

# INTERNATIONAL GOVERNANCE INSTITUTE

MUNICIPAL COUNCILS BUSINESS MANAGEMENT & PUBLIC  
SERVICE GOVERNANCE FELLOWSHIPS (2017 Edition)

## BUEA COUNCIL

8/26/2017



**OFFICIAL REPORT**



**INTERNATIONAL GOVERNANCE INSTITUTE**



**MINISTRY OF HIGHER EDUCATION**



**[MINISTRY OF SMALL AND MEDIUM SIZED  
ENTERPRISES, SOCIAL ECONOMY& HANDICRAFT]**



**[BUEA COUNCIL] FEICOM]**



# INTERNATIONAL GOVERNANCE INSTITUTE [IGI]



**Paul New**  
**Chair of the Board of Trustees**

The International Governance Institute [IGI] is a global development network of active professionals contributing to sustainable development and effective government. IGI connects countries to knowledge, experience and resources to help people build a better life. Through our collaboration with local communities, civil society and our government counterparts, IGI contributes to building capability for economic growth, education for sustainability research, integrity and good governance in society in Cameroon.

The Municipal Business and Good Governance Fellowship [BMF] for local municipalities in Cameroon falls under one of the six [6] program areas of IGI's support to Cameroon. Since 2007 through our Focal Integrity Teams [IGI-FITCAM] the International Governance Institute has contributed to development and strengthening of governance systems in both public and private sectors in Cameroon. To learn more about our previous activities and support to the National Anti-Corruption Commission of Cameroon [CONAC], the Ministry of Higher and Secondary Education [2010], the Ministry of Public Procurement [2013-2016] and the National Refinery Company of Cameroon [SONARA-2015-2016] visit our IGI Cameroon webpage [www.igi-cameroon.com](http://www.igi-cameroon.com).

Similar to other developing countries, Cameroon stands to gain from its huge demographic advantage. But with too many young people entering the labor market and failing to find jobs matching their skills and university education, IGI is working with municipal councils to invest in addressing the challenges facing its human capital in the modern job market. By instituting the Municipal Business and Good Governance Fellowship [BMF] for local municipalities in Cameroon, IGI is participating to improve the moral intensity and modern labor market employability skills of young Cameroonians preparing to enter the labor market by 2022. This report is therefore a demonstration of the fruits of such a partnership pioneered by Buea Council under the leadership of its current Mayor-Ekema Patrick.

# Launching of the 2nd Edition of the Support Program for Informal Sector Actors -BMF 2



## BUEA COUNCIL

2



2017 BMF Program Theme **“Preparing Human Capital for Cameroon’s Informal Sector Labor Market 2035”**. **Venue:** Buea Council Hall. **Fellowship Date** Wednesday 23<sup>th</sup> to Saturday 26<sup>th</sup> of August 2017

The 2<sup>nd</sup> edition of the Municipal Business and Good Governance Fellowship went under the theme **“preparing human capital for Cameroon’s Informal Sector Labor Market”** following a six page policy brief document which ensued from a need assessment exercise conducted by the country office of IGI in Cameroon.

The Ministers of Higher Education [MINESUP], Small and Medium Sized Enterprises, Social Economy and Handicraft [MINPMESSA] and the Director General of the Special Fund for Equipment and Support to Councils [FEICOM], the Resident Country Representative of the International Governance Institute in Cameroon and the Mayor of Buea Municipality were among the core institutions in attendance at the public launch of the second edition of the Municipal Business and Good Governance Fellowship program following the policy brief put forth by IGI.

In the auditorium of more than 150 fellows [including small sized informal business actors, job seekers, young and old entrants into the civil service corps in Cameroon and leaders of religious institutions] from the West, Center, North West and South West Regions; the Secretary General of Buea Council introduced the address of the Mayor of Buea.





## Discourse from the Country Representative.

## International Governance Institute



3



“Our aim is to improve professional skills and intensify the moral intensity of informal sector actors across municipalities, making possible, a significant achievement of Cameroon’s development goals by 2020”



“The Ministry of Higher Education welcomes partnerships and efforts with development partners to intensify professionalization of course programs in state universities. IGI is therefore encouraged to extent its partner to universities”

Opening address from  
Professor Ngomo Manga.

Representative of the Minister of Higher Education.

# Business Management & Good Governance Professional Skills Enhancement Sessions



4



## God's Reward for Diligent Public Service

### Okesack A. Thompson:

- Aside from monthly financial benefits, there exists a God reward system that goes beyond material gain. The God reward system is a system put in place by God to reward everyman for diligent service. The basis of the God reward service system includes; self-denial, self-sacrifice, stability, accountability, availability, commitment,





# Tailoring Learning to the Cognitive Strength of Lay Practitioners



5

## The Business Environment

**Hoffman A. Betika** [MBA International Anglia Ruskin University, UK]

- To understand their business environment effectively, fellows were trained on how to analyze local business environment's strategic fit. Based on the idea that enterprises must match their key skills and resources to the opportunities presented to it by an ever changing business environment, fellows deepened their understanding on how to carefully match internal enterprise resources and abilities to environmental trend and changes that occur externally.
- If small business owners do not understand their business environment, they are likely to face a business strategic drift rather than a business strategic fit with their business environment.



# Cameroon's Growth & Employment Strategic Paper [GESP] What Role for Local Entrepreneurs?



9



## Jean Moise Bogbaya [PhD]

- In line with the reference framework guiding Cameroon's sector and regional policies, national strategies, development plans and cooperation, the GESI module shared learning on the current vision development goals of the government.

- To achieve harmony with the laid out long term development plan of the government, fellows were trained on how to align their local actions with a trajectory of policies put forth by government in the GESI for the country's 2035 emergence. Thereby assisting with a translation of policy frameworks from concept papers to shared reality.



“We can't be talking about development and growth without having a laid out plan and vision”

Participants received education on the growth and employment strategy paper of Cameroon wherein lies the strategic vision to become an emerging country by the year 2035. Preparing to follow through with the vision plan in their local actions.

Dr Jean Bigbaya



# STAKEHOLDERS ANALYSIS

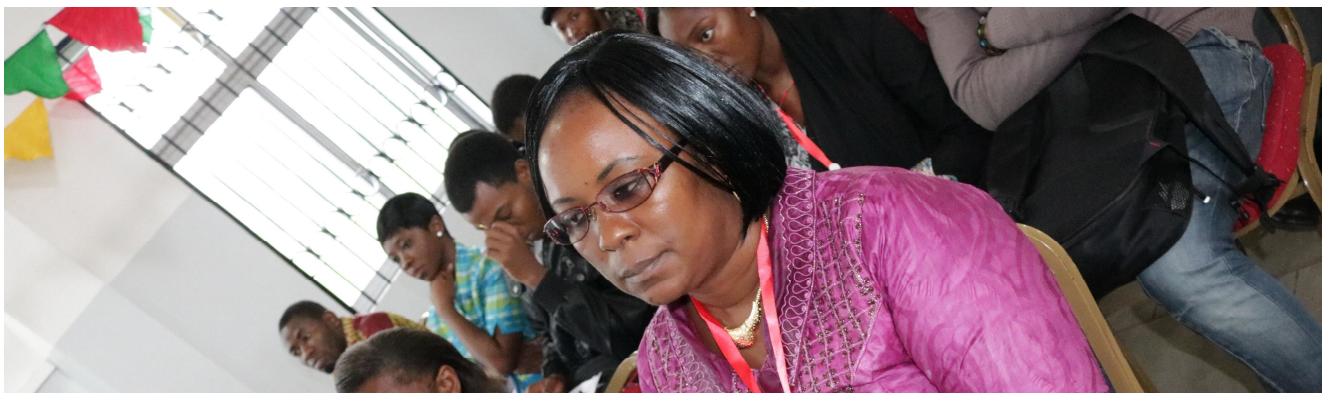
“Critical to understanding conflicting interest and expectations of various power holders in a business organization is stakeholders’ analysis”



**Hoffman A. Betika** [MBA International Anglia Ruskin University, UK]

To satisfy various interest, business actors should be able to identify who are your stakeholders? Those individuals or groups who depend on an organization to fulfill their own goals and on whom, in turn, the organization depends.

They can be classified in relation to the power they hold and the extent to which they are likely to show interest in supporting or opposing a particular strategy in an institution or business. Stakeholders can affect or be affected by the organization’s action, objectives and policies. Some of these stakeholders can be the government, the customers, suppliers, employees, shareholders or trade association. As an entrepreneur you fellows must be able to create interest for their stakeholders and satisfy them.



# The Way We Serve: Provides Public Perception of Government [Whether it is Exclusive or Inclusive]



## Understanding Effective Public Service Delivery

**Stephen N. Asek** Resident Country Representative, IGI Cameroon.

LSBU, UK; Fletcher School of Law and Diplomacy USA

The pressing question of all government is “*How Do We Do More with less*”; *How Do We Meet Citizens Rising Expectations*”. Service delivery is the act of providing a consistent service experience to a specific user community in a specific business/public service context. It will require participation of both customer and service provider to offer reliable and satisfactory service. Service delivery goes beyond providing citizens/customers with service. It requires offering a consistent service experience to a specific user community in a specific business/public service context.

Public servants and agents provide direct and immediate contact between citizens and their government. It is important to know that the way agents of government serve or deliver services to their citizens’ forms the public perception of Government [which could be inclusive or elitist-exclusive].





# Public Administration: Understanding the Role and Purpose of Government

6

**“The exercise of state powers and management of public affairs for the general good”**



**John Walah Mua** [Lecturer Department of Political Science & Public Administration-University of Buea]

- The Public Administration course module looks at practice in the action of government towards the promotion of the general interest. The formulation and implementation of binding public policies the management of public affairs and the exercise of state powers. However it form, public administration must be guided by ethical principles.
- The role and purpose of the government is to render services to its people. The mission of any government should be people centered. The engine of successful public administration remains stronger institutions and effective policies.



What is Political Power: What are the Support Pillars of Power:  
How can Citizens Satisfaction of Services in a Devolved System be  
Measured

## Understanding Good Governance in Municipal Decentralization Process



**Stephen N. Asek** *Resident Country Representative, IGI Cameroon. LSBU, UK ;  
Fletcher School of Law and Diplomacy USA*

- A decentralized system has to do with devolution of power to govern at subnational levels. Understanding political power and its sources including how devolved departments can improve and measure citizen's satisfaction of services form the main focus learning and training under this module.
- There are six sources of power useful to devolved governors in a decentralized system namely; authority power, human resources power, material resource power, intangible factors power, skills and knowledge power including the power of sanctions. By themselves rulers cannot collect taxes, enforce laws and regulations or keep businesses running; understanding how the support pillars of power such as, organized religion, education system, business community and media can be harnessed to support a decentralized power structure formed the high point of this module.





# Providing Customized Informal Education: Tailoring Learning to the Cognitive Strength of Lay Practitioners

## Strategic Change Leadership in Organizations

*“To be better than their competitors entrepreneurs need to be responsive to change”*

**Hoffman A. Betika**

MBA International Anglia Ruskin  
University, UK

Change refers to any situation where conditions differ from one another. The strongest organizations are those that are more responsive to change. We should understanding the weakness and the habits of our surrounding before implementing change.

To bring change into the strategy of an organization you need to change task and attitude (habits) and work in line with the company vision. A leader must consult with his subordinate to know how to adopt a good strategic change.

The three types of strategic change are: reconstruction, revolution and evolution. Leadership being the behavior of an individual directing the activities of a group towards shared goals must remain assertive to strategic changes.



*“There are three phases in the implementation of change namely: the unfreezing, changing and refreezing stages”*

# Alternative: Experiences and Knowledge Sharing for Service Centric Health Systems



12

## Incentives for Effective Customer Service in Cameroon's Local Health Systems



### Colin Gutierrez: USA

A company and a nation cannot be effective if people are not in good health. Health is having a state of well-being be it mental and physically. If you are not in a healthy state you may not be doing or carrying out your work in a correct way. Healthier people can live longer and therefore accomplish more for their community and Institution. Health workers and institutions are at the frontline of a sustainable society.

When you are healthy, there is the likelihood of an increase in your productivity. Raise the health status of a country and you are likely to increase the health condition of local businesses.

*Alex Kwok & Colin Gutierrez sharing their experience of the USA & Canadian Health Systems with local entrepreneurs*



**Alex Kwok: Republic of Canada**

## Understanding Cameroon's National Strategy against Corruption: Prevention, Education, Conditions, Incentives and Sanctions



The National strategy against corruption and promotion of ethics is divided into sectorial strategies having various activities aligned to different sectors/ministries. For example the sectorial strategy in the transport sector against corruption, education sector, health and others. Each sector has its set of strategic actions to be carried out alongside a departmental unit to oversee the realization of the strategic actions.

The national anti-corruption is responsible for oversight in the implementation of Cameroon's strategy against corruption. To do this the Commission encourages its stakeholders to employ the PRECIS tool. Which is Prevention, Education, Conditions, Incentives and Sanctions.



**“PREVENTION,  
EDUCATION,  
CONDITIONS,  
INCENTIVES AND  
SANCTIONS”.**

Rev. Jean Moise Bogbaya [PhD]



# Marketing, Marketing Communication, Planning: & Financial Accounting for Small Business Organisations

## Hoffman A Betika



- To promote economic growth and reduce unemployment, which remains at a high rate in many urban and sub urban communities in Cameroon, it is arguably imperative to revive local economies by strengthening the marketing, planning and communication components of the local private business.
- This module played a major role in providing strategies for change in local business marketing, planning and communication. Explaining in detail, the management processes responsible for identifying, anticipating and satisfying customer requirements profitably. Fellows were also reminded of the different approaches that they could adopt for the strategic orientation of their businesses. Such as product orientation, sales orientation, production and marketing orientation/mix.

Financial accounting has an existential role in the management and sustainability of both small and established businesses. A business that is suffering from an inability to count is hard to manage. Businesses operate on finance and where management and staff cannot control the money they are operating on, then they cannot control the course of their business in the long and short term.



This model had two sets of advantages. Firstly it gave BMF Fellows a critical understanding of the scope and objectives of financial accounting, the main users of accounting information and their needs as well as the main and sub-characteristics of useful information to users. Secondly, the module developed BMF Fellows' competencies and skills on how to Prepare Statements of Comprehensive income; Statements of Financial Position, including how to assess financial performance from financial ratios.

# Understanding Entrepreneurship, Business Plan, Project Design & Framing for Small Business Organisations

This module assisted fellows to gain a critical understanding of:  
 What is entrepreneurship?  
 Who is an entrepreneur?  
 Innovation and creativity  
 Reasons why creativity is important  
 Different parts of the brain and creativity  
 Barriers to creativity  
 Including opportunities for innovation

## 9 Reasons why entrepreneurs fail within the first 18 months

1. Lack of knowledge, personal skills and / or business skills.
2. A poor business idea.
3. A poor plan or no business plan
4. Lack of cash flow / under-capitalized.
5. Lack of customers / sales.
6. A failure to understand the competition or competitor reaction.
7. A failed marketing strategy.
8. Lack of appropriate or adequate resources.
9. Economic factors - e.g. a



The Business Plan module educate fellows on the main sections of a business plan including assistance with an introductory summary of a business idea as follows:  
 Section 1: The business idea – (introduction/executive summary)  
 Section 2: The business proposer/s  
 Section 3: Resources required  
 Section 4: Finance  
 Section 5: Marketing  
 Section 6: Implementation and monitoring  
 Section 7: Summary & Appendices

*"Entrepreneurship is the pursuit of opportunities beyond the resources you currently control". The term "entrepreneur" typifies an individual attitude of opportunity-spotting, and the exploitation of business opportunities to create wealth often with the implicit use of imagination and balanced risk-taking.*

# Comprehensive Anti-Corruption Studies: Corruption Risk Assessment & Risk Management in Public Organizations



**Stephen Asek**

**Public Service Corruption Risk  
Assessment & Management:**

**Investigation** **Heat Register**

**Corruption Intelligence**

**Mapping** **Risk Management**

**Detection Analysis**

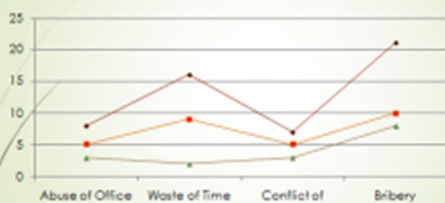
**Compliance**

**BMF**

31

38

## Information Mapping



**Understanding How to Process  
Information into useful  
Intelligence to combat corruption**

## Writing & Compiling Corruption Investigation Reports for Sanctions/Legal Redress

### Sample Unethical/Corrupt Practice Heat Map 1

Department A	Conflict of Interest (CI)	Gift Policy (GP)	Inside Dealings (ID)	Sexual Harassment (HS)
Department X	Personal Interest (PI)	Conflict of Interest	Conflict of Interest (CI)	Gift Policy (GP)
Department Y	Inside Dealings (ID)	Inside Dealings (ID)	Relationship Customers/Suppliers (RCS)	Gift Policy (GP)
Department Z	Conflict of Interest (CI)	Personal Interest (PI)	Inside Dealings (ID)	Gift Policy (GP)
Department C	Conflict of Interest (CI)	Conflict of Interest (CI)	Conflict of Interest (CI)	Conflict of Interest (CI)

- Using a blend of innovative action based learning; high impact simulations exercises and case discussions, this module provided fellows with an immersive educational experience to tackle complex corruption related issues affecting business and public service organizations in Cameroon, while building integrity.



1. This module facilitated fellows critical understanding on the following subject and practice
2. Human resource and strategic human resource which evolves around three key issues.
  - Promoting people resourcing – Getting the right number of the right sorts of people in the right place at the right time and ethically getting rid of them when they are not needed.
  - Promoting learning and development – Creating an environment in which employees and others associated with the organization (contractors, owners, governors, associates) get the necessary knowledge, skills and attitudes.
  - Managing performance and promoting reward and recognition – Creating structures that attract, retain and motivate staff; controlling employee costs
  - Promoting positive employee relations – Creating a workforce that is appropriately supportive, involved and engaged with the business.
  - Promoting helpful employment administration - Keeping the organization within the law, getting staff paid, developing policies and administrative practices.
3. Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations
4. Projects are generally one-off exercises but they may be repeated. Projects can be part of a big program or operation. Project management is an effective approach to implementing a entity's operations strategy. Projects produce what is best described as product; the product is therefore the output of a project.



# Policy Formulation, Policy Analysis & Implementation



- This module trained fellows on the methods and practice of policy formulation analysis and implementation in public organizations and private institutions. Public policy is a proposed deliberate and binding course of action intended for a group of people by a government within a given environment. Providing both opportunities and obstacles when the public policy is activated in an effort to address a public issue.
- Policy implementation on the other hand involves the process of moving a policy document from the paper conceptualization to reality. It often requires four stages namely; the policy implementation exploration stage, installation, initial implementation full implementation and expansion stages.

*“To conduct policy analysis a systematic evaluation of the technical and political implications of alternatives proposed to solve a public problem is required”*





# Family & the Nation: Understanding the Role of Family in Nation Building



19

## Rev. Dr. Julius Titatah

- The Family and the Nation module session taught fellows on the importance of family life.
- It explained the true meaning of marriage and effective parenting
- Highlighting the role of the family and effective parenting in nation building



*“When the Family is in order and respect God’s principles for family life with everyone playing their role, we will have a good Nation.”*

*“MARRIAGE IS THE ONLY GODLY INSTITUTION FOR RAISING A GOOD FAMILY*

*Family is the root of all the Nations of the world  
The Divine Order  
Therefore is:  
GOD  
FAMILY  
NATION”*



## Collective Learning, Ethical Leadership & Mutual Pursuits

*“BMF ensures a critical leap forward, and provides collective learning towards successful ethical leadership and professional management of small enterprises in Cameroon’s informal sector”*



*“BMF offers fellows with collective learning opportunities critical to overcoming shortcomings in the development potential of new entrants into the business and public service sectors”*



*“Bringing values-based impact into the national market”*



*“Quality learning and open discussions far beyond academic experience”*

## Informal Sector Actors Business & Public Service Governance Fellowship: Closing Ceremony



Representative of the Director General, FEICOM

*“FEICOM lauds the BMF initiative and looks forward to working with IGI and the Councils on its expansion”*

*“IGI is committed to improving governance and ethics in public-private sectors; helping ordinary citizens overcome short-comings in their development potential”*



Resident Country Representative of IGI Cameroon



*“I want to congratulate you all and also to reassure you of the support of the ministry of small and medium sized enterprises, social economy and handicraft to increase skill building opportunities for informal sector actors”*



Representative of MINPMESSA







# Buea Municipality Informal Sector Support Program Anticipated Goals & Road Map



25

**Ekema P. Esunge: Mayor of Buea**

BMF closes one of the major loopholes in the implementation of Cameroon's national economic and governance policies, by directly improving the business skills of small business operators



<i>Buea Councils Objective</i>	<i>Measurable Indicator</i>	<i>Immediate impact</i>	<i>Long Term Impact</i>
<i>Facilitate upgrade of labor market skills of 2000 young entrepreneurs active in the informal sector in Buea Municipality</i>	2000 young entrepreneurs are equipped with modern labor market skills by 2020	400 young entrepreneurs and job seekers have improved marketable and employment skills in business management and public service integrity over 2 BMF editions	Additional 20% boost in informal sector productive in Buea municipality by 2022 Ease of doing business significantly improved Value added contribution of new entrants into the labor market ensured

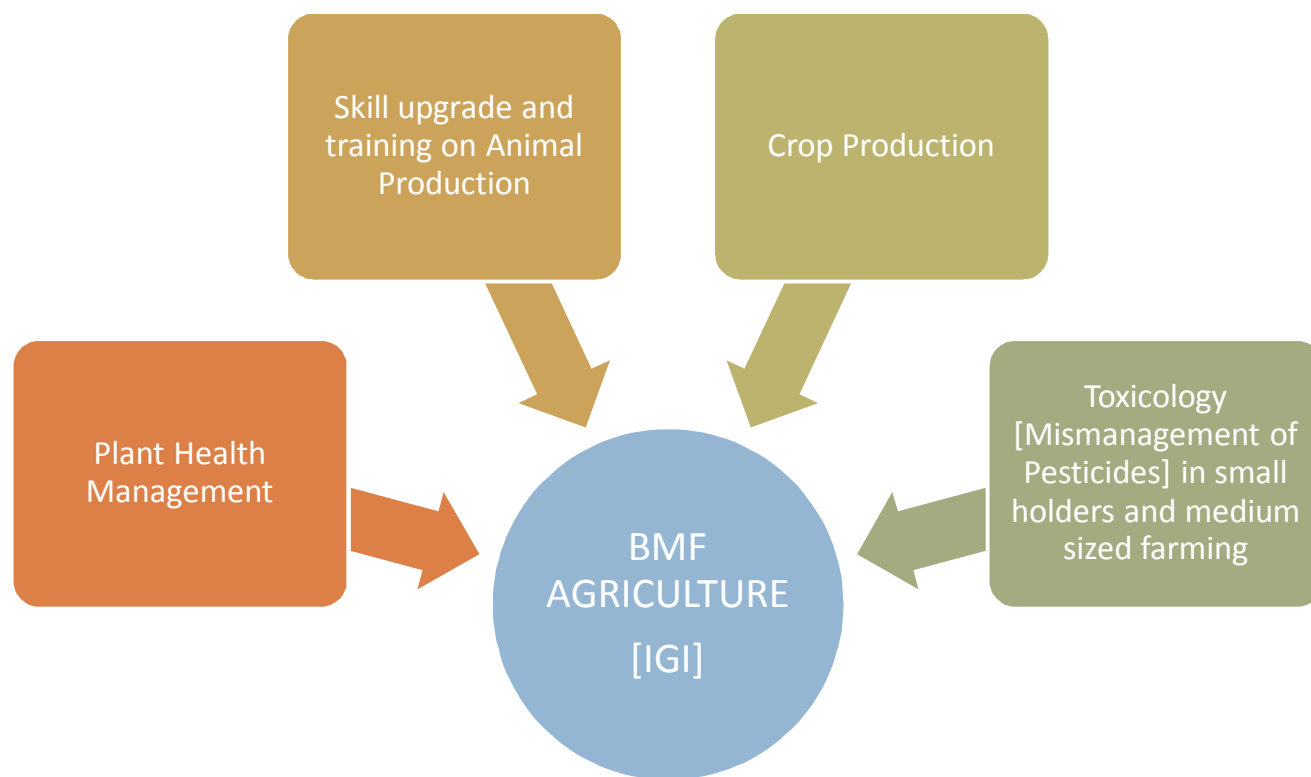
# Buea Municipality Informal Sector Support Program: Highlights of 2016 [First] Edition



# Coming Soon!

## International Governance Institute's: BMF Program for Agricultural Entrepreneurs in Rural Cameroon

Meeting the skill development needs of Agricultural Entrepreneurs in rural Cameroon. The program will focus on four axis:





# Connecting Human Capital to Cameroon's Development Agenda

Fostering Business Growth & Accountability



## CONTACT US!

International Governance Institute  
Fako Ship Plaza Suite 07. P.O. Box 206 Buea

[www.igi-cameroon.com](http://www.igi-cameroon.com)

[www.bmfbuea.org](http://www.bmfbuea.org)

[info@igi-cameroon.com](mailto:info@igi-cameroon.com) or [cameroon@igi-integrity.com](mailto:cameroon@igi-integrity.com)

+237-677775919



*“IGI is devoted to a progressive and sustained impact on all its support programs”*



*Visit our website [www.igi-cameroon.com](http://www.igi-cameroon.com) and learn more about our projects and programs in Cameroon*