

Implementing Reforms in the Cameroonian Public Service System the Effectiveness and Efficiency of Administrative Reforms

Dr. Ngwainmbi Isaiah Djam
donisaiah23@yahoo.com

Abstract: Every administrative reform has a political dimension, since the notion of improvement implies a choice of values. Reforms usually run up against resistance or inertia, thus forcing their proponents to engage in some measure of advocacy. Thus, there is a call for concern on what has actually changed in the administrative machinery and what grounds remain to be covered or what needs to be done to guarantee the effectiveness and efficiency of these administrative reforms. As such the research seeks to systematically make an inquiry into the measures needed to be taken to guarantee the effectiveness and efficiency of administrative reforms in the country and to proffer the necessary solutions. Data was collected both from primary and secondary sources through questionnaires which were completed by policy makers (law makers, ministerial staffs and judges), data was also gotten from books periodicals as well as articles published on administrative reforms and analysed using frequency tables. Among others, the research came out with the following findings that human behaviour, outlook and attitudes are constantly changing and the impact of changes falls upon society in general and upon administration in particular, therefore the Cameroon public administration must make sincere and serious efforts to meet the new demands which are resultants of changes in outlook and behaviour. Therefore, the study recommends among others that in order for the administrative reforms to be effective and efficient the government needs to adopt sound administrative reforms that can withstand the changing outlooks, behaviours and attitudes of its administrators and citizens; it would need to increase the scale of operations, based on evidence collected mainly in the field; devolve appropriate fiscal and political responsibilities to sub national governments as incentives to deliver locally preferred services and provide employee satisfaction and morale to overhaul the entire administrative machinery in the public service delivery system.

Keywords: Reforms, Public Service, Effectiveness, Efficiency

Introduction

It is said that, human behaviour, outlook, attitude and others are constantly changing and the impact of these changes falls upon society in general and upon administration in particular. Therefore, it is important for the public administration to make the necessary reforms needed to meet this new demands which are results of changes in outlook and behaviour. As a result, the public administration cannot remain static. There is therefore the need of reforming administration (Caiden 1968: 347-354).

In the words of (Gow J.I 2012:1), administrative reform can be seen as a conscious, well-considered change that is carried out in a public sector organization or system for the purpose of improving its structure, operation or the quality of its workforce. For Caiden (1968), it is based on the simple idea

that man should not wait for changes to take place naturally but should seek to speed, by artificial means, improvements in the world order while for Evans (2008:2) it involves all aspects of the management and organization of personnel that is, it includes programs to downsize the civil service and reforms to the personnel information system (including civil service census), the career paths, the pay grades (decompression), other aspects of the incentive system, as well as the organization of ministries. From the said definitions, administrative reforms is said to involve all aspects of governance, as it cannot only be limited to the economic aspects, but it can also target objectives concerning improvements to public life, such as eliminating patronage, nepotism and corruption, increasing representativeness, fostering the participation of citizens and groups, and enhancing accountability and transparency (Gow J.I 2012:1).

As concerns the public sector reforms in Cameroon, the Commonwealth Secretariat (2016) in a paper explains that, in 80s and 90s, the management of career and salaries of civil servants in Cameroon was jointly managed by the ministry public service and that finance respectively. In order for these two computer applications to properly exchange information, a SIGIPES/ANTILOPE interface was established. These two applications that was designed for a centralised form of management soon became obsolete with the these shortcomings amongst which are: management by the ministry of public service of employees known only by their service number (without knowing the owner), cumbersome and unreliable methods of processing files, an inadequate number of staff in the ministry, inefficient control of the administrative situation of public employees, a long time spent in calculating the benefits of retired workers, lack of an accountability system and inconsistency of the computer application for the payroll with modern needs. In the face of the above shortcomings, the government decided, within the framework of the National Programme on Governance (NPG), to take up the reform challenge ('Devolution of State Human Resources Management'), in order to ensure better and efficient management of state employees and for better results. The reform was materialised by the transfer to each user ministry of some of the attributions or competences hitherto entrusted to the ministries in charge of public service and finance. This strategy, which main emphasis was on the accountability of ministries using the services of state personnel, is based on the following concepts: accountability, efficient and satisfaction of users, services of proximity, reliable governance of government services, streamlining of personnel organisation and management methods. The reform was aim to control the number of public employees and the state wage bill which resulted in a wide range of innovations and paved the way for a real change of organisational culture within the Cameroon public service (thecommonwealth.org).

Furthermore fighting corruption is one of the key elements for reforms in Cameroon as it was an essential component of the National Governance Programme. In the 2003 Poverty Reduction Strategy Paper from the World Bank, consultations conducted showed that people ranked corruption as a key determinant of poverty, directly related to public management. Under its Priority Action Plan, the government created Anticorruption units in all ministries and in some public agencies with their activities coordinated by the National Anticorruption Observatory under the authority of the Prime Minister, who personally chairs the meetings of an ad hoc anticorruption committee. Also, in addition to the reforms above under the Priority Action Plan, the government carried out other reforms planned under the National Governance Program or those included under the Poverty Reduction and Growth Facility (PRGF) arrangement such as, its commitment to improve reporting, including the production of periodic reports on budget execution in all ministries and parastatal organizations, and to enforce legal sanctions against public managers convicted of mismanagement or financial embezzlement. For IST-Africa Research, the government of Cameroon policy focus is to modernize the management of the state with an efficient public administration, decentralization of government, and public participation in decision-making. Using the capabilities of Information and Communication Technologies to enhance the modernization of public services will ensure the

improvement of government's relations with citizens, public and private companies or increase the effectiveness of their internal functioning but its greatest roadblock is deep rooted corruption in the public service, inertia, nepotism, tribalism and regionalism which has become like a norm in the public service.

Statement of the Problem

Throughout the world, efforts are being made to reform the administrative systems of countries. Such reforms are usually supported by two reasons: one is that public administration must create a congenial atmosphere for investment, and the other that, as far as practicable, the public administration must be efficient and moral or ethical. Given the fact that the government of Cameroon has instituted administrative reform since the introduction of its development goal in 2009, it becomes necessary to assess the effectiveness and efficiency of these administrative reforms. This is important because since the introduction of these reforms there had been moves to create ministries, departments, and to modernise the public service control of staffing and payroll with a view to optimise its costs and raise performance by totally lifting the hiring freeze and deployment of SIGIPES (Computerised System for the Integrated Management of State Personnel and the Payroll) throughout the administrative system. There had also been the finalisation of the preliminary studies for the development of performance standards and the national training plan for state employees. The Government had planned to develop organic frameworks in all jurisdictions in respect of the appointment, modernization and efficiency of the civil service by improving the institutional framework. It had embarked on the grooming of administrative procedures and promotion of good governance, the definition of the policies of development of human resources of the State and devolution of some functions to local authorities. As such, despite these plans and efforts by Government, corruption and embezzlement, inertia, nepotism, favouritism, tribalism, clientelism and regionalism continue to be the norm in the public service, which indicates a call for concern on what has actually changed in the administrative machinery and what grounds remain to be covered or what needs needs to be done to guarantee the effectiveness and efficiency of these administrative reforms.

Research Questions

1. What are the administrative reform endeavours that promote the effective and efficient functioning of the administrative machinery of the country?
2. What elements of good practice in the reform efforts of a number of countries engaged in administrative reforms that are vital lessons for Cameroon?
3. What administrative reforms are most vital for the local governance of the country?
4. What empirical evidence is necessary for the enhancement of effectiveness and efficiency in reforming the administrative machinery of the country?

Research Objectives

1. Identify the administrative reform endeavours that promote the effective and efficient functioning of the administrative machinery of the country;
2. Examine the elements of good practice in the reform efforts of a number of countries engaged in administrative reforms that are vital lessons for Cameroon;
3. Assess the administrative reforms that are most vital for the local governance of the country;
4. Evaluate using empirical evidence the measures necessary for the enhancement of effectiveness and efficiency in reforming the administrative machinery of the country.

Issues on Administrative Reforms

Administrative reform is a broad term and naturally its area is quite wide. The true administrative reform does not mean piecemeal reforms that take place here and there in the vast body of public administration. Every issue that concerns the government may also come under the umbrella of

administrative reform. Viewed from this perspective we can say that administrative reform includes numerous issues. It is because the chief aim of public administration is to help the state in achieving its goals. Caiden says that a true public administration must consider the following issues as its subjects, "Public administration no longer stops at the housekeeping end of these and other public activities, such as forestry, laboratory administration, gallery administration, archives and engineering". According to Caiden the subject matter of public administration is very wide and it is concerned with all sorts of public authorities. If so, whenever an attempt is made to reform public administration all the important subjects and areas must come under the purview of administrative reform (Caiden 1968: 347-354).

According to MalekShah (2012), administrative reform is meant to improve administrative capability and capacity, particularly in the developing countries, for the purpose of achieving national goals effectively. In other words it is meant to encourage an effective administration capable of bringing about economic, political and social development. For him, any attempts to evaluate the administrative reform programmes in most of the developing countries should be in the context of national development, because administrative reform is regarded as "a conscious and deliberate attempt to improve bureaucracy in order to attain national development goals. For UNDESA, Administrative reforms seeks to deal with government-wide problems and some countries see it as a necessary instrument in meeting the changing needs of their societies. Because, sometimes reforms arise in response to a crisis and in other instances it is used as a political slogan. For example, some governments have been dismissed or toppled on allegations of abuse of power, corruption, mismanagement and maladministration. Incoming regimes have promised to remove the shortcomings through reforms, and to make administration more transparent, responsive and accountable. Practitioners and advisers are frequently joined by the academic community in advocating for administrative changes. Seminars and conferences have been regularly convened to identify administrative problems in developing countries and to explore areas of administrative change. All This has produced a sizeable reform "industry" involving international organizations, consulting firms, universities and change process experts. (UNDESA:1994)

Kamanda (2006), in his argument of the need for reform in Cameroon questions whether it is in consonance with what took place in most Third World countries, as summarized by Nunberg (1994) as resulting from the inability of developing countries governments to manage and finance their civil services, and from the fact that civil services themselves suffered from three diseases: too large, too expensive and insufficiently productive. His argument is that the civil service was overstaffed because of the over development of public agencies and organisations charged with too broad and blurred responsibilities and that many agencies employ too many workers vis-à-vis their needs with a compensation plan which does not correspond to any technical or economic logic. This over staffing resulted in poor motivation, in low or extremely low remuneration scales for upper and middle managerial positions, in comparison with the private and even the parastatal sectors. All this led to the underperformance of the public service as great delays become a norm in the public service.

In Cameroun Vision 2035 which aims "to transform Cameroon within the next 25-30 years into a prosperous and democratic nation that is united in diversity" is seen as blue print for reforms in the administrative setup. (Ngwane 2014) argues that the vision required maximum national support, massive broad-based participatory input, and an affiliate, sensitive and receptive leadership. That it was necessary for it to be exposed through a bottom-up, non-partisan and all-inclusive paradigm instead of its bureaucratic origin. This could have been done by hosting debate forums at the regional and national levels to have broad base inputs from Cameroonians from all works of life for the construction of a new social contract and a new Cameroonian order. In South Africa such forums are called "imbizo". For the US State Department (2014:1), the investment climate in Cameroon is plagued by endemic corruption and a heavy-handed and slow moving bureaucracy. Though Vision

2035, stresses the importance of large-scale infrastructure development and foreign direct investment, corruption throughout the government, including the judiciary, makes it very difficult for a U.S. business to protect its investment, raising the risk of doing business in Cameroon. And even though recent World Bank reports indicate a significant improvement in the GRC's willingness to respond to some of the recommendations necessary to improve the ease of doing business in the country, there will be no hope until the government tackles the pervasive corruption plaguing it and find effective ways to streamline its bureaucratic procedures which drag negotiations out for years.

In an analysis of Failed Development Vision in Nigeria, (Eneh 2011:63) underscores that, Nigeria's underdevelopment is more of poor implementation than lack of development visions and programmes. That is, Policy summersault and development projects abandonment are common. He emphasize on the need for Political leaders to be sensitized on putting society interest first and committing to development visions and programmes and the need for Nigerians to be sensitized on holding political leaders accountable to campaign promises and development programmes. For him it is a common slogan amongst the political elite that where there is no vision, the people perish as they often articulate very expensive and colourful development plans, policies, programmes but are chicken-hearted in their implementations except to enrich their cronies, political stooges and royal choristers or sycophants. He goes further that at the end of their tenure, without any results to show for the so called vision and with no regrets for the failure, these failed leaders often still aspires to continue in office even after the end of their tenure. Danilo Reyes in Taylor and Francis Group (2011;3), argues that "public administration in the Philippines today is a product of the colonial era and adapted to the idiosyncrasies of indigenous cultural traditions, values, mores and norms." Familial traditions of close-knit relationships and kinship are strong and characteristic of the local population. In the Philippines, "appointments of relatives to executive and bureaucratic positions by powerful family members remain a common practice in spite of laws to the contrary. Political dynasties in various provinces and cities are often built on the strength of these relationships." Bidhya Bowornwathana sees in Thailand a strong, enduring legacy of patron-client relations that continues through today; "To advance in the bureaucracy, a young aspiring bureaucrat needs to have a powerful politician as patron.... Some successful bureaucrats were fortunate to be born into a powerful family with networks extending to the palace, military, political parties, and the business world. Those that are less fortunate will have to build their own political network connections." However, because politicians have high turnover, "career advancement (increasingly) depends less on your immediate superior and more on your connections outside the department.

As for South Africa, it has recorded one of the most impressive achievements in public service innovation in Africa. Indeed, if any country has institutionalized public service innovation, it is South Africa. Guided by the slogan "Batho Pele" (meaning People First), the public service has implemented a variety of initiatives aimed at responding to the needs of citizens and non-citizens alike. The Directory of Public Services published (and periodically updated) by the Department of Public Service and Administration is a testimony to the Government's concern for the welfare of South Africans and as well as of foreigners who come in daily contact with the public service. For a prospective "consumer" of public service products, the index to the Directory is where to begin to look for assistance. It does not matter whether one is interested in the plight of abandoned or abused children, adopting animals, fixing burst pipes, or approaching the Constitutional Court. The index will guide the client to the appropriate page containing details of the service provider (UNDESA:2004).

The importance of administrative reforms

An important reason or condition of reform is that, there is a clear gap between the existing system and what people or clients want. In other words, the prevailing structure of administrative system is

incapable of meeting the demands of society naturally, the public administration must be reformed—it shall be made suitable for the new and demanding situation. There is a second reason which is weightier. The colonial powers of Europe administered the colonies of Asia and Africa following their own method, and rules and the chief purpose of colonial administration was to elongate the colonial rule. There was another purpose and it was to fulfil the aims of colonialism. After the colonies achieved political freedom, it was found that the colonial system of administration was not in a position to meet the requirements of the newly independent states. At the same time, the rulers of the new states realised that the old system of public administration could not be jettisoned. The necessary parts of the old colonial public administration can be kept and something new should be added to the old body to make the whole updated public administration suitable and meaningful. This can be treated as the starting point of administrative reform.

The believers of an ideology think that through the application of the ideology which he supports his objectives can be achieved. Through the application of an ideology, social movement can be started and the reform of public administration falls within the category of social movement or the change of social system. The social system can be changed through the reform or radical change of the whole administrative system. (Caiden 1968: 347-354)

The government and public administrators introduced numerous administrative reforms to face the realities of changes that fell on public administration. It is observed that if science and technological progress are merged with public administration, that will produce best results. But both science and technology are changing – so public administration will change and it is through reforms.

Also, in order to incorporate the importance of ecological factors upon the public administration it is necessary that the prevailing system of administration should be changed or reformed. Fred Riggs is the first man who drew our attention to the immense importance of ecology on public administration. The reforms of public administration must be made in the background of the entire social system including ecology. The impact of ecology upon the society is so comprehensive that it cannot be ignored. But the old public administration did not feel it necessary to refurbish the public administration in the background of the entire social system including ecology. After Riggs succeeded in drawing our attention to the importance of ecology in public administration it was felt that the old structure of public administration should be reformed, otherwise it will have no relevance at all.

The government or top executive feels the necessity of reforming administration. The economic systems of earlier centuries were interdependent, but their interdependence today has surpassed all previous records. If a state wants to survive it must accept the reality which means that the administrative system must be changed to make it relevant for the prevailing situation. This however, is not imaginary. The public administration of many countries has been forced to reform in the light of changes that took place in the eighties and nineties of the last century (Caiden 1968: 347-354).

RESEARCH METHODOLOGY

The research adopted a hybrid of qualitative and quantitative approaches. The quantitative approach was used mainly to measure the level of service provision and the perception of citizens on service provision by the administration, relying essentially on quantitative figures generated through questionnaires and interviews. The correlational design was employed in the research. Sub-classifications have been made on the basis of sex, level of education, status in policy making, age, and years in career. The target population was the stakeholders in policy making, the three organs of government in Cameroon (Executive, Legislative and Judiciary). A carefully selected sample was used to provide data representative of the population from which it is drawn. Out of this target population comprising all Cameroonians, 200 respondents were selected to form our sample size. It

made use of both probable and purposive sampling. A simple random sampling technique was used whereby any stakeholder within the study area had an equal opportunity of being selected. Purposive sampling was used in this study to select the groups of the research. The research used descriptive statistics and logical reasoning in analyzing the data. In particular the software Package for Social Sciences (SPSS) was used to analyze the data, the use of percentages, the use of tables and narration were used in the data analysis.

DATA ANALYSIS

TABLE 1: The general responses on implementing reforms for vision 2035 in Cameroon: the effectiveness and efficiency of administrative reforms.

SN	Issues Raised by researcher	Respondent opinion					
		SA	A	D	SD	NO	Total
1	Human behaviour, outlook, attitude and many others are constantly changing and the impact of changes falls upon society in general and upon administration in particular	82	112	2	1	3	200%
2	The Cameroon public administration must make sincere and serious efforts to meet the new demands which are resultants of changes in outlook and behaviour	103	87	5	1	4	200%
3	Viewed from this perspective the Cameroon public administration can never remain static. In other words, the administrative system should be reformed so that it can meet the new demands of society. Here arises the necessity of reforming administration	117	73	3	2	5	200%
4	Reforming the administrative system of the country involves the artificial inducement of administrative transformation against resistance. It is different from reorganisation or changing the administrative system, though reorganisation is not ruled out of the reform	32	99	30	4	35	200%
5	The organisation of reforms contemplates changes of some sort in an on-going activity, and, with it, ordinarily, some transfer of control	36	127	15	1	21	200%
6	To secure a desired change it may be enough to issue an order or to make a persuasive suggestion to display rewards and punishments to the people already in place. Reorganisation presumes that these remedies may accompany or follow, but are not available or will not suffice to start the process of change. Instead it decrees a change in organisational structure or jurisdiction as a beginning and counts on this	37	115	22	4	22	200%
7	We must be aware that there is difference between changes and reforms. All reforms are changes, but all changes cannot be considered	62	110	16	4	8	200%

	as reforms. Changes are linked with piecemeal alternations and very often sporadic. The purpose of change is not to bring about large-scale or radical alternations – changes always do not have specific and positive purposes. Sometimes changes are introduced half-heartedly						
8	The changes may be reactionary. On the other hand, reforms aim at wide and sometimes radical changes in a system. Reforms are always normative and are introduced with specific purpose in mind. The Reformation Movement in the country must be launched with certain specific purposes and these are to reform the out-dated concepts and dogmas of the administration. So reforms sometimes assume the character of movement. But the country's administrative reform does not fall in the category of movement	46	96	22	2	34	200%
9	It has already been noted that reforms are normative in nature. They are introduced for the attainment of specific purpose. It is generally said that the idea of introducing reforms arises only when the prevailing system appears to be unworkable or fails to meet the basic demands of society. The present administrative reform falls in this category	60	87	30	4	19	200%
10	The purpose of administration is to meet the demands of people and execute the policies taken by the government. But when it is felt that the prevailing system of public administration fails to reach the target and to meet the demands of people then the question of reforming administration arises. In other words, the prospect and the prevailing situation move in opposite direction. Reform becomes inevitable	77	92	14	3	14	200%
11	The reform of our administrative system was felt primarily for the growing need to create a friendly atmosphere for present-day investment	39	86	47	10	18	200%
12	The reform of our administrative system was also felt for the reason that, as far as practicable, the public administration must be efficient and moral or ethical	60	104	20	2	14	200%
13	It has been enthusiastically advocated that the public administration has a special and very important role not simply for the maintenance of day-to-day administration but for better	91	96	0	3	10	200%

	administration and development of society and if this goal is to be achieved the subject must be studied seriously and certain reforms are to be introduced so that it can meet the new demands of a changing society						
14	Since the public administration is made fully suitable for a changing society and, to achieve this goal, extensive research work should be started and continued. The bureaucracy is the root cause of many evils in the country and for that reason it ought to be controlled. It is impossible to control it by ways of direct democracy. Naturally, the only way of controlling bureaucracy is by way of reforming public administration	70	88	23	4	15	200%
15	The administrative reform is influenced by the value or belief system that is accepted as fact or truth by the ruling elite as there are certain attitudes which are related to political, economic and social issues that they think that through the application of the ideology which they support their objectives can be achieved	39	97	31	6	27	200%
16	By application of an ideology of the ruling elite, social movement can be started and the reform of public administration falls within this category of social movement or the change of social system. The social system is expected to be changed through the reform or radical change of the whole administrative system	42	82	39	7	30	200%
17	Since an ideology of the ruling elite helps the administrative reform, should the administration fail to meet the requirements of the people another movement is expected to be launched to highlight the inability of public administration and, simultaneously, movement is re-launched. The purpose of such movement is expected to explain the drawbacks or limitations of public administration to the general public	49	91	24	3	33	200%
18	The sponsors of the present movement are expected to explain their purposes to the people. Common people may not always be aware of the complexities of public administration. Keeping this in mind, the leaders of the present reform movement need to explain everything to the public and, at the same time, place alternative proposals to the public. Strictly speaking many may object that this is not, strictly, ideology	59	100	15	1	25	200%

19	It is to be remembered that in order to ensure reform in administration, large scale support of people is necessary, since there must be some men who oppose reform. So in order to make administrative reform successful a movement is essential. Also since experience shows that there is strong link between movement and emotion, People need to be emotionally aroused in favour of administrative reform	64	92	21	6	17	200%
20	A sense of orientation when one is lacking is needed in implementing administrative reforms. It mirrors a universal picture and a reference point for individual actions as well as social policies .To sum up, ideology of the ruling elite always plays an important role in the field of politics, and public administration is an important part of politics. Hence for the ruling party or government to have large scale reform in public administration it should be its duty to convince the people of the necessity of administrative reform. Without people's co-operation reform will remain a distant hope.	79	95	12	5	9	200%
21	Like any other developing nation, there is constant presence of industrialisation, modernisation and development and the greater part of this pressure falls upon public administration. But since the concepts of industrialisation and modernisation are constantly changing the public administration will have to adjust with all these changes and hence the reforms of our public administration are essential	73	103	8	1	15	200%
22	The future of the country depends upon management, upon its objective, and social contents, functions and principles.” The government and public administrators must introduce numerous administrative reforms to face the realities of changes that fell on public administration. For science and technological progress to be merged with public administration that will produce best results, and both science and technology are changing, public administration must always change through reforms	80	96	12	1	11	200%
23	In implementing reforms, the policy-maker must not jump upon a new decision or project without carefully considering all the probable aspects of the policy if it is executed. This cautious stepping is expected to be the central	94	95	1	3	7	200%

	concept in our administrative reforms						
24	An important reason or condition of reform in our administrative system is that there is a clear gap between the existing system and what people or clients want. In other words, the prevailing structure of administrative system is incapable of meeting the demands of society naturally; the public administration must be reformed and made suitable for the new and demanding situation	76	97	11	5	11	200%
25	With the achievement of political freedom, it is found that the colonial system of administration was not in a position to meet the requirements of the newly independent state. At the same time, the rulers of the new state have realised that the old system of public administration could not be jettisoned. The necessary parts of the old colonial public administration can be kept and something new is to be added to the old body to make the whole updated public administration suitable and meaningful. This can be treated as the starting point of our administrative reform	61	106	14	7	12	200%
26	In order to incorporate the importance of ecological factors upon our public administration it is necessary that the prevailing system of administration should be changed or reformed. The reforms of public administration must be made in the background of the entire social system including ecology, as any reform attempt should keep the entire social and political fabric as its target	43	112	14	4	27	200%
27	Our public administration in general has been built up in the background of an old model of bureaucracy. But what was built up in this old model of bureaucracy at the beginning of the last century during the last one hundred years has experienced sea-changes in the administrative systems and the old model has proved its incapability to face new situations. This inspires the public administrators to reform our public administration	70	103	15	2	10	200%
28	Globalisation and liberalisation have necessitated the reforms of our public administration. The impact of globalisation or liberalisation is so far-reaching that the administrative system of the country cannot remain neutral, thus, the old public	62	105	20	3	10	200%

	administration makes itself irrelevant for the new circumstances created by globalisation						
29	Reform has been a slow process, when new a situation arises or problems crop up, the old administrative system becomes incapable to cope with it and the authority feels that some parts of public administration are to be reformed. New methods are adopted and these are allowed to function. If satisfactory results are not obtained then other new methods or reforms are introduced and in this way the reform process continues. As such, the reform has been a slow and continuous process. When the situation calls for a reform or change in administration the authority responds	57	101	14	7	21	200%
30	Our administrative reform is the structural type of reform, as the structure and working of public administration are reformed. New methods or systems are introduced. For example, decentralisation, delegation, or hierarchical methods are introduced for the betterment of public administration or it may be that the whole administrative system is divided into parts	46	115	11	5	23	200%
31	Our administrative reform is behavioural reform, as it has been found that the public administrators or bureaucrats do not always behave properly with the people or clients. This may inflict adverse consequences upon the people or public administration. The report of uncommon behaviour or unbecoming attitude reaching the political authority has made it adopt precautionary measures	36	90	38	16	20	200%
32	Our administrative reform is organisation development, as is a planned, organisation-wide attempt directed from the top that is designed to increase organisational effectiveness and viability through calculated interventions in the active workings of the organisation. The whole organisation is not completely changed or the organisational system is not rejected, but the internal management is sometimes reorganised to make it suitable for the new changes or situation. Legitimate claims or suggestions are accepted and incorporated into the administration of organisation. The chief aim is to develop the administrative system to satisfy the needs of clients or people. The team management or the	46	96	22	4	32	200%

	relations among the various departments are reorganised. This enables the organisation to develop						
33	Generally put, the implementation of reforms in our administrative system has been efficient and effective	16	41	69	62	12	200%
	Total	2004	3189	640	193	574	6600
	Percentage	30.4%	48.3%	9.7%	2.9%	8.7%	100%

Source: Field survey October 2016

Research Findings

Human behaviour, outlook, attitude and others are constantly changing and the impact of these changes falls upon society in general and upon administration in particular. Therefore, it is important for the public administration to make the necessary reforms needed to meet this new demands which are results of changes in outlook and behaviour, as a result, the Cameroon public administration can never remain static. In other words, the administrative system should be reformed so that it can meet the new demands of society. Also, that reforming the administrative system of the country involves the artificial inducement of administrative transformation against resistance, it is different from reorganisation or changing the administrative system, though reorganisation is not ruled out of the reform.

We must be aware that there is difference between changes and reforms. All reforms are changes, but all changes cannot be considered as reforms. Changes are linked with piecemeal alternations and very often sporadic. The purpose of change is not to bring about large-scale or radical alternations as changes always do not have specific and positive purposes. Sometimes changes are introduced half-heartedly, the changes may be reactionary. On the other hand, reforms aim at wide and sometimes radical changes in a system. Reforms are always normative and are introduced with specific purpose in mind.

The Reformation Movement in the country must be launched with certain specific purposes and these are to reform the out-dated concepts and dogmas of the administration. So reforms sometimes assume the character of movement. But the country's administrative reform does not fall in the category of movement.

Conclusion

The conceptions of citizens do not vary on the effectiveness and efficiency of administrative reforms in Cameroon. This is indicative of the fact that based on the sample, the population greatly and unanimously accepts that there is the need for concrete administrative reforms in the country that can be effective and efficient. However, such conceptions do reflect their status in policy making based on the sampled units of analysis (i.e. the executive, legislature, Judiciary); their years of service in the career (i.e. long and short years of service) and also their educational attainment based on the sampled units of analysis (i.e. the highly and lowly educated).

Recommendations

- In order for the administrative reforms to be effective and efficient, the government needs to motivate workers in the public service by an increase in their salaries which is considerably low of which is one of the principal cause of the inefficiency in the public service.
- There is the need for the government to adopt sound administrative reforms that can withstand the changing outlooks and behaviors of its citizens.

- Also the government should introduce a reorientation program which should focus on its future ambitions and goals for the public service.
- The government should also focus on the behavioral reform of workers in the public service instead of creating new structures which do not still solve the problems of the public service.
- It would need to increase the scale of operations, based on evidence collected mainly in the field; devolve appropriate fiscal and political responsibilities to sub national governments as incentives for to deliver locally preferred services and; provide employee satisfaction and morale to overhaul the entire administrative machinery to upgrade the service delivery system.

REFERENCES

- [1] Bayie Kamanda, « Cameroon: The Retrenched Workers of the Civil Service and Parastatals. Assessing the Needs for the Reforms », Bulletin de l'APADmis en ligne le 19 septembre 2006, consulté le 04 avril 2017. apad.revues.org
- [2] Caiden, G. (1968). *Administrative Reform*, International Review of Administrative Sciences, vol. 34, no. 4, pp. 347-354.
- [3] Commonwealth Secretariat (2016), *Key Principles of Public Sector Reforms Case Studies and Frameworks*. thecommonwealth.org
- [4] Gow, J. I. (2012). "Administrative Reform," in L. Côté and J.-F. Savard (eds.), *Encyclopaedic Dictionary of Public Administration*, [online], www.dictionnaire.enap.ca
- [5] Hj. Malek Shah b. Hj. Mohd. Yusoff (2012), *An Overview of the Administrative Reform in the Malaysian Public Service*, Newbury Park (CA): Sage.
- [6] Onyenekenwa Cyprian Eneh (2011): *Failed Development Vision, Political Leadership and Nigeria's Underdevelopment: A Critique*. Asian Journal of Rural Development.
- [7] Taylor & Francis Group (2011): *Public Administration in Southeast Asia*. CRC Press. New York.
- [8] UNDESA (1994): *Rethinking Public Administration: An Overview*
- [9] UNDESA (2004): *Mainstreaming Professionalism and Ethics in the African Public Service* (Proceedings of a Workshop) held in Addis Ababa, Ethiopia, from 1 to 3 December 2004.
- [10] United States of America, "Department of State": 2014 Investment Climate Statement June 2014"
- [11] V. Bhaskara Rao: "Public Administration And Public Policy" Vol. I - Strategies of Successful Administrative Reforms - Encyclopaedia of Life Support Systems (EOLSS) www.eolss.net
- [12] World Bank - Poverty Reduction Strategy Paper (2003)
- [13] World Bank. (2000). "Entering the 21st century—World development report" 1999/2000. New York: Oxford University Press.
- [14] www.gngwane.com/2009/04/28/cameroun-vision-2035-rebranding-cameroon.
- [15] www.ist-africa.org