING SOME ARMP STAFF

Table 29: Treatment of corruption cases involving some ARMP staff

N°	Reference	Alleged act of corruption	Staff concerned	Statutory provisions	Recommended sanctions	Remarks
1.	ARMP Disciplinary Council Report of 03 to 04/04/2014, following a denunciation from a group of Service providers in the Western Region	Extortion from service providers in public contracts of the West Region against cancellation of sanctions for delay, the production of fake bid security for public contracts, etc.	Mr A.M., Senior staff, Head of the West Region Unit	Gross negligence under Article 40 of the ARMP personnel Statute and breach of the duty of loyalty and integrity to which he is compelled as ARMP agent	Dismissal	Sanction executed
2.	ARMP Disciplinary Council Report of 03 to 04/04/2014, following a denunciation from a group of Service providers in the Western Region	Mediation, negotiation and recovery of funds extorted from the providers of public contracts in the West Region in complicity with the Unit Head	Mr M.J.P. Control Officer, Monitoring Officer at ARMP West Unit	Gross negligence under Article 40 of the ARMP personnel Statute and breach of the duty of loyalty and integrity to which he is compelled as ARMP agent	Dismissal	Sanction executed
3.	ARMP Disciplinary Council Report of 03 to 04/04/2014, following a complaint on racketeering and fraud transmitted through a bailiff in April 2013	Rip-off, insider trading, fraud and influence peddling on three complainants in connection with Public Contracts procedures	Mr M.O. Control Agent, monitoring agent in the ARMP Central Services	On basis of Articles 40(3) and 14 relating to the preservation of ARMP interests in all circumstances and to abnegation for the professional independence of ARMP Agent	Dismissal	Sanction executed
4.	Disciplinary Council Report of 29 to 30 December 2014, following irregularities in Public Contracts award procedure at CAMAIR-CO	Heavy suspicions of disciplinary offenses and conduct in connection with the award of the Call for Tender No. 02/14 at CAMAIR-Co	Mrs B.A.M. Senior staff, Service Head of Monitoring and Execution of Public Contracts at CRARMP Littoral	Disrespect of service instructions thus, heavily marring the image of the agency and conduct advocated by the ARMP staff Statute	Eight days suspension; - Suspension from the post Manager; disciplinary posting	Sanction executed
5.	Disciplinary Council Report of 29 to 30 December 2014, following irregularities in Public Contracts award procedures at CAMAIR-CO	Heavy suspicions of offenses and conduct in connection with the award of the Call for Tender No. 02/14 at CAMAIR-Co	Mr N.M.J.W., Control Agent, Control Assistant at ARMP/Littoral	Disrespect of service instructions thus, heavily marring the image of the agency and conduct advocated by the ARMP staff Statute	-Suspension for eight days; - Deprivation of the status of control assistant; - Disciplinary posting	Sanction executed

N°	Reference	Alleged act of corruption	Staff concerned	Statutory provisions	Recommended sanctions	Remarks
6.	Disciplinary Council Report of 29 to 30 December 2014, on irregularities in Public Contracts procedures in MINADER following a denunciation of the CIPM President	Heavy suspicions of disciplinary and conduct offenses under Call for Tender No. 034/14 at MINADER	Mr O.O.L., Senior staff, Chief of Studies in the ARMP Central Services	Failure to respect service instructions, misconduct and other offences in connection to influence peddling on behalf of the regulator as provided for by the ARMP staff Statute	<ul style="list-style-type: none"> - Suspension for eight days; - Forfeiture of the post of Research Officer; - Disciplinary posting 	Sanction executed
7.	Disciplinary Council Report of 29 to 30 December 2014 following a complaint from a service provider exploited in Public Contracts Procedures of the North Region while he was working in Garoua	<ul style="list-style-type: none"> - Strong involvement in the award of public contracts in the North Region; - Money extortion from a service provider in a Public Contracts procedure (Quotation Request) 	Mr O.A.M., Assistant Research Officer in the ARMP Central Services	Direct involvement in Public Contracts activities tarnishing the conduct of the agent, contrary to the provisions of the ARMP staff Statute	<ul style="list-style-type: none"> - Layoff for eight days; - Forfeiture of the post of Assistant Research Officer; - Direct salary curtailment of CFA1.500.000 francs representing reimbursement to the service provider 	Sanction executed

CHAPTER 2: ACTIVITIES OF THE NATIONAL COMMUNICATION COUNCIL (NCC)

The National Communication Council was set up by Law No. 90/052 of 19 December 1990 on social communication freedom (Article 88) and subsequently organized by Decree No. 91/287 of 21 June 1991 that made it a consultative body placed under the Prime Minister, Head of Government. The Council is in charge of assisting the Government in drawing up, implementing and monitoring the national communication policy (Article 1 of the 1991 Decree).

Thanks to its reorganization by decree n° 2012/038 of 23 January 2012, the NCC moved from a mere advisory body as of 1991 to a regulatory body with sanctioning powers. Pursuant to Article 4 of this text therefore,

“(1) The Council shall ensure, through its decisions and orders, the respect of:

- the laws and regulations on social communication;
- ethics and professional deontology;
- social peace, unity and national integration by all media;
- the promotion of national languages and cultures in all media;
- the promotion of the ideals of peace, democracy and human rights;
- the protection of the dignity of persons, especially children and youth in the media;
- equal access to the media, especially at election time;
- freedom and responsibility of the media;
- the independence of public and private communication services;
- programme transparency, pluralism and balance in communication companies.

(2) The NCC shall make pronouncements on:

- application files on creation and operating licenses of private audio-visual communication companies;
- Government’s reports relating to the allocation of broadcast frequencies.

(3) On its initiative, the Council may make recommendations on all matters within its competence.

(4) The NCC shall be consulted before any refusal or withdrawal concerning the press card appeal.

(5) The powers referred to in Paragraphs 1 and 2 above shall be carried out without prejudice to the powers vested in other administrations by the laws and regulations in force.”

The NCC may, in the exercise of these powers, give warnings and/or mete out motivated sanctions against public and private operators as well as professionals in the communications sector. Two types of sanctions may be imposed: temporary suspension of activity for a period not exceeding 6 months and complete prohibition of activities.

This sanctioning power contributes to the fight against corruption to the extent that the violation of ethical rules often indicates illicit gains and wisely received bribes by unscrupulous professionals.

To this end, in 2013, the NCC took the sanctions found in the table below.

Table 30: Summary of sanctions taken by the National Communication Council in 2013

N°	Decision N°	Person or press organ concerned	Date of signature of the decision	Offence type	Acts alleged against the individual or media organization	Decision
1.	00008/PC	M. C. B., Member of NCC	30 May 2013	Recurrent infringements on the provisions of Decree on the reorganization and the procedural rules of NCC	- Dissenting media release of the accused person on 16 April 2013 on the C.I. TV channel and on a website, following the 15 April 2015 publication of a statement by the President of NCC calling on national, public and private media not to indulge in the dissemination and publication of trends and partial results of the Senatorial elections of 14 April 2013; - Editorial threat in the 11th issue of the K. newspaper regarding a complaint against him to the NCC, whereas he knew fully well that the complaint was entrusted for treatment to an ad hoc committee composed of NCC members by a Board resolution.	Call to order to comply with the basic principles and regulations underlying the operation of the NCC
2.	00013/PC/ SG	- Written press organ L'E., based in Yaounde ; -M. N. L. C., Publisher of L'E.	05 September 2013	Infringement in professional ethics on social communication	- Publication in issue 176, of March 6, 2013 of the newspaper L'E. an article entitled "Open corruption in the Baccalaureat Board" in which is written, without proof, that "with a meagre sum of CFA200.000 francs, one can be issued a Baccalaureat certificate"; that "the Baccalaureat Board has, for many years, become an administrative centre where there is untold open corruption "; that the Board "is noted for multiple fictitious public contracts networks, overbilling, the purchase of fake diplomas ..." - The same newspaper talks of the wealth of the Baccalauréat Board Manager, in these terms: "a visit to the residence of Dr. M. enabled us to see the following vehicles lined up in the car park ..."	- Suspension of the E. newspaper from publication for a period of one (1) month; - suspension of Mr N. L. C. for the same duration
3.	00014/PC/ SG	The Radio broadcasting stations Radio S.O. and Y. FM, based in Yaoundé	05 September 2013	Recurrent violations of the provisions of Law No. 2006/018 of 29 December 2006 governing advertising in Cameroon and professional ethics in social communication	- Broadcast by Radio S.O. on July 8, 2013 at 07: 33am of an advertisement on a traditional bath purported to treat tube blockages, spells and wet dreams; - broadcasting by Y. FM on July 8, 2013 at 13: 30am of an advertisement on Dr. H. traditional Chinese medicine and modern centre	Suspension S.O and Y. FM Radio from broadcasting for a period of one (1) month

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision N°	Person or press organ concerned	Date of signature of the decision	Offence type	Acts alleged against the individual or media organization	Decision
4.	00015/PC/SG	The Radio broadcasting station D. FM, based in Yaounde	05 September 2013	Recurrent violations of the provisions of Law No. 2006/018 of 29 December 2006 governing advertising in Cameroon and professional ethics in social communication	- Daily broadcasts between 8pm and 9:30pm, especially on 8 July 2013 of prohibited announcements and advertisement of the products called "zizifort" and "tonimax"; - Daily broadcast from 2pm to 4pm of a programme called CADEL Attitude in which Mr D.E. intervenes in the capacity of producer and consultant whereas he is serving a suspension imposed by the NCC, which prohibits him from any intervention in the media for a period of six months	Broadcasting Prohibition of FM D.
5.	00016/PC/SG	-The C. press organ based in Bamenda ; -Mr E. M., Publisher of The C.	05 September 2013	Recurrent violations of the provisions of Law No. 2006/018 of 29 December 2006 governing advertising in Cameroon and professional ethics in social communication	- Publication in No. 369 from 27 August to 1 September 2013 on page 12 of announcements concerning Dr. D.; - Publication in issue 350 of April 16 to 22, 2013 of an article in the following words: "B.-F. N. secret talks yield dividends as SDF reaps 14 Senators in West and Adamawa"; - Publication in No. 343 of February 26 to March 3, 2013 of an article entitled "N.P.N. implicated in presence of Kupe Manenguba Chiefs at I's trial" in which it is written that "Minister N. could tacitly be against the trial of Chief E.I. and therefore compromising P.P.B.'s anticorruption crusade"; - Publication in No. 327 of October 29 to November 4, 2012 of an article in which it is mentioned: "P.B. has humiliated N.P.N., the non-starter politician that was erroneously catapulted to the post of Minister of Forestry and Wildlife"; - Publication of an article in No. 337 in which it is said that "newspapers N.N. sponsors newspapers to fight even colleagues".	- Suspension from publication of the written newspaper called The C. for a period of three (03) months; - Suspension of Mr E. M. for the same duration
6.	00017/PC/SG	The G. P. press organ based in Yaounde ; Mr N. C. M., Publisher of The G. P.	05 September 2013	Recurrent violations of the provisions of Law No. 2006/018 of 29 December 2006 governing advertising in Cameroon and professional ethics in social communication	- Publication in No. 0550 of March 18, 2013 on page 4 of ads on one Dr. D.; - Publication in No. 0515 of 11 to 13 March 2013 of an article in which it is written: "F.N. backpedals after meeting with Presidency money bag. Now decrees SDF participation in April 14 senatorial elections"	- Suspension from publication of the written newspaper called The G.P., for a period of two (02) months; - Suspension of Mr N. C. M., for the same duration
7.	00018/PC/SG	The W.T. press organ based in Bamenda	05 September 2013	Recurrent violations of the provisions of Law No. 2006/018 of 29 December 2006 governing advertising in Cameroon and professional ethics in social communication	Publication in the edition of August 14 to 22, 2013 of the anthem of the secessionist movement called Southern Cameroons National Council (SCNC)	Warning
8.	00019/PC/SG	Mr P. M., Journalist with Radio S., based in Yaounde	05 September 2013	Violations of professional ethics in social communication	-Broadcast, on March 12, 2013, from 10am to 12pm, of wrong information about Mr K.M.F. in the programme "In the heart of the city."	Suspension from all media activities for a period of three (03) months

CAMEROON'S 2013 ANTI-CORRUPTION STATUS REPORT

N°	Decision N°	Person or press organ concerned	Date of signature of the decision	Offence type	Acts alleged against the individual or media organization	Decision
9.	00026/PC/SG	Mr R. N., Publisher of the P. ou F. newspaper based in Yaounde	21 November 2013	Violations of professional ethics in social communication	-Publication of two articles in No. 048 and 070 of April 2012 and October 2013 respectively entitled "S.F.A. ELECAM's greatest enemy" and "The virus is in the fruit"	Warning of the concerned
10.	00027/PC/SG	The G. P. press organ based in Yaounde ; -Mr N. C. M., Publisher of The G. P.	21 November 2013	Violations of professional ethics in social communication	-Publication in No. 0563 of November 6, 2013 of an interview in which The G.P. Publisher made comments that the Cameroon Association of English Speaking Journalists (CAMASEJ) deemed offensive against two National Communication Council members	- Suspension from publication of the written newspaper called The G.P., for a period of three (03) months; - Suspension of Mr N. C. M., for the same duration
11.	00030/PC/SG	Mr B. Z., Publisher of O. L. newspaper based in Douala	21 November 2013	Violations of professional ethics in social communication	-Publication In the edition of November 15, 2013 of an article containing statements detrimental to the reputé of some personalities including the NCC President	suspension from the exercise of the profession of journalism in Cameroon for a period of three (03) months

PART III

ANTI-CORRUPTION DRIVE IN THE PRIVATE SECTOR AND THE CIVIL SOCIETY

The involvement of the private sector and civil society in the fight against corruption is very important.

It is for this purpose that Article 12(1) of the Merida Convention provides that: “Each State Party shall take measures, in accordance with the fundamental principles of its domestic law, to prevent corruption involving the private sector, enhance accounting and auditing standards in the private sector and, where appropriate, provide effective, proportionate and dissuasive civil, administrative or criminal penalties for failure to comply with such measures.”

Regarding the Civil Society, the same Convention provides in Article 13 paragraph 1 that : “Each State Party shall take appropriate measures, within its means and in accordance with fundamental principles of its domestic law, to promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations, in the prevention of the fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat posed by corruption.”

The private sector and Civil Society are essential partners in the fight against corruption. This is also why Decree of 11 March 2006 authorizes CONAC to undertake investigations even in private institutions. Article 20 of the Decree provides that CONAC Commissioners on assignment: “*shall have a right to access all government, semi-public and private services as well as all documents and information needed for the discharge of their duties.*”

CONAC has already established several partnerships with these actors making them collaborators and effective relays in the fight against corruption.

This Report shows how the private sector (Chapter 1) and Civil Society (Chapter 2), contributed to the fight against corruption in 2013.

Chapter 1: The fight against corruption in the private sector

Chapter 2: The Civil Society and the fight against corruption

CHAPTER 1: ANTI-CORRUPTION DRIVE IN THE PRIVATE SECTOR

The Coalition of Business Entrepreneurs in Cameroon (GICAM) and the Business Council for Africa (BCA) are the two main actors of the fight against corruption in the private sector. In 2013, most anti-corruption activities in the sector were undertaken by the BCA.

SECTION 1: THE BUSINESS COUNCIL FOR AFRICA (BCA)

The West African Business Association (WABA) was created in 1957 with Headquarters in London. This foreign association was authorized in Cameroon by MINATD by decree No. 000060/A/MINATD/DAP/SDLP/SAC of 10 February 2006. By memo No. 00190/L/MINATD/DAP/SDLP/SAC of 26 January 2010, the WABA was officially renamed BCA (Business Council for Africa). The Business Council for Africa is a business association of high-profile multinational companies operating in Cameroon and Africa. In 2011, the Council launched the Business Coalition Against Corruption (BCAC) in collaboration with the German Cooperation

The BCAC is managed by a Steering Committee headed by the BCA. Members of the Steering Committee are: GIZ, British High Commission, the National Anti-Corruption Commission, Diageo Guinness Cameroun, Dana Petroleum Ltd Cameroon and Transparency International Cameroon.

Thanks to the signature of a public-private partnership agreement, the German Development Cooperation, through its implementing agency and BCA members, are committed to support the National Anti-Corruption Strategy in Cameroon, which in its Private Sector Development Pillar, has as strategic goal to *“reduce significantly the intensity of corrupt practices and similar offenses in the Private Sector”*.

The BCAC promotes good corporate governance, respect of principles of ethics and high standards in corporate social responsibility. Its objective is to build an effective business coalition against corruption in Cameroon in order to contribute to a more favourable and reliable environment for business investment.

SECTION 2: ACTIONS OF THE BCA

In 2013, BCAC activities focused on recruiting and training new members of the Coalition on **“The necessity for a culture of integrity within a company”**. To this effect, 71 companies were trained; 19 during the first quarter and 52 during the second.

A review and complement of the training sessions was done, including change management issues. The aim was to enable focal points designated by companies to put in place a code of ethics, to introduce and carry out a debate on ethics/compliance culture as well as to initiate and trigger the process of change in their respective companies.

Companies that took the BCAC training will benefit from direct and specific coaching. Indeed, BCA member companies placed coaches at the disposal of these companies to assist them in developing and establishing an ethics code. Several volunteers already agreed to coach new coalition members.

In addition, the management structure of the Project has been readapted. The Steering Committee now meets once every two months and members are personally committed to work towards the achievement of BCAC's objectives. The British High Commission in Cameroon has, for example, provided the Project with additional funding and pledged to contact parent companies of British Multinationals which are members of BCA so that they may grant to their subsidiaries established in Cameroon, the opportunity to provide their respective contributions to the Project. CONAC has already agreed in principle to host the whistle-blowing process of the Coalition in its reporting system. The aim is to diligently treat the queries of member companies.

In 2014, the BCAC will continue recruiting and training new members to achieve its goal to reach a critical mass of 150 members by the end of the year. Coaching of new member companies will be effectively implemented. The establishment of the whistle-blowing system in collaboration with CONAC will also be formalized, in order to enable companies to express themselves on corruption acts of which they are victims and accompany them to find solutions.

Parallel to this, focus will be laid on communication. Indeed, a web page dedicated to the Coalition will be established and will serve as a platform for information exchange for member companies, for the general public, including public administrations and the civil society. BCAC also intends to organize media events and an anti-corruption forum to bring together the different dynamisms to serve as a basis for the achievement of its objectives.

The Steering Committee is aware of this tedious journey, and that success will depend on the personal and visible commitment of each CEO and/or Board of Member Companies, institution or association. Without that personal commitment from decision makers, the Coalition, most unlikely, will not succeed in attaining its objectives in a reasonable time frame. However, more and more companies are interested in joining the Coalition; with relevant structures in place and a certain dynamic already engaged with member companies, all parties involved are confident to achieve the Coalition objectives.

CHAPTER 2: THE CIVIL SOCIETY AND THE FIGHT AGAINST CORRUPTION

The “Civil Society” groups all non-governmental and non-profit making associations whose tasks include, among others, the fight against corruption. Under the National Coalition Against Corruption (CNLCC) created by CONAC, some of them have been carrying out anti-corruption activities on the field. The Coalition consists of 59 members, although very few are really active and effective.

In 2013, the following were either associated in activities organized by CONAC, or led field activities after informing CONAC: Association for the Progress and Promotion of Development Initiatives (Section 1), Horizon Femmes (Section 2), National Association for the Protection of Consumer Rights (Section 3), Action Against Corruption (Section 4), Political *Science Students*’ Reflection Club (Section 5), Association for Education and Integrity in Cameroun (Section 6), Stop Corruption Initiative (Section 7)

SECTION 1 : Activities of Association pour le Progrès et la Promotion des Initiatives de Développement (APPID)

As part of activities on the fight against corruption, APPID organized field visits (§1) that produced remarkable results (§2).

§1. Field visits

During the 2012-2013 school year, APPID conducted field visits in three high schools of the Yaounde 6 District. In Mendong, Efoulan and Biyem-Assi High Schools, the team had talks with the teaching staff and parents on the use of PTAs funds.

Thirteen associations of at least 50 members in the Yaounde 6 District were visited. Discussions thereof focused on the impact of corruption on society. Emphasis was laid on identifying projects that the District had benefited and the involvement of people in their management, execution and control.

§2. Results achieved

- School managers have adopted more transparent behaviours in the management of public resources;
- Leaders of associations are more transparent and involve their members in issues of management;
- The population also understood the need to be involved in the implementation and monitoring of projects for the benefit of the community;
- Populations were sensitized on the need to report acts of corruption.

Members of APPID also participated in various capacity-building workshops organized by CONAC, as well as activities related to the World Anti-Corruption Day.

SECTION 2: Activities of HORIZONS FEMMES

From 28 May to 8 June 2013, as part of the implementation of its three-year action plan adopted in 2010, the National Anti-Corruption Coalition (CNLCC) undertook the follow-up and

evaluation of the 2009 PIB in the Basic Education sector, focusing on the construction of classrooms throughout the national territory.

In this perspective, HORIZONS FEMMES and CRADIF led activities in Nyong and So'o Division (Akoeman, Dzeng and Ngomedzap Districts) for the construction of 8 classrooms. Horizons Femmes and CRADIF jointly covered the Ngomedzap locality, Akoeman was entrusted to CRADIF, and Dzeng to Horizons Femmes.

Specific objectives assigned to this activity were to:

- assess the level of execution of projects financed by the 2009 PIB;
- identify construction project stakeholders;
- assess the level of performance and quality of works;
- involve local populations in the monitoring and control of executed works;
- remind managers and entrepreneurs on principles of transparency in the awarding and execution of public projects.

To facilitate fieldwork, working sessions were organized with political and administrative authorities (Governor, Divisional Officer, Divisional Delegate in charge of Public Contracts), aiming at presenting accreditations delivered by CONAC, the general situation of abandoned projects within the Division, the level of monitoring of the 2009 projects by MINEPAT Divisional Delegate.

§1. Field visits

A. Construction of classrooms in the Ngomedzap District

The following observations were made:

- the four classrooms were actually built and received about 4 years ago; however, no documentation could certify the reception date in accordance with specifications, at the level of both the Inspector and the school head-teacher;
- all classrooms are equipped with gutters to drain rainwater;
- there were some cracks on the walls of two classrooms;
- in general, classrooms are not well maintained (perforated ceilings, no electricity bulbs, non-operational electrical installations).

B. Construction of classrooms in the Dzeng District

From discussions held with administrative authorities and local populations, it was unveiled that many projects had been abandoned in the District. Other observations made were that:

- two classrooms were actually built and received. However, no document was available, because most contractors come from Mbalmayo and local authorities are not really involved in the process;
- all classrooms are equipped with gutters to drain rainwater;
- there were some cracks on the walls of classrooms.

§2. Difficulties encountered

Difficulties encountered were as follows:

- planning of the monitoring and evaluation period: the field visit period was not well chosen considering the fact that in May and June most schools are already on holiday; this is why they met some schools closed both in Ngomedzap and Dzeng. This should be taken into account in the next programming;
- the elapsed time between the implementation of the project and the monitoring/evaluation phase: some accurate information could not be obtained because of the duration of time separating the execution period and the monitoring/evaluation period - four years. Therefore, the specific objective concerning the identification of project stakeholders could not be met. Therefore, project monitoring and evaluation must take place at the time contracts are executed or just after completion, to facilitate gathering of information;
- administrative bottlenecks: despite administrative notes issued in favour of field teams, administrative bottlenecks were observed in some administrations including at the Divisional Delegation of MINEPAT where, in the absence of the chief of service, the secretariat did not deem it necessary to put field staff in contact with one of his collaborators or even provide their contact information. Yet it is this service which coordinated the implementation of these projects;
- the lack of material and financial resources made it difficult for the Mission to achieve optimum control.

From a general point of view, the monitoring and evaluation of the execution of the 2009 PIB for the construction of classrooms in the Basic Education sector, in localities covered by Horizons Femmes was carried out smoothly. One thing emerges at the end of the mission: classrooms were actually built as prescribed in the PIB project logbook. However, given the relatively long period of time between construction and monitoring-evaluation, it is difficult to accurately determine whether the execution of work complied with the standards, especially as entrepreneurs who realized the works live outside the target localities.

SECTION 3 : Activities carried out by the National Association for the Protection of Consumer Rights (GNDDC)

Activities conducted by GNDDC focused on two aspects: awareness and denunciations.

§1.Awareness activities

A mass awareness campaign and a seminar were organized.

A. Mass awareness campaign

Mass awareness activities consisted of the publication in their liaison newspaper "Le reveil du consommateur", of several articles about CONAC and those of some members of the Coalition. Several cases of corruption observed in the field were also reported. Moreover, the GNDDC participated in the following awareness campaigns:

- July-August 2013: distribution and display of the Code of Good Conduct during price controls in shops, in supermarkets in the seven (07) Districts of the Mfoundi Division;
- supervision of anti-corruption activities in hospitals and markets of the Littoral Region on the occasion of the World Anti-Corruption Day;
- 7 June 2013: participation in the implementation of the National Anti-Corruption Strategy during MINCOMMERCE RRI implementation in the Mfoundi;
- during the September 2013 twin elections, distribution of the Code of Good Conduct published by CONAC in the Wouri and Sanaga-Maritime Divisions;
- from 27 May to 7 June 2013: 2009 PIB execution monitoring in the Basic Education sector, in the Upper-Sanaga Division, during which several corruption cases were observed on the field, relating to the signature of public contracts reception reports by the Divisional Officer without checking the quality of work or level of execution. Several classrooms were received and paid for without being completed at 100%, it is the case with Endoum Government Primary School in Nkoteng which was deviated; GS Lembe where embezzlement of funds for the construction of two classrooms was decried by the Sub-Divisional Officer; the Nkoteng-Town Group 1B where two classrooms were deviated. Such classrooms are alleged to have been deviated by elites to the Nkoteng Village chiefdom, in collusion with the BJ Company, responsible for the execution of the contract.

B. Awareness seminar

The GNDDC held an awareness seminar on 15 March 2013 in Yaounde, for local and foreign traders (West Africa) who are regularly victims of corruption and scam by consumer associations, who often pretend to be price controllers or public officials.

After the seminar, a Code of Conduct was drafted in collaboration with MINCOMMERCE Divisional Delegation, on procedures and price control criteria including:

- methods of identification of individuals and price control officers;
- verification of administrative documents of holders;
- officials authorized to sign mission orders for price controls;
- attitudes to adopt in case of suspicion of fictitious or questionable controls

§2. Denunciations

The GNDDC made several denunciations of corruption and embezzlement of public funds that led to investigative controls by CONAC.

SECTION 4 : ACTIVITIES OF « ACTION CONTRE LA CORRUPTION » (A2C)

Action Contre la Corruption (A2C) was created in 2010, with a view to building the capacity of citizens to better understand the damages of corruption and promote good governance through the promotion of values such as integrity, duty-consciousness, meritocracy, the culture of transparency and public interest.

A significant part of activities in 2013 was devoted to prevention. Several awareness campaigns were organized in various sectors on the need to fight against corruption through media, posters, flyers, business meetings, round tables conferences, correspondences, etc.

Table 31 : Activities carried out by « Action Contre la Corruption »

N°	Date	Place	Activity	Observations
1	20-31 January 2013	Divisional Tax Collection Centres for Yaounde 10 & 11	Sensitization of users to denounce corruption networks set by corrupt officials during the renewal of the withholding tax	A case was forwarded to CONAC for appropriate actions and measures
2	28 January 2013	CONAC Conference Hall	Participation in a working session between CONAC, the CNLCC and the French NGO « Sauvegarde Faune Sauvage »	/
3	4 - 5 March 2013	Yaounde V Sub- Divisional Office	Denunciation of illegal collection of levies for the signing of land documents (CFA 55,000 francs)	A letter was sent to MINATD with a copy to MINFOPRA for appropriate actions and measures
4	11-13 March 2013	Yaounde Conference Centre	Participation in the SNLCC support workshop (Phase 2) for the Forces of Law and Order Pillar	/
5	13-15 May	Yaounde 3 Sub-Divisional Office	Sensitization of users to report corruption networks set by corrupt officials for the signing of official documents during the competitive entrance examination into ENIEG	A case was forwarded to CONAC for appropriate actions and measures
6	16 - 17 May 2013		Investigation on the theft of goods and products by agents of MINCOMMERCE Regional Delegation for the Centre	A report of the investigation was forwarded to MINCOMMERCE and CONAC for appropriate measures
7	23- 24 May 2013	CONAC Conference Hall	Training/Monitoring & Evaluation of the PIB	/
8	28 May 2013	Nde Division	PIB execution monitoring in the Basic Education sector	/
9	20-30 September 2013	Ndé & Upper- Nkam Divisions	Sensitization and talks with political leaders in the Nde and Upper Nkam Divisions on the Code of Conduct	/

N°	Date	Place	Activity	Observations
10	26 September 2013	Bazou Sub-Division in the Nde	Denunciation of scam by Gendarmes	Denunciation was forwarded to the Nde Division Company Commander
11	02-03 November 2013	Palais des sports	Distribution of project magazines to several Bamboutos associations and cultural communities living in Yaoundé.	/
12	09 December 2013	Mvog-Ada Market	World Anti-Corruption Day Sensitization of local populations on counterfeiting	/
13	20 December 2013	Yaoundé Conference Center	Presentation of Cameroon's Anti-Corruption Status Report by CONAC	/

Main difficulties encountered:

- difficult access to information
- insufficient financial resources for effective and successful implementation of the action plan

SECTION 5 : ACTIVITIES OF THE CLUB DE RÉFLEXION DES ETUDIANTS DE SCIENCE POLITIQUE (CRESPO)

CRESPO is an association of political science students from the University of Yaounde II SOA. As a member of the National Coalition, CRESPO has always been solicited to convey the message of the fight against corruption among students and even during University Games.

The following activities were carried out by the association in 2013:

- participation in the 2009 PIB monitoring/evaluation in the Basic Education sector, in Mbankomo and Ngoumou, from 2 to 6 June 2013;
- coverage of the September 2013 twin elections in the Ntem Valley Division; the mission was deployed in the following councils : Ambam, Kye-Ossi, Olamze and Ma'an. A report was sent to CONAC.

SECTION 6: ACTIVITIES OF THE ASSOCIATION FOR EDUCATION AND INTEGRITY IN CAMEROON (ASSEDIC)

ASSEDIC was created in 2010. Apart from regular activities consisting in monitoring admissions under the Corruption-Free School Reopening and public exams monitoring project (GCE O/A Levels, Probatoire, BEPC, BACC...), the following activities were equally carried out:

§1. Observation of the application of the New Ministerial Order for the 2012/2013 school year relating to registration into public schools

It should be noted that according to this Text, registrations are done only during reopening as opposed to the old system when school children had to register before the academic year began.

The reasons for these changes were in line with the FACTS (Fight Against Corruption Through Schools) project initiated by the Catholic Relief Service (CRS).

Reacting to this text, some stakeholders (Principals) were of the opinion that it was a good idea as the problem of an administrator taking over a school when the former one had emptied the coffers was to be eradicated.

Another idea was that appointments and transfers were made much earlier, which was also a loadable idea as it was going to enable them to settle down and become acquainted with the environment/staff before admissions are done. Some equally added that the creation of a commission for admissions had solved the problem of corruption as it was no longer a one-man-show, implying that before a child was admitted, they must meet the criteria for admissions.

Some were of the opinion that the application of the text was so abrupt, thus difficult for quick mastery and that students were forced to stay out of classes for registration rather than learning. Some of them even misplaced their fees because of overcrowding during payments. To these, ASSEDIC suggested that they could programme separate days for payments for each class.

§2. Workshops, seminars and public meetings

In 2013, members of ASSEDIC attended the following meetings as panellists, observers or mere participants:

- staff meetings in some sample schools during Open Door Day in some technical colleges;
- Rapid Results Initiative training workshop organized by the Ministry of Basic Education for Primary School Head Teachers of the North West Region of Cameroon;
- sensitization workshop on Civic Education organized by the Ministry of Youth Affairs for the population of the North West Region;
- regional follow-up for the execution of PIB and Priority Investment Projects (PIP);
- monitoring of the 2013 Parliamentary and Municipal Election in Cameroon as an observer on behalf of CONAC, during which they distributed the Code of Good Conduct, a document published by CONAC,
- contact visit with traditional rulers: ASSEDIC also thought it necessary to contact some key traditional authorities within the Region considering that they play an important role in nation building. This was as a result of the seminar CONAC organized for Traditional authorities in Bafoussam in 2012.

§3. Monitoring and Evaluation of the execution of the 2009 PIB Projects under the Basic Education sector.

Like other Coalition Members, ASSEDIC monitored and evaluated the execution of 2009 Public Investment Budget Projects under the Basic Education sector.

Observations:

- most contractors did not carry out studies of the project site especially those contracts awarded at the level of the Ministry. Realities on the field forced some of them to either abandon the project or carry out poor work to minimize cost and maximize profits. This explains why most HIPC/ADB projects were abandoned or poorly executed. (e.g. GS Buku and GS Mangi all in Donga Mantung Division, and GS Kopping Native in Bali Sub-Division.
- some stakeholders contributed to the poor execution or desertion of projects e.g. control engineers asked for the sum of CFA 200,000 francs up-front before work commenced and during each visit, the contractor hires a car for the sum of CFA 20,000 francs for six (6) times during the three-month project, contracting authorities or project owners entitled to 10% of the amount, Finance Controllers who request CFA150,000 francs before the documents for payments are processed and finally 10% to the treasury;
- most foreign contractors (out of the Region/Division) who are not verse with the terrain ended up abandoning the project. But local contractors (within the Region/Division) who at least had an idea of the project zone ended up doing the work not for profit but to maintain relationship and help their people;
- most poorly executed projects were received without condition or hesitation and all the parties were very satisfied even when the consumer/beneficiary was complaining e.g. 2012 PIB of GS Lassin in Noni Sub-Division, Bui division;
- the non-implementation of the penalty for late execution was one of the reasons for poor and late executions;
- most PIB projects do not take into consideration distance and the enclave nature of the project site as other donors do (PNDP). This is why most of the projects in the hinterlands are badly executed or abandoned;
- some contractors suffer after execution of their contracts because credits were sent back to Yaounde and this affects them adversely. For instance, the contractor of G.S. GWEMBE in Nwa Sub-Division of Donga Mantung Division;
- most full-cycle schools in the hinterlands have 2 or at most 4 teachers including the head-teachers and 2 or no classrooms. The absence of the head-teacher for any reason leads to indiscipline, forceful holidays or early closure without considering that these children are going to sit in for the same public exams as those having more than enough teachers and classrooms in towns;
- most politicians are using the creation of schools as their campaign strategies, thus ending up with clusters of schools with no population in one area and no schools, or buildings in another area. E.g. GS Bambalang 1 & 2 and GS Mbamong 1 & 2 all in Bambalang Ndop Central Sub-Division and GS Mbayoroh, GS Mangi etc.
- most Mayors were not happy with the creation of the divisional tenders' board as to them, it was another strategy for the Government to go back to the centralized system.

§4. ASSEDIC-MINMAP workshop in the Mezam Division

By virtue of Decree No 2011/408 of 9th December 2011 creating the Ministry of Public Contracts whose mission is to meet up with the challenges of organizing and ensuring the smooth functioning of Public Investment Budget/Public Contracts, and reduce, if not, eradicate corruption in this sector, the Divisional Delegate of Public Contracts Mezam, in collaboration with ASSEDIC (CNLCC-CONAC), organized a one-day symposium to enlighten all the stakeholders in public Contracts on these innovations. Those involved were representatives of MINEPAT, ARMP, the SDO for Mezam, Mayors of Bamenda I, II & III, Santa, Tubah, Bafut, Bali, Finance Controllers, Control engineers of Public Works, Contractors, Journalist etc.

§5. 2013 International Anti-Corruption Day Celebration

Activities for the commemoration of the 10th Anniversary of the International Anti-Corruption Day for 2013 began as usual with visits to schools and talks on Human Rights and the fight against corruption, visits to prisons and detention camps, debates on community radio stations on issues of corruption, etc.

Complaints and denunciations received:

Under the supervision of CONAC, ASSIDIC distributed sensitization tools like brochures, T-shirts, face caps, etc. Complaints received included the suspension of salaries of abdicated teachers of Government Technical High School Bamenda; misappropriation and illegal collection of taxes by ABI COOP Financial Ltd; Corrupt practices and misappropriation of public funds in Babessi council; misappropriation of PTA funds in CCAST Bambili; fake contract agents at Batibo council; land matters pending before the Regional Delegate of MINCAF North West.; misappropriation, false arrest and intimidation by Mr L. etc.

SECTION 7: ACTIVITIES OF « STOP CORRUPTION INITIATIVE » (SCI-CAMEROON)

Stop Corruption Initiative (SCI) was deployed in the Menchum and Boyo Divisions, where members carried out the distribution of the Code of Good Conduct and carried out many other awareness activities on fraud and corruption in the electoral process, during the 2013 legislative and municipal elections.

These activities specifically included:

- distribution of the Code of Good Conduct to administrative and council authorities, forces of law enforcement, candidates and Heads of ELECAM units;
- observation of practices of fraud during electoral campaigns and on the election day;
- forwarding of denunciations to CONAC

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The Civil Society actively participated in the implementation of the National Anti-Corruption Strategy. It should be noted, however, that some leaders, instead of fighting corruption, were rather caught practicing it. CONAC was particularly severe against such people by initiating disciplinary and judicial procedures that are underway.

CONCLUSION AND RECOMMENDATIONS

His Excellency Paul BIYA, National Chairman of the CPDM party and Cameroon's Head of State, said in his opening and policy speech at the 3rd Ordinary Congress of the party held on September 15, 2011 in Yaounde: "The National Anti-Corruption Commission has moved from the educational phase to a truly operational phase; ... The fight against corruption will be further in-ten-si-fied, without complacency, without discrimination, irrespective of the social status or political affiliation of those indicted. No one will consider themselves above the law."

2013 was certainly one in which this clearly demonstrated and reiterated political will in the anti-corruption drive took a decisive turn at both the institutional and operational levels.

In the institutional domain, the Special Criminal Court, which was created in December 2011, was set up in 2012 and began effective repressive work on matters relating to the fight against corruption in 2013. It is also during this year that the National Communication Council effectively deployed its new prerogatives. Finally, it is in this same year that more emphasis was laid on reinforcing the operation of the Public Contracts Regulatory Board. The joint actions of all these institutions led to many disciplinary and administrative sanctions or convictions to various prison terms. But above all, proceedings resulted in refunds of huge sums of money paid into the State coffers. Actions of the SCC, alongside those of the Finance and Budget Disciplinary Council of the Supreme State Audit gave more prominence to the efforts made in the anti-corruption drive and similar offenses. Many of the decisions taken were based on the reports drawn up by CONAC, NAFI and the Supreme State Audit. The issue at stake now is how the embezzled and recovered funds are going to be managed.

In the operational domain, the National Anti-Corruption Strategy was better implemented in 2013 than in 2012. As a matter of fact, there was an increase in the number of Ministries that set up and made Anti-Corruption Units functional, as well as those that embarked on the Rapid Results Initiative. Regrettably, some of these ministerial departments, Administrative Public Establishments, public and semi-public corporations as well as Regional and Local Authorities have side-lined this movement.

For this reason, the following recommendations have been made:

1. continue the internalization process that had begun on the United Nations Convention Against Corruption through mastery of corruption related offenses;
2. continue the ratification process of the African Union Convention on Preventing and Combating Corruption;
3. create an Institution to manage public assets reinstated both in cash and in kind, regardless of the Service which recovered them (see pages79-80);
4. create anti-corruption units in all Ministries, Public Administrative Establishments, public enterprises, joint-stock companies, private companies and Regional and Local Authorities; such a creation must be accompanied by the allocation of sufficient human and material resources;
5. in the absence of branches, create at least CONAC Rapid Intervention Units in all ten Regions;
6. intensify the fight against corruption in the private sector through the adoption of codes of conduct and ethics.

APPENDIXES

STATISTICS ON THE ANTI-CORRUPTION DRIVE IN 2013

Overview table on complaints received by CONAC in 2013

N°	Subject of complaint	Frequency	Percentage
1	Land dispute	385	13.96
2	Public contracts	199	7.22
3	Management of resources allocated to organizations	192	6.96
4	Treatment of career files (Recruitment, payment of salary, pension)	167	6.06
5	Embezzlement	165	5.98
6	Management of PTA levies and school resources	128	4.64
7	Management of municipal council resources	96	3.48
8	Withholding of property	70	2.54
9	Payment of salaries and allowances	65	2.36
10	Bribery to obtain administrative documents	63	2.28
11	Bribery at the Judiciary	62	2.25
12	Appointment of traditional rulers	52	1.89
13	Issuance and use of forged documents	48	1.74
14	Dismissal of staff	47	1.70
15	Management of compensations for victims and displaced persons due to development projects	46	1.67
16	Unlawful activities (commerce, forestry, and industrial operations)	45	1.63
17	Electoral process	44	1.60
18	Bribery for postings and transfers	43	1.56
19	Criminal protection and evasion	43	1.56
20	Estate liquidation settlement	41	1.49
21	Fake identity and title	41	1.49
22	Abuse of office and authority	37	1.34
23	Corrupt practices in the electricity sector	37	1.34
24	Bill settlement	36	1.31
25	Project diversion	34	1.23
26	Management of public companies, public projects and programmes	34	1.23
27	Ransoming of public service users	31	1.12
28	Extortion on highways	30	1.09
29	Payment of bonuses	30	1.09
30	Debt settlement	27	0.98
31	Bribery at entrance examination	24	0.87
32	Payment of due to ex-employees of privatized state companies	20	0.73
33	Payment of mission allowances	19	0.69
34	Use of fake diplomas	16	0.58
35	Transport allowance	16	0.58
36	Customs fraud	16	0.58

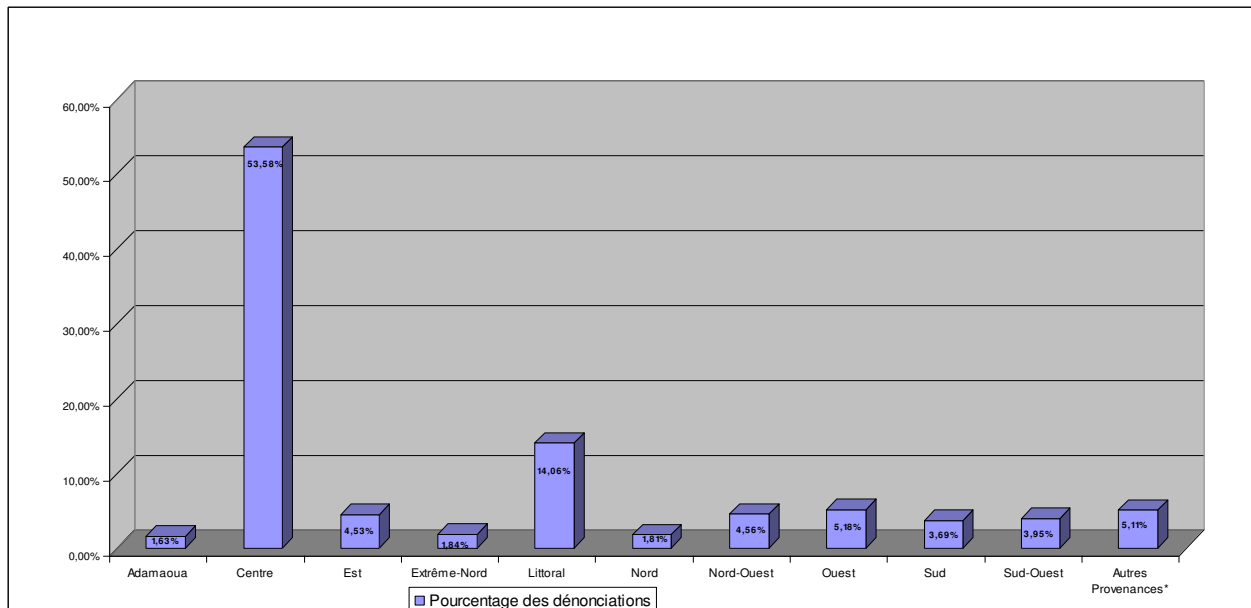
37	Repayment of funds to beneficiaries	16	0.58
38	Harassment and threats	15	0.54
39	Smuggling	15	0.54
40	Promotion of staff	14	0.51
41	Issuance of certificates/diplomas	14	0.51
42	Carrier reclassification and reconstitution	14	0.51
43	Management of tollgates	11	0.40
44	Management of hospital resources	11	0.40
45	Bribing for services of Forces of Law and Order	11	0.40
46	Bribery for medical services	11	0.40
47	Impersonation and substitution of people on lists	11	0.40
48	Murder and attempted murder	9	0.33
49	Debt clearance certificate	9	0.33
50	Perception of funds without receipt	9	0.33
51	Management of resources allocated to sports organizations	9	0.33
52	Altering of marks	9	0.33
53	Competitive entrance examinations into higher schools of learning	8	0.29
54	Death threats	8	0.29
55	Infrastructure rehabilitation	8	0.29
56	Kidnapping or misappropriation of assets	7	0.25
57	Undue reception of salaries and other benefits	7	0.25
58	Overbilling of purchases and services	7	0.25
59	Corruption and extortion of taxpayers	6	0.22
60	Illicit enrichment	6	0.22
61	Management of microfinance institutions	6	0.22
62	Fraud and tax evasion	5	0.18
63	Enrolment of pupils in schools	5	0.18
64	Physical abuses	5	0.18
65	Phone scam	4	0.15
66	Ethnic and tribal discrimination	4	0.15
67	Forest taxes	4	0.15
68	Solidarity Fund for the Promotion of Education	3	0.11
69	Management of telecommunications funds and companies	3	0.11
70	Management of weighing stations	3	0.11
71	Medical negligence	3	0.11
72	Strike notice	3	0.11
73	Organization of refresher courses and holiday classes	2	0.07
74	Parliamentary micro-projects	1	0.04
75	Influence peddling	1	0.04
	Total	2,758	100

BREAKDOWN BY REGION

N°	Region of origin	Occurrences	Percentage
1	Centre	1478	53.58
2	Littoral	388	14.06
3	West	143	5.18
4	Other locations*	141	5.11
5	North-West	126	4.56
6	East	125	4.53
7	South-West	109	3.95
8	South	102	3.69
9	Far North	51	1.84
10	North	50	1.81
11	Adamaoua	45	1.63
Total		2,758	100

1478 complaints from the Centre Region were registered as against 388 from the Littoral Region, representing 53.58% and 14.06% respectively of the total number of complaints.

SUMMARY CHART INDICATING THE PERCENTAGE OF DENUNCIATIONS PER REGION



* Other origins: denunciations from Europe and those that could not be traced