

**REPORT
REGIONAL SENSITIZATION AND CAPACITY BUILDING WORKSHOP ON
GOVERNANCE**



UNDER THE PATRONAGE OF THE PRIME MINISTER HEAD OF GOVERNMENT
A REGIONAL WORKSHOP ORGANIZED BY THE NATIONAL PROGRAMME ON GOVERNANCE
THEME : "FOR GLOBAL, SOUND AND INCLUSIVE GOVERNANCE: ADVOCACY FOR APPROPRIATE SECTORAL REFORMS"
MOUNTAIN HOTEL BUEA 27TH APRIL 2017

**REPUBLIC OF CAMEROON
PRIME MINISTER'S OFFICE
National Programme on Governance**



The South West Governor opening the workshop

This Regional Sensitisation and Capacity Building workshop on Governance was situated under the theme: ‘**Global, Sound And Inclusive Governance: Advocacy For Appropriate Sectoral Reforms**’.

Presided over by the Governor of the South West Region. His opening address advocating the implementation of Good Governance principles in other to achieve the objectives of making Cameroon an emerging country by the year 2035.

The welcome speech was presented by the Lord Mayor of the Buea Municipality. He called for effective decentralization in Cameroon: the sharing of power and responsibilities with local authorities and the people they represent.

A word of introduction by the Coordinator of the National Programme on Governance (represented) on an endogenous approach to governance that makes it easy for the actors involved to own the concept and its principles, thereby, facilitating its practice.

The session was moderated over by Pr FONKENG EPAH George, Vice-Dean, Faculty of Education, University of Buea.

PRESENTATIONS

In all five papers were presented as follows:

1) Requirement of Result Based Management (RBM)

By the S.G. Public Service and Administrative Reforms (Represented)

This paper gave a brief review of the historical background of Results Based Management referring to it as a management strategy focusing on the achievement of output which demonstrates the ability of states to effectively use public resources amongst others. It was first put forward by Peter Drucker, a management guru in his book titled “*Managing for Results*”.

Result Based Management (RBM) works on the SMART principles – Specific, Measurable, Achievable, Relevant, Temporary restricted (time based)- with the following indicators: validity, reliability, sensitivity, simplicity, usefulness, affordable. It also functions on the basis of partnership, sharing responsibility, transparency, simplicity and learning activity.

In the Cameroonian Public Service, the implementation of RBM takes place within the framework of the program to modernise the administration through the PROMAGAR which involves and coordinates the initiatives of all sectors that include RBM approach such as the program introducing output standards in the Cameroonian Administration (PINOCRAC), the Poverty Reduction Strategy Paper (PRSP) that later became the Growth and Employment Strategy Paper (GESP) etc. PROMACAR essentially fights against inefficiency with RBM links with the main thrust being increased productivity with efficiency.

In conclusion, RBM which is now in operation in the Ministry of Public Service brings about:

- Mutually defined and approved results
- Consultations
- Accountability
- Transparency
- Improved Output

2) Stakes and challenges in the modernisation of the judiciary system

By Lord Justice Essombe Emile – Procurer General S.W Court of Appeal.

In a very concise manner, the presenter traced the judicial colonial past of Cameroon whereby the country inherited two judiciary systems namely the Common Law and the Continental Law in the then East and West Cameroon which later gave birth to a bi-jural legal system. From a liberal role of the state, this state of affairs moved to an interventionist role of the state as an agent with urgent adjustment needed for the modernisation of the state as a whole which gave birth to the creation of the Ministry in charge of Administrative Reforms. Early in the 1990, there was the cry for Human Rights’ Protection and Democracy urging reforms to modernise the judicial system starting with the prisons, the harmonisation rules for business law in Africa

(OHADA), law on the Penal Code, law on cyber security and cyber criminality, the training of magistrates and court registrars which are proof of efforts to modernise the justice sector in Cameroon. However, challenges exist such as: few courts of First-instance, the need for the training of judicial actors in new fields of law, the construction of more court infrastructures with computer services all with the aim of bringing justice closer to the people. In conclusion, the whole country has opted for a progressive modernisation based on available means.

3) Appropriation stakes of the Program Budget (PB)

By the S.G MINFI (Represented)

The main thrust of this paper is the identification of various changes coming from the introduction of the **PB** with the law of 26 December 2007 relating to the Fiscal Regime, It started with a switch from a logic of means to a logic of performance centred on efficiency by meeting objectives. It was observed as a big challenge in terms of a cultural revolution and coping with a new organisational culture/structure as well as the technical mastery of a new budgeting mode and procedures, It functions through a definition of objectives

On the whole, grasping with new system has not been easy as there is need for the training of actors as well as the strengthening of certain actions at the human level which should be reinforced including reforms at various levels. All of these emphasize on the need for a change of mentality and the promotion of certain values.

4) The stakes and actual challenges of decentralisation in Cameroon

By the S.G Ministry of Territorial Administration and Decentralisation (Represented)

This paper focused on Decentralisation which the presenter considered as a process of governance consisting of putting citizens first and according to the president of the country it is a means of giving to Cameroonians the possibilities to be associated in the management of their affairs. With the new laws and regulations in force it is a transfer of competence to decentralised territorial collectivities for the promotion of development, democracy and good governance.

It also discusses the principles of decentralisation such as concomitance:

- The ability of the state to accompany the transfer of competence,
- Subsidiary of progressivity and complementarity.

However, there are obstacles to the above such as the lack of resources and poor management of existing resources.

There are also some stakes namely:

- the promotion of local development and
- Good governance

There are also some challenges such as:

- 1) Mobilisation of resources
- 2) Availability of adapted and effective human resources
- 3) High cost as well as difficulties in obtaining information from remote localities
- 4) Information asymmetries and
- 5) Poor management of data

In conclusion, significant advances have been made but there is need to question the efficiency and effectiveness of procedures.

5) Improvement of business Environment in Cameroon

By the SG MINPAT (Represented)

Talking about the business environment in Cameroon would refer to various measures taken by the government to improve this environment so as to lay down key procedures for the facilitation of doing business in our country. In this whole process, two types of measures have been taken so far:

1. Reinforcement of legal framework, with a great number of legislative acts on various areas contributing to economic growth such as:
 - Creation of enterprises
 - Financing investments
 - Reduction of tax proceedings
 - Fight against corruption
 - Trial of business matters
2. Putting in place of institutions of structures to carry out or implement those measures such as:
 - The formality centre for the creation of enterprises
 - The agency for the promotion of investment
 - The agency for the promotion of small and medium sized industries
 - The agency for the regularisation of public contracts

- Institutions for the fight against corruption such as: CONAC, ANIF, special criminal tribunal
- The putting in place of a platform for concertation between the state and private sector such as Cameroon Business Forum.

However, in spite of these legal and institutional measures, the business environment does not seem to reflect the determination and the efforts of the government to improve it. This is because of the poor classification of our country as far as reports on doing business are concerned. From that point of view there is a clear indication that even though a lot has been done, there remains a big challenge for the achievement of the objectives of emerging country as far as business is concerned.

DISCUSSIONS



The president of the Buea Teacher's Trade Union Association during the questions/answers session

After all the presentations, participants through discussions, questions and answers, were schooled on the efforts of the government in various areas of governance as follows:.

- MINFOPRA (Resource Based Management)
- MINATD (Challenges of Decentralisation)
- MINEPAT (Improving the business environment)
- MINFI (Appropriation stakes of the Programme Budget)
- MINJUS (Stakes and challenges in the Modernisation of the judicial system).

The attendance sheet showed how much interest the people of the South West Region have in issues of governance with a high level of awareness. All these efforts can be considered as an

advocacy process towards the promotion of good governance. But problems, challenges and stakes exist. In the discussion session that ensued various structures represented made observations and posed questions, which can be useful for the improvement of inclusive governance in our country.

RECOMMENDATIONS

The following recommendations were made:

1. Generalise results based management principles in all public administration
2. Promote accountability and transparency
3. Better implementation of our national decentralisation policy – follow up
4. Put in place a more conducive business environment at the national level
5. More modernisation of justice with special attention for prison infrastructure
6. Take necessary measures for best appropriation of the performance based budget by all public corporate bodies
7. The need to train all actors in various ministries in all governance areas
8. More training for effective decentralisation
9. Quality assurance and quality control for good governance
10. More workshops at all levels with Divisional Delegations
11. Public service should go down to the grassroots
12. Consultants to inform the ministry – public service
13. Better transmission of information from finance and public service.
14. Inspection teams should include users, ministries and external technicians
15. Government should allow deconcentrated/decentralised authorities to function with more autonomy
16. Improve policy of public schools in good governance
17. Sensitization in the consumption of credits by mayors
18. Future workshops should take into consideration the linguistic background of the audience

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