



State of University Research Governance in West and Central Africa: Case of the University of Buea

Final Report: Cameroon

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November 2009



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List of Acronyms and abbreviations

IDRC	International Development Research Centre
ANRP	Agence Nationale de Radioprotection
APAD (french)	Association Euro- Africaine pour l'Anthropologie du Changement Social et du Développement
ASTI	Advance School of Translators and Interpreters
ADB	African Development Bank
BMP system	Bachelor-Master-PhD
C2D	Contrat de Désendettement et de Développement
CALAC	Centre for African Literatures And Cultures
CNDT	National Committee for the Development of Technologies
CNE	Centre National d'Education/ National Centre for Education
CRSAEE	Council of Scientific Research and Applied studies and Survey
CRSAEE (french)	Conseil de Recherche Scientifique et Appliquée des Etudes et Enquêtes
DGRST(french)	General Delegation for Scientific and Technical Research
DVC/RC	Deputy Vice-Chancellor for Research and Cooperation
DVC/RCB	Deputy Vice-Chancellor in charge of Research, Cooperation and Relations with the Business World
FAO	Food and Agriculture Organisation
GRIAD(french)	Groupe de Recherche sur l'Imaginaire de l'Afrique et de la Diaspora
ICRAF	International Center for Research on Agroforestry
IFAN	Institut Français d'Afrique Noire
IFS	International Foundation for Science

IITA	International Institute for Tropical Agriculture
IMPM	Institut de Recherches Médicales et d'Études des Plantes Médicinales)
INC	National Institute for Cartography
IRAD(french)	Institute for Agronomic Research for Development
IRB	Institutional Review Board
IRCAM	Institute of Scientific Research in Cameroon
IRD(french)	Research Institute for Development
IRGM(french)	Institut de Recherches Géologiques et Minières
MESIRES(french)	Ministry of Higher Education, Computer Science and Scientific Research
MESRES	Ministry of Higher Education and Scientific Research
MINADER(french)	Ministry of Agriculture and Rural Development
MINEPIA(french)	Ministry of Breeding, Fishery and Animal Industry
MINESUP (french)	Ministry of Higher Education
MINRESI(french)	Ministry of Scientific Research and Innovation
MINREST(french)	Ministry of Technical and Scientific Research
MINSANTE(french)	Ministry of Public Health
MIPROMALO(french)	Local Materials Promotion Authority
WHO	World Health Organisation
ONAREST(french)	National Office of Scientific and Technical Research
ORSTOM(french)	Overseas Scientific Research Office
UNDP	United Nation Development Programme
PRIES	Programme for Research, Innovation, Entrepreneurship and Service

SECAM	Société d'Etudes Camerounaises
SIL (french)	International Linguistic Centre
UBSRC	University of Buea Scientific Research Committee
UNESCO	United Nation Educational, Scientific and Cultural Organisation
WWF	World Wide Fund for Nature

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Executive summary

As in most African Countries South of the Sahara, the early 90s was marked by claims for more liberty resulting to what many observers qualified the wind of freedom.

It is in this context that the university centers of Buea and Ngaoundéré were transformed to full flesh universities in 1992. Same as the universities of Yaoundé I, Yaoundé II, Douala, and Dschang created on January 19, 1993.

For some, the creation of these universities met with the **government's** preoccupation to decongest the then unique university in Cameroon which was weighted down by the number of registered students (about 40 thousand), **it's** inadequate and sometimes obsolete infrastructure. For others, the move was merely to quash the trade union of lecturers, and **students'** movements which were more and more critical vis-à-vis the regime in place.

Likewise, the country was in economic recession and the first challenge for the newly created universities was that of constructing the infrastructure. In most cases however, this gap was filled by resorting to buildings spotted around the town, and provided by entrepreneurs or other ministries (Youth and Sports, National Education, etc.). This situation is also true, for the last state university created in Cameroon: the University of Maroua, justifying the option of progressively creating the faculties and schools.

The University of Buea started with their existing Advanced School for Translators and Interpreters (ASTI) and three new faculties. Today it has five faculties. In the decree organizing the university, there are certain establishments which have not yet been created notably: the Faculty of Engineering and Technology, the Faculty of Agriculture and Veterinary Medicine, the College of Technology. As concerns **students'** enrolment, the number increased from 1978 in 1993/1994 to 10203 for the 2006/2007 academic year.

At the creation of the University, research was not given the pride of place. Priority had to be given to teaching and the development of infrastructure. Beyond the reason of economic crisis advanced as the route cause, others see the cause more distant to this: the decree organizing the university. This is why in the 2006/2007 **University of Buea annual report, it is stated that "while the gaps in the 1993 text** might have been filled in institutional text to organize work at the University of Buea in other areas of university activity, this has not been the case for research. A direct consequence of these lapses has been the poor appreciation for and visibility of the various research support services as well as their relevance **and activities"**.

In spite of this context which isn't quite favorable, all those who took over at the head of the University provided in their own way, the impulse necessary for dynamic research. The first step in this impulse was to progressively create a framework for carrying out research. Prove of this framework is the University of Buea Research Policy and Management Guide and some organs regulating various aspects of the process of carrying out research.

Among these organs are the Scientific Committees at the level of departments and faculties as well as at the Advanced School for Translators and Interpreters (ASTI), University of Buea Intellectual Property Committee, University of Buea Scientific Research Committee, and the Institutional Review Board.

The question of ethics has also been at the centre of the problematic of research. In this regard, the university intends to have a:

- Committee on Academic integrity (Ethics)
- Health and safety committee.

Unfortunately, the willingness demonstrated by university authorities, as expressed by most of the people we interviewed, is compressed by limited infrastructure and human resources which weighs on research and can be summarized in one phrase: inadequate financial resources. In this respect, everybody is of the opinion that, the university needs money to:

- Construct and equip laboratories;
- Equip the University library;
- Take charge of field work: collection of data, practical and other experiments;
- Organize trainings on all questions relating to research;
- Vulgarize research results (publications, expositions, production of goods and services, etc.).

Despite these financial difficulties, the future is not all gloomy. Promising approaches relating to research have been observed within the University of Buea. These include the embellishment observed in public finances, the determination of university authorities to increase the budget of research from 6 to 15% of the university budget by 2015, the network of national and international partners which increases daily, and above all, the availability of partners to accompany the university in carrying out one of its mission which has up till date been somehow neglected. These are some reasons to hope for a better tomorrow in the domain of research.

Introduction

At the end of 1980, international financial institutions notably the World Bank introduced the term « Good Governance » to define the criteria for a good public administration within the framework of relations with African Countries.

Inscribing in this sphere of influence, African Countries, in launching New Partnership for the Economic Development of Africa (NEPAD) set out commitments and obligations concerning governance, on two axis: (i) political and (ii) economic and enterprise.

It is in this wake that a good number of these countries were endowed with National Governance Programmes (PNG).

As years passed, the preoccupation of good governance extended to all domains of national life.

The study on the state of university research governance in West and Central Africa, managed under the guidance of CRDI, is unquestionably inscribed in this sphere of influence.

Thus, within the context of this mission, the collection of information was done in the University of Buea as concerns Cameroon.

This report, which is the result of this mission, overviews the contextualisation of University Research Governance in Cameroon; presents the organisation; the steering organs and the operational management of research within the University of Buea. Lastly, the study identifies some major stakes, needs and promising approaches; not without formulating recommendations to some of the actors implicated in the dynamic of University research.

1. Contextualisation of University Research Governance

1.1. The long drive of research in Cameroon

A few years ago, a Cameroonian during a vox pop carried out by one of the national television channels jokingly asked a University student: « what have you been able to find ever since you started carrying out research?” A question which may appear common but which sufficiently gives an idea about researchers. To better understand the question of academic research, it is worth making a flashback and revisiting the history of research in Cameroon as a whole.

According to MOTAZE AKAM, the institutional history of research in Cameroon is characterised by two major periods: the first under the French administration and the other which is independent.

The first era saw the creation of the **Société d'Études** Camerounaises (SECAM) on March 03, 1935, the **Institut Français d'Afrique Noire (IFAN)** in 1936, and the Institute of Scientific Research in Cameroon (IRCAM) in December 1949 placed under the control of the Overseas Scientific Research Institute (ORSTOM), a French organisation created on October 11, 1943.

The independence of French Cameroon on January 1, 1960 naturally accompanied the wish of the new authorities to take the question of research in control. It is in this regard that decree N°62/DF/364 signed on October 2, 1962, created the Scientific Research and Applied Studies and Survey Council (CRSAEE).

This council was replaced by the National Office of Scientific and Technical research (ONAREST) created by the federal law on May 2, 1965.

On December 4, 1979, decree N° 79/495 created the General Delegation for Scientific and Technical Research (DGRST).

It should, however, be noted that the passage from one institution to another was notably characterised by the clarification of missions and the increase of responsibilities.

On July 18, 1980, decree N°80/275 bearing the statute of researchers was signed by the Head of state.

For Jacques Gaillard and Eren Zink of the International Foundation of Science (IFS), this was the beginning period for the development of research and the starting point for the creation of a national scientific community whose role has to be clearly perceived by the public. Hence, between 1980 and 1987 the number of national researchers increased from 152 to almost 400 with the number of expatriate remaining constant (around 82).

This long awaited decree laid down the conditions and modalities for carrying out the profession of researcher in Cameroon. The conditions for recruitment, evaluation, internship and training, change of grade, research allowances was also spelt out.

This text also underscores the path of **researcher's** career constructed around four grades:

- Research attaché;
- Researcher;
- Master of research;
- Director of research.

The evaluation of work carried out by the researcher in these circumstances, determines the passage from one grade to another. It is worth mentioning that at the time scientific research was being carried out under the umbrella of the General Delegation of Research for Scientific and Technical Research (DGRST), academic research was under the auspices of the Ministry of National Education; which was in

charge of education at three levels, namely: the Primary Education, the Secondary Education and the Higher Education.

In 1984, Higher Education was conferred to a new Ministry named the Ministry of Higher Education and Scientific Research (MESRES). In the same light, the mission which was that of the General Delegation of Research for Scientific and Technical Research (DGRST) was also conferred to this new Ministry.

Within the Ministry of Higher Education and Scientific Research there existed:

- The Directorate of Higher Education
- The Directorate of Research
- Five main research institutes
- The University of Yaoundé
- Four university centers (Buea, Ngaoundéré, Douala, Dschang).

The appellation, Ministry of Higher Education and Scientific Research went through from February 1984 through September 1990, and became the Ministry of Higher Education, Computer Science and Scientific Research (MESIRES) from September 1990 through December 1992.

On December 29, 1992, the MESIRES was divided into two entities. The Ministry of Higher Education (MINESUP), and the Ministry of Technical and Scientific Research (MINREST).

In 2004, the Ministry of Technical and Scientific Research (MINREST) became the Ministry of Scientific Research and Innovation (MINRESI). A change which according to the then Minister was motivated by the wish to lay emphases on innovation. The major innovation was the creation of two new departments namely the department of technical and scientific cooperation, and the department for the promotion and support to innovation. There was also the creation of regional centres for research and innovation which were expected to become techno poles with decentralisation.

According to decree N°2005/091 of 29 March 2005, the Ministry of Scientific Research and innovation was in charge of:

- Animating, coordinating and controlling research activities within the national territory with the aim of promoting social, economic and cultural development.
- Valorising, vulgarising and exploiting research results in permanent liaison with all sectors of the national economy, ministerial departments, and the organisations concerned.

This ministry oversees the activities of eight research institutes or organisations namely:

- IRAD (Institute of Agronomic research for development) in charge of agricultural research

- INC (National Institute for cartography) in charge of geographic and cartographic research.
- IRGM (Institut de Recherches Géologiques et Minières) in charge of geologic and mining research.
- IMPM (**Institut de Recherches Médicales et d'Études des Plantes Médicinales**) in charge of medical research and study on medicinal plants;
- MIPROMALO (Local Materials Promotion Authority) in charge of research in the field of local materials.
- CNE (National Centre for Education), in charge of social science education ;
- ANRP (National Agency for X-ray protection) in charge of X-ray Protection
- And CNDT (Comité National de Développement des Technologies) ;

It is worth noting that despite the existence of the Ministry in charge of research, research was also being carried out in some ministerial departments like the Ministry of Agriculture and Rural Development (MINADER), the Ministry of Public Health (MINSANTE), the Ministry of Animal Breeding, Fisheries and Industries (MINEPIA), the Ministry of Forestry and Wildlife (MINFOF), university institutions, private establishments and International research development organisations such as the Research Institute for Development (IRD) of CIRAD, the International Institutes for Tropical Agriculture (IITA), the International Centre for Research on Agro forestry (ICRAF) of the World Wide Fund for Nature (WWF), and the International Linguistic Centre (SIL).

At this present stage, everyone can make an opinion on the functioning of research in Cameroon in terms of results obtained, achievements, setbacks, strengths, weaknesses and opportunities.

It is within this context that on February 26, 2009, during a cabinet council presided over by the Prime Minister, the Minister of scientific research and innovation stated the difficulties hindering research in Cameroon. If there are solutions, she said "these shall permit an optimal execution of our **missions**";

These consist of:

- The orientation law on scientific research and innovation whose draft had been transmitted to hierarchy;
- A more substantial financial package;
- A formal framework for the vulgarisation of research results hence the creation of national structure for the vulgarisation and valorisation of research results.
- The culture of innovation
- The recruitment of new researchers in whom the culture of innovation has to be inculcated at the beginning (the institutions under control presently

have less than 400 researchers and 75% of them have ages which vary between 45 and 55 years).

- A new statute for researchers which extends retirement age to 65 years.

From the viewpoint of a good number of persons interviewed, the separation between research and higher education has in many cases created a fracture between institute researchers and lecturer researchers even if one could observe informal discussions among some of them.

1.2. An overview of the organisation of University research in Cameroon

The organisation of University research in Cameroon has in the course of the last 27 years registered a stream of institutional mutations as a result of Higher Education reforms. To begin with, the University centres of Buea and N'gaoundéré were transformed to the Universities of Buea and N'gaoundéré by decree N°92/074 of April 13, 1992.

Through decree N°93/026 of January 19, 1993, the President of the Republic of Cameroon created the Universities of Yaoundé 1, Yaoundé 2, Douala, and Dschang. This was the moment of "University reform".

By the same decree, the University centres of Douala and Dschang became full flesh universities and the University of Yaoundé was divided into two universities bringing to six, the number of state universities in Cameroon. This number increased to seven (7) in 2008, with the creation of the University of Maroua.

The mission assigned to these Universities included:

- Education
- Research
- Support to development.

Research has always been inscribed as one of the missions assigned to higher education. Reading through Article 1, paragraph 1 of the law on the orientation of **higher education promulgated on April 16, 2001, this law stipulates "the general framework and the fundamental orientations of higher education in Cameroon"**. In article 9, paragraph 1, the same law makes provision for the existence of the council for education and scientific and technical research. This council would assist the state in implementing the policy of higher education.

Paragraph 2 states that the organisation and functioning of this council is laid down through a statutory (regulated) organ. But, unfortunately, this council has up till date not been created.

On April 28, 2005, decree N° 2005/142 was signed. This decree reorganised the Ministry of Higher Education and instituted within the administration of the said Ministry, the ***Division of Planning, Research and Cooperation***.

This division is in charge of elaborating the implementation of government policy relating to research in higher education in liaison with the Ministry in charge of Scientific Research.

Within this division, there exist the ***unit for the promotion of University research*** charged with:

- Monitoring the activities of research for institutions of higher learning;
- Coordinating national programmes of University research;
- Elaborating measures and mechanism which targets the valorisation of the results of university research in relation with socio-economic partners;
- Mobilising state and partner support for university research;
- Summarising data on university research, in liaison with the unit of statistics and university information system;
- Elaborating situational reports on University research in liaison with the Unit of Statistics and University Information System;
- Logistic support to research programmes and project for institutions of higher learning;
- Valorising technological and scientific innovations, in liaison with the Ministry in charge of innovation.

In addition, article 7, paragraph 1 of this decree, assigns the control and evaluation of research activities, cooperation and partnership of university institutions to the General Inspector of Academic Affairs. Paragraph 2 of the said article, states that, of the four inspectors on academic affairs, one shall specifically be in charge of research and cooperation.

The university reform which started in 1993, besides leading to the creation of 7 state Universities in Cameroon, has above all, permitted the redistribution of responsibilities at the summit of these units notably the creation of the position of Vice- Chancellor to whom specific responsibilities have been entrusted.

In 1999, the position of Deputy Vice-Chancellor for Research and Cooperation (DVC/RC), and in 2007, the position of Deputy Vice-Chancellor in charge of Research, Cooperation and Relations with the Business World (DVC/RCB) were created.

This remarkable option for research is also reflected at the lower level of hierarchy through the creation of the position of:

- Head of Division for Research and Publications attached to the Deputy Vice-Chancellor in charge of Research, Cooperation and Relations with the Business World (DVC/RCB)
- Head of Service Teaching and Research within the faculties and schools.

But it is deplorable to note that the service for Teaching and Research of the University of Buea has only the Chief of Service as staff.

1.3. Research in Cameroon: when funds lack the most

The main problem affecting research in Cameroon is that of funding.

To incite and encourage creativity among researchers, MINRESI organized in October 2007, the Day of Excellences for Scientific Research and Innovation (JERSIC) on the theme "Scientific Research and Fight against **Poverty**". **In the concern for emulation and the cult for performance and price, the most important Special Price of the Head of State valued at 20 million FCFA were granted to the best researchers. The JERSIC for 2009 with theme "Scientific Research and Sustainable Development: Role of the Diaspora" has not yet been held.**

The initiative of MINRESI adds to the one launched in the University community in 2003 by MINESUP named University Day for Science and Technology (JUST) which was aimed at establishing a framework of dialogue between the University and the private sector. An initiative which has since then been forgotten.

In the field of University research at the time we started this assignment on April 22, 2009 most lecturers in the state Universities were in Yaoundé to receive their share of funds allocated by the Head of state.

This was in respect of decree N° 2009/121 of April 8, 2009 on the creation, organisation, and functioning of a special account for the modernisation of research in State Universities. A decree that made lecturers to suspend a strike action called up by the National Trade Union of Higher Education (SYNES).

It is worth mentioning that the sum of 4.1 billion was earmarked for this account in the finance law of 2009 promulgated at the end of December 2008. Lecturers feel that this initiative should not end like the University Support Fund for Research (FUAR) which was a mechanism for the funding of research created at the University of Yaoundé I, for the biennial 1999/2001 with the sum of 90 million F CFA financed by the Ministry of Higher Education (30 million FCFA), Ministry of Scientific and Technical Research (30 million FCFA), and the Central Administration of the University of Yaoundé I (30 million FCFA) which lasted just for two years.

The fund had the following objectives:

- The restructuring of research by a large mobilization of the available university expertise;

- Organization of synergies between the various research teams;
- Reinforcement of the University scientific laboratories around concerted research themes.

The distribution of the budget by Ministerial Departments indicates the place occupied by research in the major ministries concerned by this survey (MINRESI and MINESUP) in particular, and the development policy of the country in general. In the 2009 finance law, the budgeted amount for MINRESI and MINESUP were 12.586 billion F CFA and 39.433 billion F CFA respectively.

The 10 most significant budgets in decreasing order were:

1. Secondary Education 204 507 000 000 F CFA
2. Public works 165 985 000 000 F CFA
3. Defence 162 085 000 000 F CFA
4. Basic education 153 102 000 000 F CFA
5. Public health 113 330 000 000 F CFA
6. General Delegation of National Security 63 249 000 000 F CFA
7. Housing and Urban Development 59 968 000 000 F CFA
8. Agriculture and Rural Development 55 752 000 000 F CFA
9. Finance 52 027 000 000 F CFA
10. Presidency of the Republic 50 609 000 000 F CFA

There is certainly no doubt why the trend of relying more on funds from International Cooperation is high.

Addressing collaborators, International Organisations and Directors of research institutions, the Minister of Scientific Research during the presentation of New Year wishes for 2009 did not miss the occasion to stress on the aspect of financing thus showing the option of high dependency vis-à-vis external funding.

Her **words**: “**we** were granted 5.4 billion F CFA from C2D within the framework of the 10th EDF (European Development Fund). In effect, 2.5 billion F CFA of this C2D (contract for Reimbursement and Development) funds are available at the start of this budgetary year. For the year 2009, it shall be for us to particularly lay emphasis on the mobilisation of funds from international organisations, such as UNESCO, FAO, WAO, ADB, UNDP, etc through a prospective and aggressive process, sub-regional groupings so as to benefit funding from ADB”.

2. Organisation of research within the University of Buea

2.1. Some general data within the University of Buea

Created in 1992 and became operational in 1993, the University of Buea has the peculiarity of being the only Anglo-Saxon university in Cameroon. As of date, it has five faculties and a specialised institution, which are:

For the faculties:

- Faculty of Social and Management Sciences
- Faculty of Arts
- Faculty of Sciences
- Faculty of Education Sciences
- Faculty of Health Sciences.

For the school:

- The Advanced School for Translators and Interpreters (ASTI).

The admission of students at the University of Buea is selective and base on a well articulated structure. This is carried out through the study of application files which as a matter of fact defines the quality of the future researchers. At the end of the 2006/2007 academic year, the total number of registered students for undergraduate (UG) and postgraduate (PG) programmes in the faculties and ASTI was 11.068¹. This number is constantly on the rise as could be seen in the table below.

Table 1: Evolution of students' enrolment (UG and PG) by sex from 1993/1994 to 2006/2007

	UG			PG			TOTAL		
	F	M	TOTAL	F	M	TOTAL	F	M	TOTAL
1993/1994	654	1277	1931		47	47	654	1324	1978
1994/1995	1176	2068	3244		42	42	1176	2110	3286
1995/1996	1554	2495	4049	17	27	44	1571	2522	4093
1996/1997	1609	2391	4000	9	20	29	1618	2411	4029
1997/1998	1903	2483	4386	21	32	53	1924	2515	4439
1998/1999	2372	2744	5116	19	21	40	2391	2765	5156
1999/2000	2736	2923	5659	73	102	175	2809	3025	5834
2000/2001	2970	3069	6039	36	37	73	3006	3106	6112

¹ University of Buea Annual Report 2006 - 2007 p 3

2001/2002	2936	2976	5912	316	291	607	3252	3267	6519
2002/2003	3261	3185	6446	472	364	836	3733	3549	7282
2003/2004	3717	3530	7247	132	84	216	3849	3614	7463
2004/2005	4238	4072	8310	162	217	379	4400	4289	8689
2005/2006	4792	4627	9419	198	190	388	4990	4817	9807
2006/2007	5142	4940	10082	60	61	121	5202	5001	10203

Source: University of Buea Strategic Plan 2007-2015, Page 158.

These students are trained by Teaching and Research Personnel, and administrative support for teaching. Research and student activities by different categories of staff as shown below;

Table 2: Number of teaching and research personnel and service and administrative personnel of the University of Buea

Teaching and research personnel	Service and administrative personnel	Project personnel	Total
293	567	Not on the permanent Staff List	860

Source: Division of research and Publications University of Buea, 2009

The types of research which exist in the university are: Basic research (but not very significant), applied research (the most significant), Discipline specific research (minor, compared to multi-disciplinary), Multi-disciplinary/pluri-disciplinary/cross-disciplinary research (most research projects cut across at least two disciplines and team composition reflects this).

The Research personnel of the university per faculty and school is distributed as follows :

Table 3: Research personnel of the University per faculty and ASTI

Faculties	Research personnel				Total
	Professors	Assistant professors	Lecturers	Graduate assistants lecturers and instructors	
Faculty of Arts	5	2	22	20	49
Advanced school of translators and interpreters(ASTI)	0	1	5	2	8
Faculty of Education	2	1	6	6	15
Faculty of Health Sciences	1	1	5	9	16
Faculty of Science	4	9	39	71	123
Faculty of Social and Management Sciences	2	3	30	42	77
Total	14	17	107	150	288

Source: Division of research and Publications University of Buea, 2009

2.2. Research mechanism within the University of Buea

As with the other Cameroonian Universities, the University of Buea is called upon to carry out research among other activities. By subscribing its action in the dynamic stipulated by the texts which organise research at the national level in general and University research in particular, the University of Buea is endowed with a battery of instruments organising research.

The two documents which spell out the framework for carrying out research activity are:

- The University of Buea Research Policy and Management Guide, 2007-2012
- The University of Buea Strategic Plan, 2007-2015

The university of Buea Strategic plan 2007-2015, presents the objectives which the University of Buea seeks to attain in the area of research. These objectives are:

- To develop and implement a plan for research management;
- To increase funding for research from state and private sector ;
- To identify research priority with stakeholders;
- Produce a plan for training in research management and dissemination of research funding;
- To create a faculty or school of postgraduate studies;
- Improve access to journals;
- Organise and make research centres operational in priority areas;
- To create teaching and research partnerships with the public and private sectors;
- To promote linkages with foreign universities/institutions for students and staff exchange and collaborative research.

The Research policy and management guide, 2007-2012 and the strategic plan 2007-2015 were adopted by the University of Buea Board of Directors on December 11 2007.

In the foreword of the Research Policy and Management Guide, the Vice Chancellor, Prof. Vincent P.K TITANJI, state "in order to respond positively to the needs of national development and to do quality research which Cameroon requires in order to become competitive in a rapidly changing global context, it is imperative that we **re-dynamise and sustain the culture of scientific research at the University of Buea**"².

² University of Buea Research Policy and Management Guide 2007 - 2012 p V

In addition to these documents, there are various decisions and service notes. For example:

- The institution of Scientific Committees at the level of departments, faculties and the Advanced School for translators and interpreters (ASTI) from July 2003 ;
- Service Note N° 3021/UB/DVC/RC of 13 August 2004 streamlining the disbursement of funds for external grants;
- Service Note N° 1497/UB/DVC/RC of 22 November 2005 regulating research activities at the University of Buea;
- University of Buea Intellectual Property Committee, by Service Note N° 143/UB/DVC/RC of August 2005 ;
- University of Buea Scientific Research Committee, by Decision N° 2008/03449/UB/DVC/RCB of 22 may 2008.

The mechanism for the management of research within the University of Buea was enriched on March 18, 2009 by the setting up of an Institutional Review Board.

In perspectives, the University of BUEA intends to create a:

- Bioethics Committee
- Committee on Academic integrity (Ethics)
- Health and safety Committee.

Everyone seems to note as worth encouraging the willingness to modernise research.

2.3. Accreditation and organisation of research units

The types of research units existing in the University of Buea are research team, laboratory, and research centre.

The implementation of research units within the University of Buea is regulated. Decree N° 93/034 of January 19, 1993 organising the University of Buea states explicitly in article 44 that **"The University shall comprise the following specialised centres:**

- A linguistic centre ;
- A computer centre;
- A centre for African Languages and Cultures **(CALAC)"**.

To avoid restricting the list, the said decree states in article 45 that other specialised centres may be created by decree as the needs arises but on the recommendation of the senate and council.

It is in keeping with this decree that the Centre for African Literatures and Cultures (CALAC) was created and the Head of this institution appointed on December 7,

2007 by decree N° 00367 /MINESUP. Its activities effectively started only in 2008. CALAC is a multipurpose and interdisciplinary research and teaching institute on African affairs, specializing in the acquisition and dissemination of information about African Languages, Literatures and Cultures through the publication of books and articles and the organization of guest lectures, seminars, workshops and conferences.

In addition, Article 4, paragraph K of decree N° 93/034 of January 19, 1993 organizing the University of Buea, gave power to the University to have laboratories. This mandate is ensured by the Senate according to article 15 of the same Decree. In each University, laboratories are set-up following the context of the university. The University of Buea has research laboratories, as shown below:

Table 4: List of Research Laboratories

N°	List of Research laboratories	Single discipline	Pluri-disciplinary
1	Biotechnology unit		+
2	Geohazards unit		+
3	Medicinal plants and pharmacology		+
4	Malaria research		+
5	Infectious disease research laboratory		+
6	Journalism and Mass Communication Laboratory	+	
7	Inorganic and Organic Chemistry Research Laboratories		+
8	Plant and Animal Sciences Laboratories		+
9	Language Laboratory		+

Source: Division of research and Publications University of Buea, 2009

The University of Buea also has 4 developed experimental sites and/or demonstration stations.

Research teams exist in all the faculties and ASTI.

Beside these **research units** "placed under the responsibility" of the University of Buea, we identified another unit: the research group on the Imaginary of Africa and the Diaspora (GRIAD) and visited the Swine Influenza project whose gigantic nature could not leave anyone indifferent judging from the area occupied and its high-tech equipment. Thus, the opinion that there is an evolution towards dynamic research within the University.

The functioning of the research units is governed by the Research Policy and Management Guide.

The certification criteria for research units have not yet been formulated independently of the general texts orientating the management of the state universities in Cameroon.

According to a good number of persons interviewed, it was observed that the research units are well structured, but that the doctorate units which were put in place are yet to be implemented. This explains why the old system is functional and based on individual work and not group work.

There are in principle structural links between the **university's research mechanism** and the government body charged with higher education (ministry, department, and agency). The Deputy Vice-Chancellor in charge of Research, Cooperation and Relations with the Business World (In collaboration with the Deputy Vice-Chancellor in charge of Internal Control and Evaluation, Oversight Committees, such as the University research Committee and the University of Buea Institutional Review Board) coordinates support for Research, Monitors and Evaluates. His Office reports to the Vice-Chancellor who in turn reports to the Minister of Higher Education on the state of research and the needs of research and researchers.

Several avenues exist and provide a structured platform for all such exchanges (at the level of the University there are several academic committees, at the national level, there are several interuniversity committees and the conference of rectors).

A good number of people seem not to be seeing the impact of these structures on the governance of research. They have the impression that these organs are merely financial **gulf**, because there is nothing concrete resulting from the meetings which they organise.

They say, there are normal **structural links between the university's research mechanism** and other Ministries. Focal points in the University work with departments and services in different Ministries on issues that are relevant to all **three components of the University's triple mission**: Teaching, Research and Outreach.

On a different level, others deplore the fact that there is inadequate interaction among the different research structures in the University; citing as example the UB Swine Influenza Project, funded by the US Department of Defence (DoD), which is presently being carried out in the Faculty of Science. According to them this project should have involved the Faculty of Health Science.

The major constraint to which research units are called upon to face is that of insufficiency in material and financial means. For example, the sum of 5 000 000 F CFA was earmarked for CALAC. But in the list of projects submitted by CALAC and validated by the Scientific Committee, one of the colloquium alone that was planned required 10 000 000 F CFA.

3. Institutional steering of research

3.1. Functioning of steering organs

It is important to note that the organs steering research at the University of Buea are recent. The University of Buea was created in 1993 in a context of economic recession. Due to the problem of limited resources, it had to make choices which led to an impressive capacity building in teaching and University management. Research seemingly was left behind, particularly a systematic approach to defining policy guidelines and implementing the national policy on research. This explains why its first strategic plan was elaborated only in 1998 for the period 1998-2003.

The first attempt in defining a policy for research started in 2001, in the services of the Deputy Vice-Chancellor in charge of Research and cooperation. This exercise was very slow and rated low priority, in the face of urgent needs and undergraduate teaching.

From July 2003 Scientific Committees were instituted at the level of departments and faculties, as well as at the Advanced School for Translators and Interpreters (ASTI). Later on, by November 22, 2005 Service Note N° 1497/UB/DVC/RC was signed regulating research activities at the University of Buea.

The situation of research administration and the problems of activities presented in the 2006-2007 annual report of the University of Buea defining the mandate and research support service is of great significance. **It states:** "the origin of decree N° 93/034 of 19 January 1993 of organising the University of Buea. This instrument is, however, silent on the job description of the units which traditionally provide support to research such as, the Division of Research and Publications and the Division of Cooperation.

Depending on the management model operating in each Higher Education institution, other services such as human resource development, finance and the legal departments also have units or task forces that provide support to research, in its own domain of competence and as determined by research needs.

The direct consequence of these lapses has been the poor appraisal and visibility of the various research support services as well as their relevance and activities. The recently adopted policy and management guide addresses some of the issues involved, but there is still a need to review the organization and functioning of research administration at UB. More especially the need to provide realistic, relevant job descriptions for all services that provide or are expected to provide support to university research endeavours **as mandated by the senate."**

The steering of research within the University of Buea is done at different hierarchical levels. It is a decentralised system where on the top is the University of

Buea Scientific Research Committee (UBSRC) with 36 members appointed on June 20, 2008. The other committees include:

- Faculty Scientific Consultative Committees (FSC);
- Departmental Scientific Consultative Committees (DSC);
- Referees;
- Special Committees.

These committees' attributions have been outlined (see appendix).

The conditions for appointing members are stated in the Research Policy and Management Guide.

They are appointed by the Vice-Chancellor, on the recommendation of his senior collaborators.

From its creation, the UBSRC has met three times: the first two meetings held on 18 and 25 July 2008 were to evaluate research proposals submitted for institutional funding by academic staff of the university. The last of the meetings which took place on February 25, 2009 led to the creation of the Institutional Review Board.

Only applications respecting the guidelines for the submission of proposals contained in the policy guide and regulating tests were examined during the evaluation meeting.

Most of the people interviewed see decision mechanisms within the UBSRC as transparent, because there are taken by a committee which operates in a democratic way.

Others are however sceptical considering the fact that research grants are not perceived by those doing research but instead by members of the steering organ and their affiliates. In response to this allegation, the DVC/RCB during the restitution meeting said that this was due to the fact that the researchers do not respect deadlines for grants application.

3.2. Determination of research priorities

Research priorities are set at three levels:

- Researchers decide within their research unit
- Internal consultation at the university and at faculty level
- Broad consultation with external stakeholders

There is a melange of all three mechanisms above, but all actors are guided by the strategic plan of the institution

Research priorities are guided by institutional policy. These priorities are stated in the 2007-2015 strategic plan. In the foreword of this document, it is clearly stated that: "not only has the university developed and adopted a research policy document, but it has identified principal themes on which to focus its activities. These include health, food security, the environment, gender and governance".

It is convenient to mention that external stakeholders are consulted in determining these priorities as stated by the Head of Division Research and Publications, who is the Secretary of the University of Buea Scientific Research Committee.

The University of Buea Research Policy and Management Guide, 2007-2012, outlines 28 objectives (see the appendix) distributed in the following fields:

- Research Infrastructure;
- Research Capacity Building;
- Research Programmes;
- Research Management Regulations and Procedures;
- Funding;
- Consultancy;
- Cooperation and Partnerships;
- Intellectual Property Rights;
- Sustainability, Publications and Follow-Up.

It is within this normative framework laid down by the University Research Policy that researchers chose the subject(s) on which they intend to carry out their research.

Others are of the opinion that, research is considered as exact science, applicable. This is because amounts for research are highest in the faculty of Sciences and the faculty of Health Sciences.

For our interlocutors, the aim of research was for the enhancement of the individual ie the researcher. But henceforth, bearing in mind this targeted thematic, the resolution of a common interest problem has to be added.

These thematic have to be periodically revisited, and the problems re-orientated to take into account the aspect of management, psychology of development, among others.

In term of good practices expressed

Conditions to be followed to conduct a research in any domain

- A research is funded by the University only if it is in relation with national development;
- The scientific relevance and originality of the research must be presented;
- The time frame/duration for research must be visible;

- The methodology to carry out the research and evaluate results should be presented.

The organisation of Research Planning Days

Research Planning is an initiative to enable the University of Buea to fulfil its research mission in particular and contribute to its teaching and outreach missions in general. The Research Planning 2007, was the first event dedicated entirely to research mission in the University. The theme was **"Proposal writing and good practice in the execution of funded research"**. In his speech, the Vice Chancellor mentioned that **"research planning in general has the** main objective of:

- Providing training for research;
- Providing a showcase for research going on at the University of Buea;
- Informing the local community and industry on research findings and opportunities for consultancies;
- **Discussing collaboration with the local community and industry."**

The Research planning day took place from 14 through 15 March, 2007. It was organised around two training workshops, and one special session was dedicated to the presentation, discussions and approval of research policy and management guide for the University of Buea. The training workshops were facilitated by local researchers who have proven their worth as far as proposal writing, sourcing funding for research and successfully executing high profile international research is concerned.

The Second Research planning day took place from March 25 through 26, 2009. These days were to prepare staff and students to adequately embrace the challenges that come with increasing competitiveness, stringent specifications on the ethical conduct of research and raising awareness to more efficient strategies, mechanisms and tools for managing research output.

3.3. The BMP reform and University research

Officially introduced in Cameroonian universities in October 2007 (for the 2007/2008 academic year), the Bachelor-Master-PhD (BMP) system did not appear as new within the University of Buea. Given that this system, though different from the present format existed since its creation in 1993. As underscored by the Vice-Chancellor in the University of Buea Newsletter (The BUN), Vol. 11 N° 03 December **2008, "prior to this, the University of Buea was running an earlier version of the BMP-system known as the semester Course-Credit-Honours system, which is very similar to the new system"**.

The BMP reform has been fully implemented. There are a good number of our interlocutors who feel that the BMP system has led to additional charges induced by

the increase in the time lecturers have to consecrate for the supervision and monitoring of students. Consequently, this leaves little time for research.

This situation, they say, is complicated by the deficit in lecturers despite the fact that with the implementation of the system in Cameroonian universities, the head of state authorised the recruitment of 1000 Lecturers.

This system is further hampered by insufficient infrastructure notably inadequate seats in the laboratories, the unavailability of certain reagents on the Cameroon market, frequent cutting of water and electricity, etc.

Thus, the need to:

- Provide the University with an important number of lecturers;
- Enlarge and increase the number of laboratories;
- Increase the capacity of the university and the number of seats in the library ;
- Intensify contacts with the business world (industry, commerce etc.) for practical internship.

Others feel that the system of BMP could have an influence on didactic, pedagogic research. In addition, given that this system is being implemented in the CEMAC zone, this permits mobility and offers opportunities to researchers. For example, a lecturer carrying out research on drought has to be current with what is done in Chad or the Central African Republic.

3.4. Network of partners and Research funding

As earlier mentioned, the problem of funding is one of the main factors hindering research in the University of Buea, as in the other Cameroonian universities.

There is a mechanism to fund research projects from public funds, but it is still in process. This funding mechanism is steered by the Vice-Chancellor represented by the Deputy Vice-Chancellor in charge of Research, Cooperation and Relations with the Business World.

In the same light, it should be noted that the more a University has students, the more substantial is the income generated from registration fees. Of the 50 000 F CFA per student per year, 65% of this amount is managed by the Faculty/School where the student belongs.

Also, in circular N° 03/0001/MINESUP/CAB of January 8, 2003 the Minister of Higher Education indicated that the key of distributing University resources gives priority to academic expenses and those expenses related to research.

Today, 4 to 6% of the University of Buea budget is devoted to research³. The intention of the steering body of the University is to devote 15%⁴ of the budget by 2015.

³ Interview with the Vice-Chancellor

The University has in the last years benefited from private grants at the international plan as well as the national plan. Below are some of them.

Table 5: International Grants awarded up to 2008

No	Principal Investigators	Project Title	Kind of Award	Sponsor	Amount
1	Professor Vincent P Titanji	T-cell responses to variant surface antigens of Plasmodium falciparum	Research Grant	Microsoft Corporation	207,800 USD
2	Dr. Lucy Ndip	The Walter-Reed/University of Buea Influenza Surveillance Project	Research Grant	HJF Medical Research International	
3	Dr. Assob Nguedia Jules Clement	IFS Project on "Résistance des agents d'infections urogénitales aux antibiotiques : recherche de solutions dans quelques espèces de plantes médicinales du Cameroun"	Research Grant	International Foundation for Science (IFS)	5,000 USD
4	Prof. Theresa Akenji	Malaria Pilot	Research Grant	WHO	32,461,418 FCFA
5	Dr. Ndeh Peter Fon	Global Forum for Health Research	Research Grant	WHO	5,647,823 FCFA
6	Dr. Joyce Endeley	IDRC	Research Grant	IDRC	36,841,517 FCFA
7	Dr. Samuel Wanji	VARBO Project	Research Grant	EU	43,446,212 FCFA
8	Prof. Simon Efange	Medicines for malaria venture	Research Grant	Research Grant	57,221,812 FCFA
9	Dr. Samuel Ayonge	VLIR Geohazard Monitoring Project	Research Grant	Research Grant	21,562,203 FCFA
10	Professor Vincent P Titanji	Application of Genomic and Proteomic Approaches in the Characterisation of Human and Bovine Tubercle Bacilli and Implications for Disease	BecANet Competitive Grant	BecANet	170,000 USD

⁴ The university of Buea Strategic Plan 2007 – 2015, Page 21

		Control			
11	Dr. Ernest Lytia Molua	Climate variability and climate change in Northern Cameroon	IDRC-UNITAR	IDRC-UNITAR	69,550 USD
12	Dr. Fidelis Cho-Ngwa	To establish a Drug Discovery Centre at the University of Buea	WHO/TDR Research Grant	WHO/TDR	\$210,000
13	Dr. Lotsmart Fonjong	The impact of land tenure practices on Women's Rights to land in Anglophone Cameroon and implications on sustainable development	IDRC	IDRC for West and Central Africa, Dakar, Senegal	455,000 CanD
14	Dr. Eric Achidi	Malaria GEN Project	Research Grant		2,265,606 FCFA
15	Prof. Simon Efang	Correlation of bark phytochemicals from <i>Annickia chlorantha</i> with physiological and environmental variables across a forested African Landscape	Research Grant		2,165,631 FCFA
16	Dr. Tening Aaron	The influence of seasonal changes in hydrology	Research Grant	IAEA	2,623,828 FCFA
17	Dr. Josepha Foba Tendo	Climate friendly waste management	Challenge Fund	Commonwealth and Foreign Office, UK	
New Grants won as of January 2009					
18	Professor Vincent P.K. Titanji	Mechanisms of erythrocytic infection and anemia in malaria		??	7,424,444 FCFA

Source: Division of research and Publications University of Buea, 2009

Table 6: National Grants

No	Principal Investigator	Project Title	Kind of Award	Sponsor	Amount FCFA
1	Dr. Ntonfor	Studies on developing	Collaborative	CDC	3,000,000

	Nelson	surveillance/monitoring and integrated management systems for the oil palm leaf miner beetle (coelaenomenodera minuta uhmann) in the Cameroon Development Corporation.	research		
2	Dr. Samuel Ayonge	The Mt. Cameroon Volcano Monitoring Project	Special Grant	MINESUP	20,000,000

Source: Division of research and Publications University of Buea, 2009

Moreover, a reading through the sources of research funding in the University of Buea, as presented in the table below, shows that funds allocated are in constant increase since 2005 with a significant rise in public funding (National).

Table 7: Research funding at the University of Buea

Sources	Amount of annual allowance (in FCFA)			
	2008	2007	2006	2005
Public funding (national)	200,530,000	40,000,000	26,000,000	26,000,000
Private funding (national)	1,800,000	/	/	/
Public funding (international)	65,665,475	244,956,847	30,000,000	30,000,000
Private funding (international)	26,238,280	68,474,784	/	/
Service provision	/	/	/	/
Other	/	/	/	/
Total	294,233,755	353,431,631	66,000,000	56,000,000

NB: Amounts indicate only annual disbursements for international grants.

Source: Division of research and Publications University of Buea, 2009

An overview of research at the university of Buea, presented during the Academic Planning week 2008, shows the partnership which the University of Buea is maintaining with other universities (home and abroad) and some fall-outs there from; not without mentioning the absence of collaboration with national institutions for research.

The document indicates:

- 95 partnership agreements with universities in Cameroon and abroad ;
- 2 training and research partnership agreements with industries;

- No formal collaboration arrangements with any of the national research institutes;
- Member of Association of African Universities (AUU), Agence Universitaire de la Francophonie (AUF), ACU (Association of Commonwealth Universities), Biosciences, Eastern and Central Africa (Beca), WARIMA (West African Research and Innovation Management Association) (networks),
- Access to e-journals through the HINARI and AGORA initiatives;
- Institutional membership in Research Africa, a research and funding database.

The type of funding (public or private) has impact on research governance. Contractual requirements have necessitated the definition of special procedures for grant management especially with respect to financial management.

International funding influences research governance, which serves as a drive for the adoption of international auditing procedures and compliance on ethical issues.

The different interlocutors are unanimous that funding and more especially its origin influence research. Most often, it is the interest/focal point of donors/ funding organisations that excels. He who pays orientates research.

3.5. Mechanisms of internal and external evaluation

There exists an efficient evaluation committee for research project proposals made up of researchers from many fields who evaluate research projects in an anonymous way. The scientific research committee examines projects received. In case a project is rejected, the reasons for rejection are made known and if there is need for improvement the researcher is informed. If it is not relevant, the researcher is advised to let go.

The evaluation mechanism is considered by others to be slow, in that, some projects channelled to the steering organ for research have remained without response.

As concerns the evaluation of research results, the opinion is divided. It sometimes happens that experts in a field, who are not in a discipline, are requested to evaluate a research when completed. This is done in an anonymous way. There is thus, a research commission and referees (external experts). Others maintain that the UBSRC is made up of persons with diverse competences, who may not adequately appraise the pertinence of a project. Hence, the proposal to create thematic scientific committees.

On the Contrary, others say, **they don't know if** evaluation mechanisms exist.

4. Operational management of research

4.1. *Recruitment procedures and working conditions of researchers*

There are uniform procedures for recruiting research professors.

As concerns young researchers (mostly postgraduate students), they are not paid. Most of them don't have offices or seating places in the laboratories. According to some of them that were interviewed, they confirmed to be supervised because all of them have mentors who monitor them throughout their training. However, some of the mentors reproach them of being much in a hurry, insolent, and having the tendency of believing that they are sufficiently apt to be autonomous.

This is, however, not the opinion of some other lecturers or professors who feel that some of the mentors do not sufficiently devote enough time for the young researcher.

The inclusion of important points on good practises, with respect to the different aspects of the Postgraduate Student Research was timely. The points include:

- Selection and enrolment;
- Organisational and Administrative Aspects;
- Student/supervisor Relationships.

In the problem analysis of the mentoring of young researchers, the lack of lecturers is also evoked as one of the weaknesses of mentoring. According to our interlocutors, the numbers of experienced researchers are small (less than 10% of lecturers).

Our interlocutors also note that most professors in Cameroonian Universities are too aged and the rhythm of promotion is not in line with that of deaths or retirement. The table below, used by the services of MINESUP to allocate research allowance is prove of this.

Table 8: Number of lecturers'-beneficiary of research allowances

Grade	Number
Professors	162
Associate Professors	295
Lecturers	1164
Assistant lecturers	843
Total	2464

Source: MINESUP, May 2009

The dimension of gender is not a preoccupation. For a good number of persons interviewed it is a false debate. What counts is the competence. There exist situations where females exceed males, as at the doctorate level in literature.

Most of the persons interviewed deplored their working environment which according to them is inadequate. Most lecturers do not have an office, those with offices **don't** have internet. However, each lecturer has « A time frame for internet connection » at the multimedia centre of the University. But the connection is not of desired standard.

With more than 10 000 students, the University of Buea has only three vehicles, without an all season vehicle, but research has to be carried out off campus. Some funded projects however, have all season project vehicles.

Most lecturers no longer have the means to go out of the country. In the domain of communication and information technology, it is worth noting that the website of the University **www.ub.cm** has not been updated for a long period of time. Not to mention the website of ASTI **www.ub.cm/asti**, **www.asti-ub.info**.

The only embellishment is on the web of the Faculty of Health sciences, through the address **www.unicafrik.com/ub** which in effect is an extension of the name of an organisation by the Head of Service for Teaching and Research. An organisation in which the Head of Service is a member. This implies that this web site may disappear at any moment if he is no longer member of the organisation.

4.2. Motivations to Research

When the question of incentives is raised, most interlocutors immediately refer to financial incentives.

There are incentive schemes to motivate research personnel. Another is the Vice-Chancellor's congratulations on achievement.

In effect, decree *N° 76/472 of 10/10/76* stipulating certain dispositions applicable to top management staff of higher education, states in its article 14 that in order to encourage scientific research, a research allowance payable annually is granted to members of the teaching body based on research reports established by the heads of the institutions. The amounts are:

- Professor : 200 000 FCFA
- Associate professor 200 000 FCFA
- Lecturer 150 000 FCFA
- Assistant Lecturer 100 000 FCFA

All academic staff of the rank of Assistant Lecturer and above, are required to show proof of research activity for the semester preceding the date of application. Proof is submitted in the form of new proposal, progress report on ongoing research or manuscripts/new publications.

In addition to these amounts are others stipulated in the framework of the Special Distribution Account for the modernisation of research in the state universities created on April 8, 2009.

As shown below, these allocations are paid quarterly based on the grade of the lecturer:

- Professor	591 000 F CFA
- Associate Professor	531 000 F CFA
- Lecturer	431 000 F CFA
- Assistant Lecturer	300 000 F CFA

This is a new award which saw the light of day after a strike by Higher Education Teachers which wanted the Government to implement agreements reached in 2002 to improve on their working conditions.

From a completely different perspective, circular N° 00/0005/MINESUP/CAB of June 30, 2000 relating to remuneration modalities for services rendered by lecturer in the supervision of dissertations and thesis in state Universities, determines the minimal amount of remuneration as member of Jury during the defence of dissertations and thesis.

These amounts are:

a. Defence of dissertation for Maîtrise or higher professional institutions.

- President :	35 000 F CFA
- Secretary:	35 000 F CFA
- Member :	20 000 F CFA

b. Defence of dissertation for DEA/DESS, Master's Degree with thesis or from higher professional institutions

- President :	50 000 F CFA
- Secretary:	50 000 F CFA
- Member :	30 000 F CFA

c. Defence of thesis doctorate or PhD

- President :	100 000 F CFA
- Secretary:	100 000 F CFA
- Member :	75 000 F CFA

Moreover, some deplore the fact that grants since 5 years have not been paid. Not without underscoring the fact that allowances at one moment appeared in some statutory cases: Considered as compensation to the beneficiary by virtue of function or grade. It is for this reason that the Research Policy and Management Guide

stipulates as concerns the obligation of staff, that, they must “effectively carry out research for which they have received **funding**”.

In general, lecturers feel that these allocations are insufficient, hence, the plea to the government so that research budget could be increased.

4.3. Questions of Ethics and deontology

The question of ethics and deontology are not taboo subjects in the world of research in the University of Buea.

According to one of our interlocutors the ethics committee is the missing actor. It is an essential element in the chain which is important to immediately put into place.

Within the University cycle, there is joy for not having recorded a flagrant case of violation of the deontology.

Intellectual property is a preoccupation for researchers.

It is in this regard that the Research Policy and Management Guide has dispositions on:

- The relationship between the university and the researcher;
- Policy on Academic Misconduct;
- Policy on Intellectual Property (which clarify questions of ownership of IP, **Sponsored Research, Creator's Rights , Distribution of Income, etc)**;
- Policy on Ethical Conduct of Research.

The organ in charge of monitoring Policy on Academic Misconduct is the **Committee on Academic Integrity**. “For the purpose of this policy, academy misconduct is defined herein as the fabrication of data, research procedures or data analysis; destruction of data for fraudulent purposes; plagiarism; abuse of confidentiality or any other fraudulent action undertaken in the process of proposing, conducting, **reporting or retrieving research or other scholarly work**”⁵. This committee has not yet been created; its role is at the moment carried out by the DVC/RCB.

Monitoring Policies on Ethical Conduct of Research is supposed to be carried out by the **Institutional Review Board** (IRB) within which ad hoc committees like the Ethical, Bioethics and Bio-safety Committee had to be created.

Till date, only the IRB has been created but not yet operational. Consultations are in process to appoint its members who are 12 in number with a 2 year mandate, renewable once.

⁵ The University of Buea Research policy and management guide 2007-2012, page 14

4.4. Procedures and Mechanisms of Internal and External control

There is a manual of administrative and accounting procedures but not specifically for research governance. These procedures are fully implemented.

In the domain of research there is an internal and external control mechanism.

The first is insured by the Deputy Vice-Chancellor in charge of Internal Control and Evaluation (DVC/ICE) and the second by the Ministry of Higher Education and the Ministry of Finance through Periodic Audit Missions.

At the level of the Ministry of Higher Education, these missions are carried out by the General Inspection of Academic Affairs especially the Inspector in charge of Research and Cooperation.

4.5. The policy of valorising research results

Everybody is unanimous: research in general and university research in particular is not sufficiently valorised. This has as consequence, little contribution to development.

The university has a policy on the exploitation of research results. But not yet fully developed.

The main mechanisms or tools used are: conferences, exhibitions, creation of Faculty Journals, **features on research in the University's quarterly** News Bulletin (The Buea University Newsletter, BUN), and encourage knowledge transfer (University- Private Sector partnerships in particular), have been instituted.

It is in this line that the first « UB Science Expo 2009» took place on March 13 through 14, 2009. At this occasion, the Faculty of Science published a document titled « Research Update Vol. I (2004-2009) ». The **raison d'être** of the UB Science Expo 2009 was to show research findings to stakeholders, and to jointly explore ways by which results can be used to solve development problems. During this event, the output of research is showcased to students, scientists, companies and other stakeholders from and around the country.

Two weeks after this event, the University of Buea organised the 9th meeting of the international Council for Science-Regional Committee for Africa (ICSU-RCA).

Also, the University of Buea through the Faculty of Arts took an active part in the international symposium on Cameroon literature held on the 15 through 17 April, **2009, the theme "New perspective on Cameroon literature"**. Organised jointly by the University of Yaoundé I, the University of Buea, the Ministry of Culture and the Ministry of Communication, the symposium examined literature from a

multidimensional perspective that includes thematic concerns and perceived trend for the period from 1990 to present day.

The presence of lecturers from the University of Buea in the organisation committee was very remarkable. They delivered communications on diverse aspects of Cameroon literature.

Research journals produced by the university are:

- AJOSE (African Journal of Special Education), publish by the Faculty of Education of the University of Buea;
- EPASA MOTTO, a bilingual journal of Arts, Letters and the Humanities publish by the Faculty of ARTS and ASTI;
- JASS (journal of social science), publish by the Faculty of social science and management.

In the same light, the University of Buea has a **Programme for Research, Innovation, Entrepreneurship and Service (PRIES)**.

The goals include:

- 1) Translating research results into marketable good and services;
- 2) Linking university research to community needs with a view to providing concrete solutions;
- 3) Linking university research to the needs of local industry with a view to increasing quality and competitiveness;
- 4) Creating partnerships/platforms with industry for the professional training of university students;
- 5) Providing short training courses on entrepreneurship (job-seeking/creation skills) to senior under-graduates and graduates;
- 6) Developing a Science Park for Research, Development, and Innovation (RD&I)

5. Major issues, needs and promising approaches

Strategic planning is an exercise for which institutions tend to employ experts. The University of Buea opted for the challenging alternative approach of involving and using its staff in drawing up strategic plans for its teaching, research and outreach missions, albeit with inputs from external expertise, especially during the review process. In the process it had to train the staff for strategic planning, as a consequence, the process was fairly slow. The university however hopes that stakeholders would more likely adopt the plan because of their involvement in its preparation.

The emerging framework for the conduct and management of research has built heavily on the successes, failures and experiences of the early years of the university. In this respect; the university has recognised that no success is too small to build on. Example is the contribution of the small pool of senior researchers. Strategic planning implies setting priorities. In the case of defining priority research areas, there hasn't necessarily been convergence. Between November 2007 (when the documents were first adopted) till date, there is already the feeling that there is a need to review priority research areas.

During discussions with the Vice – Chancellor, he sufficiently summarised the state of research governance in the University of Buea: **"All research infrastructures are in place. We are faced with a vehicle that needs fuel to function"**.

The major stakes and challenges for research governance today in the University of Buea are:

- Few established regional laboratories/research groups;
- Limited number of well trained resident scientists committed to solving local health problems through well designed research projects;
- Absence of heavy equipment even in some established laboratories (multiplex analyser etc.);
- Limited funding sources especially for poverty related disease research.
- Poor awareness of ethical issues
- Arbitrary costing of projects.

Beside these challenges, the Head of Division Research and Publications presented an **"Overview of Research at the University of Buea"** during Academic Planning Week 2008 to include:

- Poor completion rates for projects
- Compliance to contractual requirements for funded research, especially for institutional and MINESUP (Ministry of Higher Education) grants;
- Difficulties in tracking projects because of non-compliance to guidelines on submission and reporting;
- Low level of reporting on research activities;
- Heavy teaching loads;
- Uncertainties in the rhythm of disbursement of funds for research (this is receiving the very close attention of the administration);
- Uncertainties in the rhythm of funding for research, especially from the state;
- Inadequate laboratory space and lack of equipment;
- Inadequate access to training for the conduct and management of research.

In this context diverse actions were proposed which include:

- Intensifying the development of research culture within the University;
- Completing the implementation of the different organ outlined in the Research and Management Policy Guide (creation and appointment of members);
- Effective take-off of activities of these organs;
- Improve or establish research infrastructure, fully equip these and adopt a maintenance culture to ensure sustainability of planned research agenda;
- Increasing human resources and research budget;
- Training of a critical number of experts in disciplines that are currently lacking.
- Provide better career opportunities and remuneration to African scientists to reduce the phenomenon of brain drain.

In this situation, it is clear that the main expectation vis-à-vis the public, private, national as well as international partners is related in general to funding.

The necessary funding to :

- Construct and equip laboratories;
- Equip the University Library;
- Take in charge field work: collection of data, practical and other experiments;
- Organise and/or participate in conferences at home and abroad;
- Organise trainings on all questions relating to research;
- Vulgarise research results (publications, expositions, production of goods and services etc.).

There is need for capacity-building on:

- Epistemology;
- Management of Research project (what it is, how to present a research project, to steer and to evaluate, search for funding, write an agreement for external collaboration, etc.);
- Governance and gender;
- Training on International ethics related to research;
- Vulgarisation of research results.

There are Promising approaches based on the:

- Adoption of a research policy and management guide;

- Creation of organs necessary for the implementation of the research policy;
- Organisation of research planning days;
- Organisation of the University of Buea Science Expo;
- Institution of a Programme for Research, Innovation, Entrepreneurship and Service (PRIES).
- Organization of a business and employment forum which was an occasion for the University to sign an agreement with certain institutions. This agreement will ease research between these institutions and the University of Buea; accept UB student wishing to do internship, exchange of staff and student for training, joint organization of seminars and colloquia.

6. Recommendations

6.1. To the State

- Fund the construction of additional infrastructure (Lecture hall, laboratories, etc.);
- Provide the University with vehicles apt to carry out research;
- Increase staff earnings from research;
- Increase funds allocated for research;
- Activate national mechanism for synergy between the Ministries (MINRESI, MINESUP, MINSANTE, etc.) involved in research.

6.2. To University authorities

- Allow all lecturers to undergo training on research;
- Provide lecturers and research units with computers, and copy machines;
- Reinforce documentary funds;
- Help young researchers by providing them with mobility grants.

6.3. To financial partners

- Continue to put in their support to accompany efforts made to promote research within the University of Buea.

6.4. Future Actions that can be undertaken by IDRC

- Train researchers in research project writing;
- Fund University research project writing.
- Fund University research (those interviewed are of the opinion that the allocations of IDRC should be more significant in terms of volume);
- Support all form of initiatives such as UB SCIENCE EXPO.

Conclusion

The study has permitted us to realise the vitality of revival observed in the University of Buea in the domain of research since 5 years.

According to a good number of our interlocutors, actions had in the preceding period been centred essentially towards education and the construction of infrastructures.

The option of professionalization having prevailed, the regulated frameworks for research activities have been refined. The different actors: student/researchers, Imminent Researchers, young researchers, the administration of the University are henceforth well focused on their rights and responsibilities as well as the conditions for carrying out research activity within the University.

The way paved by the administration of the University highlights the new impulsion for research which is observed; and stated as follows:

- That each lecturer realise a project ;
- That each lecturer should publish or have proof that the research project was terminated;
- Increase the budget for research from 6% to 15%;
- Create a fund for research competition and innovation.

All partners from all works of life (the state, public, para-statal and private enterprises, international financial partners, etc.) are called upon to turn up to these challenges underlying this new impulsion.

Appendices

Appendix 1: Extract: The University of Buea Research Policy and Management Guide 2007-2012

1. RESEARCH MANDATE, VISION AND OBJECTIVES

Mandate

The Research mandate of the University of Buea is spelt out in Decree N° 93/034 of 19 January 1993 as follows:

- i) "encourage, promote and conduct research in all fields of learning and human endeavours"
- ii) "contribute to national development and promote social and cultural values"

Vision

To be a world class university, that excels in research for development.

Mission

The University of Buea will conduct research for sustainable development to enhance the quality of life of Cameroonians. Both fundamental and applied research will be done to address issues of relevance to the local, national and global communities as well as to industry.

Objectives

Over the next seven years (2008-2015) the University of Buea plans to achieve the following objectives in Research and Cooperation.

Research Infrastructure

1. Create, upgrade and equip at least one research facility per year in a selected priority area ;
2. Upgrade and enhance library services within the next two years to enable easy access to research communication tools. The main thrust will be the setting up and sustaining of a virtual library with enough computer work stations and servers to enable optimal and effective exploitation of both commercial and open access information resources. This will provide the framework for archiving University of Buea Research Heritage for posterity as well as the training of its stakeholders.

Research Capacity Building

3. Institute a Research Methodology Training Programme for staff, students, technicians and other stakeholders;
4. **Expand Masters' and Ph.D. programmes to yield at least 5 masters, and PhDs per department per Year;**
5. Define department research priority areas in consonance with University priority areas and link the recruitment of postgraduate students and staff to those areas of strategic planning ;
6. Develop and implement a statute for research technicians, technologists other research staff.

Research Programmes

7. Develop multidisciplinary research programmes in selected research areas as given in section 6.0 (pp 6-14)

Research Management Regulation and Procedures

8. Set up a coherent organisational framework for management of research;
9. Elaborate comprehensive guidelines and regulations to cover different aspects of research activity;
10. Formulate guidelines for collaborative research;
11. Formulate guidelines for ethical oversight, intellectual property rights, and good practise principles;
12. Ensure that good practices principles, efficiency and transparency underpin the management of research.

Funding

13. Create a University of Buea Research Fund and develop strategies to sustain it;
14. Progressively step up research funding to attain 15 % of the total budget of the University by 2012;
15. Develop strategies to step up private sector funding of University research to at least 30 % of the total research budget over the next 5 years;
16. Develop and implement guidelines for measurement of research out-put.

Consultancy

17. Develop framework for operational norms and guidelines for consultancy by the end of the 2007/2008 academic year

Cooperation and partnerships

18. Institute guidelines to manage externally-funded research contracted or assigned to the University of Buea;
19. Develop and sign partnership agreements with State universities, States research institutes and at least one private enterprise per major domain of research as identified herein.

Intellectual Property Rights

20. Implement regulations to protect intellectual property rights at the University of Buea.

Sustainability, Publications and Follow-Up

21. Develop and sustain websites and newsletters that inform the public about research at the University of Buea;
22. Institute an annual Research Planning Week;
23. Institute and sustain Faculty/Departmental/School Research Seminars;
24. Develop criteria for accrediting journals and supporting research publications;
25. Step up productivity in research to attain the levels of at least one peer reviewed article published per academic staff every five years;
26. Encourage book publications following international standards;
27. Set up mechanism for inventorying and archiving of research production of the University of Buea for easy access and preservation in both print and electronic forms and start up the University press;
28. Develop the capacity and mechanisms for self-evaluation.

4. Research Management Structure and Procedures

4.1 Organisational Framework

The organizational framework for the management of research at the University comprises administrative units and oversight committees.

4.1.1a Administrative Units

- i) The Senate/The Vice-Chancellor;
- ii) DVC in charge of research;
- iii) The Academic Office/Divisions of Research and Publications, and Cooperation;
- iv) Faculty/School/Manager of Research Centres;
- v) The Department.

4.1.1b Oversight Committee

- i) University of Buea Research Committee (UBRC);
- ii) Faculty Scientific Consultative Committees (FSC);
- iii) Departmental Scientific Consultative Committees (DSC);
- iv) Referees;
- v) Special Committees.

4.1.2 Responsibilities

4.1.2a The office of the Deputy Vice-Chancellor i/c of Research

- i) Shall preside during meetings of UBRC on behalf of the VC;
- ii) Shall act as the liaison between Faculties and the Vice-Chancellor's services on matters of research/publications ;
- iii) Shall act as the liaison between Faculties and the public on matters of research/publications such as collaboration, external funding, and dissemination of research results;
- iv) Organise University-wide induction programmes, on research/publications policy and various codes of practice and guidelines;
- v) Regularly report to the Committee of Deans and Directors (CDD) Academic planning Committee (APC) and the Senate on the state of research in the faculties and ASTI;
- vi) Regularly receive progress reports on research from the faculties and ASTI;

In the execution of these tasks, the Deputy Vice-Chancellor i/c Research shall, when deemed necessary, use expertise of any instance of Faculty/School.

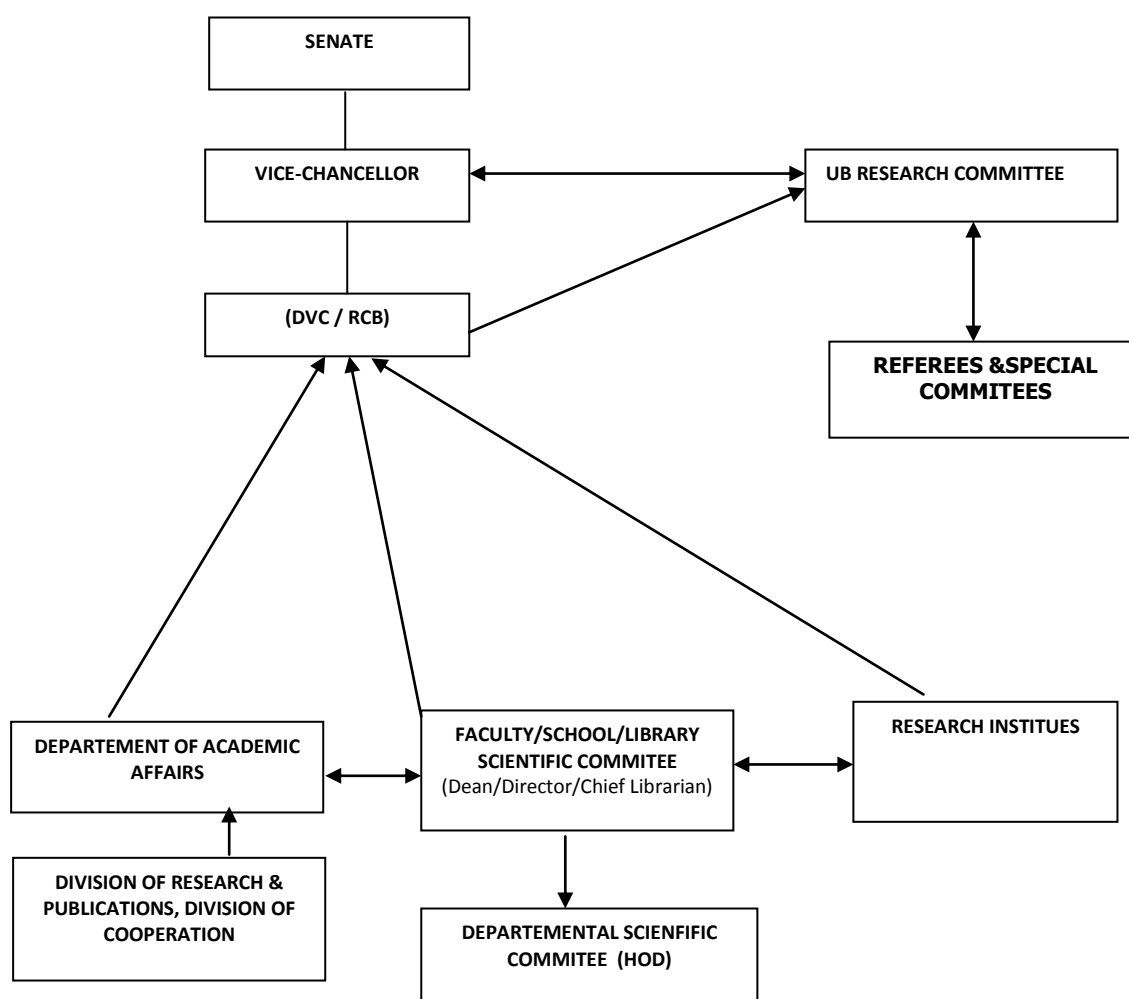


Fig: UB Research Management Structure in Diagram

4.1.2b UBRC

- i) Make recommendations to the Vice-Chancellor on funding of research proposals submitted by the Faculties and ASTI;
- ii) Recommend inter-faculty and inter-institutional collaborative/externally-funded proposals to the Vice-Chancellor through the DVC in charge of Research for funding. May also be required to give opinion on collaborative research with external funding;
- iii) Could be asked to give opinion on matters arising from the interpretation of issues from the present guide;
- iv) Could be required to review the guide and other instruments governing research periodically;
- v) Could be consulted by the Deputy Vice-Chancellor in charge of Research on recommendations of FSC.

4.1.2c Academic Office/Division of Research and Publications

The technical unit of the Academic Office on research matters is the Division for Research and Publications. As the research management and innovation services of the University, this division has the mission to provide support for the following: management of research, administration of internal research grants, administration of national and international research grants, research training, collection and management of data on research (researchers, resources, partners, output, exploitation of research findings) for the purposes of external reporting and internal research management. In order to fulfil this mission the Division shall specifically be responsible for the following:

- i) Shall be the repository of all research documents of the University of Buea (in this respect ,it shall be required to coordinate the evaluation of research proposal and the monitoring of project execution);
- ii) Repository of all publications of scholarly value emanating from funded research by the University and its collaborators;
- iii) Shall ensure adherence to University policy , codes of conduct and guidelines on different aspects of university research/publications such as submission, evaluation and funding;
- iv) Act as a resource centre on funding and training opportunities for university research, as well as for all other issues relevant to university research;
- v) Shall propose an annual calendar for research activities within the university;
- vi) Provide secretariat support to the UBRC and all other special oversight committees on research.

4.1.2d Information Management unit (Library)

The Information management unit shall be responsible for the acquisition, processing and organisation of various information resources relevant to various research projects and as requested by research stakeholders involved as well as the organisation and storage of the results of research at the University. This management unit shall be the University of Buea Library.

The management of research results shall entail:

- The selection and acquisition of viable information resources (electronic and print) for use by research stakeholders in the course of the research process;
- Provision of electronic access via the Internet as well as Local Area Network to these information resources;

- Reference services including Current Awareness Service (CAS) and Selective Dissemination of information (SDI) services to researchers and research groups;
- Assist in the editorial work in the scholarly publishing of research findings especially electronic versions of scientific journals published by the UB. (Epasa Moto, Journal of Applied Social Sciences and Journal of Special Education) as well as other UB publications and research results (articles, etc.);
- Archiving of research results (articles/citations) in the UB Information Repository including postgraduate research (thesis and dissertations). (Also archive personal scientific research by other UB stakeholders if the intellectual property rights are voluntarily ceded to UB by author (s);
- Preservation of such information repositories for posterity;
- Assisting in the management of intellectual property rights of UB researchers;
- Making available on line and in print research product of UB.

4.1.2e FSC

Shall examine and make recommendation on funding of Departmental and Faculty research proposals to the Vice-Chancellor through the DVC/Research cooperation and Relations with the Business World. In addition to this they shall:

- i) Ratify or review the decisions of the various DSC within the Faculty, on proposals submitted for funding;
- ii) Act as advisers to the Deans in matters relating to human and infrastructural development for effective research;
- iii) Assist in the elaboration of research management plans as well as propose staff eligible to supervise Post Graduate research;
- iv) Assist in the evaluation of progress reports on University funded or collaborative research;
- v) Advise on Faculty or Scholl staff development programmes in response to staff needs such as needs for specific research skill;
- vi) Assist the Deans/Directors in the elaboration of proposals for Faculty- based training, eg: seminars , workshops;
- vii) Shall play a supervisory role in matters of Faculty publications especially research journals and books.

4.1.2f DSC

- i) Shall receive and evaluate staff and student proposals submitted for funding and also research proposals;
- ii) Shall propose a departmental list of research degree supervisors to the FSCC;
- iii) Shall make recommendations to the FSC on funding of proposal;
- iv) Shall orient and prioritise research activity within the Departments;
- v) Shall assist the Head of Department in the selection of PG students;
- vi) Shall indicate areas of cooperation with industry in collaboration with FSC through DVC/RCB through FSC.
- vii) Shall propose departmental budgets for research.

4.1.2g Referees and Oversight Committees

Shall evaluate proposals for scientific soundness, relevance and compliance, each within their domain of competence and as requested.

4.1.3 Composition of the various Committees

4.1.3a UBRC

Chairperson: Vice –Chancellor;

Vice Chairperson: Deputy Vice-Chancellor in charge of Research, Cooperation and the Business World

Members: DVCs. REG, Deans/Director of Faculty/School,
Representatives of Senate,
three members of staff of professorial rank per scientific family
(that is Arts and Social sciences, Physical Sciences, Mathematics
and Engineering; Natural and Biomedical Sciences).

Secretariat: Academic Office/Division of Research and Publications.

4.1.3b FSC/SSC

Chairperson shall be of professorial rank and elected from the FSC/SSC
The composition of the FSC is defined by Vice-**Chancellor's decision**.

4.1.3c DSC

Chairperson shall be of professorial rank and elected from the DSC
The composition of the DSC is defined by Vice-**Chancellor's decision**.

4.1.3d Referees

A register of scientists who have distinguished themselves in research endeavour in their arrears of specialty or in critical areas of research methodology.

4.1.4 Schedule of Meetings

UBRC: Two ordinary sessions per annum.

FSC: Two ordinary sessions per annum

DSC: Two ordinary sessions per annum

All committees may convene extra ordinary sessions as the need arises.

Appendix 2: Decision to set up the University of Buea Scientific Research Committee

UNIVERSITY OF BUEA

REPUBLIC OF CAMEROON

Peace – Work – Fatherland

DECISION N°. 2008/ 1343 /UB/DVC/RCB
to set up the University of Buea Scientific Research
Committee

THE VICE-CHANCELLOR

Mindful of Decree N° 92/074 of 13 April 1992 to transform the Buea and Ngaoundere University Centres into Universities;

Mindful of Decree N°. 93/034 of 19 January 1993 to organise the University of Buea;

Mindful of Decree N°. 93/027 of 19 January 1993 to define provisions common to all universities;

Mindful of Decree N°. 93/032 of 19 January 1993 to define financial regulations governing university institutions;

Mindful of Decree N°. 2006/441 of 14 December 2006 to appoint the Vice-Chancellor of the University of Buea;

Mindful of the University of Buea Strategic Plan and the Research Policy and Management Guide as adopted by the 41st Senate meeting of 16 August 2007 and endorsed by Council at its 19th meeting of 11 December 2007;

Mindful of the need of service;

DECIDES

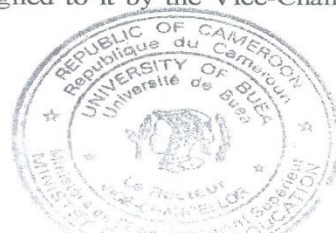
Article 1: A Scientific Research Committee is hereby set up at the University of Buea.

Article 2: The work of the Committee will be to examine and propose to Senate, any actions which are likely to strengthen research at the University. The Committee will, therefore, propose to Senate texts and measures for organising, promoting and controlling research and the dissemination of such results.

Consequently, the committee will appropriately:

- Oversee the production of texts on research at the University of Buea
- Be an organ for assessment of applications for University and Faculty research grants
- Propose measures and follow up actions on making the University of Buea credible in research output.
- Act as a permanent committee for the organisation of research events at the University
- Make available to the University Community, any information on research opportunities and funding
- Provide expert opinion on projects for the construction of research infrastructure
- Appraise research activity and output of Faculties and ASTI
- Advise on the implementation of the University Research Policy and Programmes.
- Advise on the functioning of special Research Centres and Laboratories
- Give an opinion on the research content and quality of postgraduate programmes.
- Identify reviewers for expertise on proposals and reports submitted for evaluation.
- Recommend for approval, the creation of scientific journals at the University of Buea.
- Carry out such other duties concerning research as may be assigned to it by the Vice-Chancellor or Senate.

22 MAI 2008



Article 3: The following shall be the members of the committee:

- | | |
|---|------------------|
| - The Vice-Chancellor | Chairperson |
| - The DVC/Research, Cooperation and Relations with the Business World | Vice Chairperson |
| - The DVC/Teaching, Professionalisation and Development of Information and Communication Technologies | Member |
| - The DVC/Internal Control and Evaluation | Member |
| - The Registrar | Member |
| - The Director in charge of Academic Affairs | Member |
| - Professors or in their absence, Associate Professors from each Faculty or School selected on the basis of proven research and publication record and according to the following distribution: | |
| - Three each from the Faculties of Science and Social and Management Sciences | |
| - Two each from the Faculties of Education and Arts | |
| - One from ASTI and the Faculty of Health Sciences. | |
| - One representative of the Lecturer Rank and PhD students from each Faculty/School. They shall however, not have voting rights. | |

However, the Committee may co-opt ad-hoc members wherever necessary to facilitate the review of research proposals in specialised disciplines.

The Professors are selected following a call for application to membership, according to criteria of scientific productivity. Representatives of the Lecturer rank and PhD students are elected by colleagues/classmates in the category.

- | | |
|---|-----------|
| - The Head of Division of Research and Publications | Secretary |
|---|-----------|

Article 4: The Committee shall meet at least twice a year or as often as may be deemed necessary by the Chairperson.

Article 5: A separate instrument shall define the functioning of the Research committee. Reviewers shall receive honoraria for expertise on the basis of rates fixed by the Ministry of Higher Education for comparable work. Sitting fees for committee meetings shall be on the basis of a Senate Committee membership.

Article 6: The Deputy Vice-Chancellor for Research, Cooperation and Relations with the Business World and the Director of Financial Affairs shall be responsible for the implementation of this present decision.

Buea, 22 MAI 2008

Prof. Vincent P.K. Titanji
Vice-Chancellor

cc:

- DVCs
- REG
- D/FinA
- HSAS
- Persons concerned



Appendix 3: Decision to set up an Institutional Review Board at the University of Buea.

UNIVERSITY OF BUEA

REPUBLIC OF CAMEROON
Peace – Work – Fatherland



DECISION N°. 2008/ 59299 /UB/DVC/RCB
to set up an Institutional Review Board at the
University of Buea

THE VICE-CHANCELLOR

Mindful of Decree N° 92/074 of 13 April 1992 to transform the Buea and Ngaoundere University Centres into Universities;

Mindful of Decree N°. 93/034 of 19 January 1993 to organise the University of Buea;

Mindful of Decree N°. 93/027 of 19 January 1993 to define provisions common to all universities;

Mindful of Decree N°. 93/032 of 19 January 1993 to define financial regulations governing university institutions;

Mindful of Decree N°. 2006/441 of 14 December 2006 to appoint the Vice-Chancellor of the University of Buea;

Mindful of the provisions of the Research Policy and Management Guide of the University of Buea 2007-2012;

Mindful of the needs of service;

DECIDES

Article 1: An Institutional Review Board is hereby set up at the University of Buea.

Article 2: This Board shall be referred to as the University of Buea Institutional Review Board (UB-IRB).

Article 3: Scope

The UB-IRB is charged with the reviewing research project proposals submitted for funding or implementation at the University of Buea/under the supervision of the University of Buea, for compliance to ethical norms. This shall include the following areas and responsibilities;

- All research conducted at the University of Buea or elsewhere, by staff and students or persons or organisations receiving funds from or through the University or acting on behalf of the University
- All research conducted on animals and on/with human subjects
- All research that uses dangerous toxic and radioactive substances
- Research that uses recombinant DNA and other genetically engineered material
- Supervision of the work of all special committees/commissions/panels set up in the University to address issues that have ethical implications, such as Academic Integrity
- Advising the administration and other oversight committees on ethical issues and training needs

- Monitoring projects for compliance to ethical norms and make recommendations on corrections as required, in collaboration with the services in charge of Internal Control
- Proposal of guidelines for ethical clearance at the University of Buea, in collaboration with the University of Buea Scientific Research Committee
- Liaison with other national and international ethics committees for the purpose of sharing information, practices and benchmarking
- Any other questions that may be submitted to it by the Vice-Chancellor for review, from time to time

Article 4: Sub-Committees

The UB-IRB shall have the powers to designate special ad hoc committees in special need areas such as; the ethical committee, Bioethics Committee and other committees as the need arises. Designation of Members to these committees shall obey to the strictest rules of integrity and the UB-IRB shall undertake to listen to and respond to legitimate complaints from the congregation of the University on this matter. The board shall put in place clear guide lines and procedures for channelling complaints.

Article 5: Mode of intervention

The UB-IRB, working in collaboration with its special ad hoc sub-committees shall deliberate and pronounce on project proposals requiring ethical clearance under the following categories;

- i) Bioethics and Biosafety
- ii) Chemical Hazards and Risk Assessment
- iii) Ethical issues in Social Science Research.

The sub-committees shall in particular, pronounce on compliance to all ethical issues raised by the proposed research or projects. The UB-IRB shall on a payment bases monitor projects under execution to ensure compliance, according to an established timetable.

Article 6: Composition

- a) The UB-IRB shall be composed of 12 members, representing at least nine out of the following disciplines: Medicine, Law, Ethics, Theology, Biological Sciences, Physical Sciences, Social Sciences, Philosophy, Humanities, Health Administration, Governance and Public Affairs. 25% of this membership shall be drawn from the community and no single discipline shall be represented by more than two members.
- b) Membership of these ad hoc committees shall be drawn from within and without the IRB, according to the required competences, and best practice in the selection and composition of ethics committees as the need arises.
- c) The Board shall have at least a 40% female representation, and preferable attain gender parity.
- d) The UB-IRB shall be headed by a chairperson who shall be elected according to the house rules of the committee and in conformity with good governance dictates.
- e) The UB-IRB shall be assigned a secretary by the Deputy Vice-Chancellor/RCB.

Article 7: Term of Office

The term of office of the IRB shall be 2 years, renewable once. The committee shall however retain at least 40% of old member, chosen at random, for continuity and preservation of competences

Article 8: Guidelines for the functioning of the UB-IRB

The UB-IRB shall function according to guidelines drawn up by the committee in collaboration with other competent oversight committees and administrative units and approved by the Vice-Chancellor

Article 9: Frequency of meetings


The UB-IRB Committee shall meet once a year or as often as may be required by the needs of service, but not more than four times a year. The special ad hoc sub-committees may meet more frequently, according to need.

Article 10: Sitting Fees

Sitting fees shall be paid for committee meetings on the basis of a Senate Sub-Committee membership.

Article 11: The Deputy Vice-Chancellor for Research, Cooperation and Relations with the Business World, the Registrar and the Director of Financial Affairs shall be responsible for the implementation of the present decision.

Buea, 18 MARS 2009


Prof. Vincent P.K. Titanji
Vice-Chancellor

cc:

- DVCs
- REG
- Deans and Directors



Appendix 4: Decree N°2009/121 of April 8, 2009 creating, organising and setting the functioning of a Special Fund Account for the modernization of research in state Universities.

Décret N°2009/121 du 8 avril 2009 portant création, organisation et fonctionnement d'un compte d'affectation spéciale pour la modernisation de la recherche dans les universités d'Etat.

Le Président de la République, décrète:

CHAPITRE I : DISPOSITIONS GENERALES

Article 1er - Il est créé auprès du Ministre en charge de l'Enseignement Supérieur, un compte d'affectation spéciale pour la modernisation de la recherche dans les universités d'Etat, dont l'organisation et le fonctionnement sont fixés par les dispositions du présent décret.

Article 2 - Le Ministre chargé des finances délègue, par arrêté, ses pouvoirs d'ordonnateurs de comptes hors budget au Ministre chargé de l'Enseignement Supérieur, en vue de la gestion du compte d'affectation spéciale créé par le présent décret.

CHAPITRE II : DES RESSOURCES ET DES EMPLOIS DU COMPTE D'AFFECTATION SPECIALE

Article 3 - Les ressources du compte d'affectation spéciale visé à l'article 1^{er} ci-dessus, arrêtées annuellement par la loi des finances, proviennent des contributions diverses de l'Etat, des fonds issus de la coopération, de toute autre ressource autorisée par la loi des finances au profit des universités d'Etat, des dons et legs.

Article 4 - Les ressources du compte d'affectation spéciale prévues à l'article 3 ci-dessus sont destinées au financement :

- de la modernisation de la recherche universitaire;
- de l'encadrement et du renforcement des capacités des enseignants chercheurs;
- des prestations spécifiques des enseignants chercheurs.

CHAPITRE III : DU FONCTIONNEMENT ET DE LA GESTION DU COMPTE D'AFFECTATION SPECIALE

Article 5 - (1) Le soutien à la modernisation de la recherche universitaire est versé sous la forme d'une allocation financière trimestrielle aux enseignants chercheurs des universités d'Etat.

(2) Il est accordé par décision du Ministre chargé de l'Enseignement Supérieur dans la limite des fonds disponibles.

Article 6 - La décision visée à l'article 5 ci-dessus fixe également les modalités de versement de l'allocation.

Article 7 - (1) Le Ministre chargé de l'Enseignement Supérieur établit un compte administratif par exercice qui retrace toutes les opérations de recettes et de dépenses engagées.

(2) Le compte est transmis au Ministre chargé des finances et à l'organe de l'Etat compétent en matière d'apurement des comptes.

Article 8 - (1) Le recouvrement des recettes et le paiement des dépenses du compte sont assurés par un agent comptable qui, à ce titre:

- a seul qualité pour opérer tout maniement de fonds et/ou de valeurs et est responsable de leur conservation;
- a seul qualité pour signer les chèques;
- est responsable de la sincérité des écritures.

(2) L'agent comptable est personnellement responsable de ses opérations financières et comptables.

(3) Il est tenu d'établir un compte de gestion par exercice qui retrace toutes les opérations de recettes et de dépenses effectuées.

(4) Le compte de gestion est soumis au Ministre chargé des finances et à l'organe de l'Etat compétent en matière d'apurement des comptes.

Article 9 - (1) L'agent comptable est nommé par arrêté du Ministre chargé des finances, parmi les comptables du trésor.

(2) Il est comptable public et à ce titre, il est:

- astreint à la constitution d'un cautionnement conformément aux textes en vigueur;
- soumis notamment aux règles de discipline, de tenue de comptes et de comptabilité applicables aux comptables publics.

CHAPITRE IV : DISPOSITIONS DIVERSES ET FINALES

Article 10 - Le compte d'affectation spéciale, créé par le présent décret, est ouvert à la Banque des Etats de l'Afrique Centrale (BEAC).

Article 11 - Le présent décret sera enregistré et publié suivant la procédure d'urgence puis inséré au Journal Officiel en français et en anglais.

Yaoundé, le 8 avril 2009

**Le Président de la République,
(é) Paul BIYA**

Appendix 5: List of literature consulted

1. Dr Foba Tendo: Overview of Research at the University of Buea. A presentation on the situation of the research mission of the University of Buea during Academic Planning Week 2008;
2. Dr Foba Tendo: Research management in Cameroon: the case of the University of Buea. in Research Global Magazine, The Association of commonwealth universities, October 2008;
3. Exposé du **Ministre de la Recherche Scientifique et de l'Innovation** lors du Conseil de cabinet du 26 février 2009 ;
4. Jacques Gaillard et Eren Zink, Les capacités de recherche scientifique au **Cameroun : Une évaluation de l'impact des activités de l'IFS**. Octobre 2003
5. Hocine Khelfaoui et Jacques Gaillard, La science au Cameroun, janvier 2001 ;
6. Motaze Akam: **Le marché de l'expertise et la place du socio-anthropologue:le chercheur en sciences en Afrique**. Illustrations camerounaises, in Bulletin de **l'APAD (Association Euro-Africaine pour l'Anthropologie du Changement Social et du Développement)** ;
7. The University of Buea Research Policy And Management Guide 2008-2015;
8. The University of Buea Annual Report 2006-2007;
9. University of Buea Research Planning 2007:Proposal writing and good practice in the execution of funded research;

Appendix 6: List of persons interviewed

1. Prof. Vincent P.K Titanji, Vice-Chancellor ,Chairperson of the University of Buea Scientific Research Committee;
2. Prof. Victor Julius Ngoh, Deputy Vice-Chancellor in charge of Research, Cooperation and Relations with the Business World ,Vice Chairperson of the University of Buea Scientific Research Committee;
3. Dr Joyce B.M. Endeley , Director of Academic Affairs, Member of University of the Buea Scientific Research Committee;
4. Prof. Emmanuel CHIA, Director ASTI Vice-Chancellor ,Member of University of the Buea Scientific Research Committee;
5. Prof. Azeyeh Albert, Dean Faculty of Arts, Member of University of Buea the Scientific Research Committee;
6. Prof. Kashim Ibrahim Tala, Coordinator of Postgraduate Studies at the Faculty of Arts, Director of the Centre for African Literature and Cultures(CALAC),Member of the University of Buea Scientific Research Committee;
7. Prof. Theresa K. Nkuo-Akenji ,Dean Faculty of Science ,Member of the University of Buea Scientific Research Committee;
8. Prof. Simon M.N Efanga , Head of Department of Chemistry Faculty of Science, Member of the University of Buea Scientific Research Committee;
9. Prof. Fritz Ndiva Mbua , Vice-Dean Faculty of Education, Member of the University of Buea Scientific Research Committee;
10. Dr Alexandre Ndeffo Tene, Lecturer ,Head of Service Teaching and Research ASTI,Member of the University of Buea Scientific Research Committee
11. Dr Lotsmart Fonjong, Vice-Dean in **Charge of Students' Affairs & Records**, Faculty of Social and Management Sciences, Member of the University of Buea Scientific Research Committee;
12. Dr Joseph Nkwain Yong, Faculty of science Officer, Member of the University of Buea Scientific research committee of Science,
13. Dr Timothy Mac Ojong, Head of Department Curriculum study and teaching Faculty of Education,Member of the University of Buea Scientific research committee of Science,
14. Dr Kamga Henri Lucien, Lecturer, Head of Service Teaching and Research Faculty of Health Sciences, Member of the University of Buea Scientific Research Committee;
15. Dr Joseph Foba Tendo, Head of the Division of research and Publications Secretary of the University of Buea Scientific Research Committee;

16. Dr Talla Richard ,Head of the Service of Publications, Assistant Secretary the University of Buea Scientific Research Committee;
17. Prof. Pierre Fandio, Head of Service Teaching and Research Faculty of Arts, **Founder & Director of GRIAD (Groupe de Recherche sur l'Imaginaire de l'Afrique et de la Diaspora)**,Member of the Faculty of Arts Scientific Research Committee;
18. Dr Lucy M. Ndip, Head of Service Teaching and Research, Faculty of Science;
19. Dr Jules Clément Assob Nguedia, Lecturer,Coordinator of the Health Science Programme, Faculty of Health Science
20. Dr Backe Itoe, Lecturer, Coordinator Banking and finance,Faculty of Social and Management Sciences;
21. Mr. Ntangsi Max Memfih, Lecturer, Head of the Faculty of Social and Management Sciences Short courses;
22. Mr Tobias Apinjo, Assistant-lecturer, PhD Student Faculty of Science, Representative PhD Students in the University of Buea Scientific Research Committee;
23. Mr Sakwe George, Assistant-lecturer ,PhD Student ASTI , Representative PhD Students in the University of Buea Scientific Research Committee;
24. Mrs Irene Samalang, Assistant-lecturer ,PhD Student Faculty of Social and Management Science, Representative PhD Students in the University of Buea Scientific Research Committee;
25. Mrs Anyinkeng Nicoline, PhD student Faculty of Science;
26. Mrs Ngo Hanna Joelle, PhD student Faculty of Science;