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**SURVEY ON THE MONITORING OF PUBLIC EXPENDITURES AND
RECIPIENTS' SATISFACTION IN THE EDUCATION AND HEALTH
SECTORS IN CAMEROON (PETS)**

**Implementation of the first Survey recommendations carried out in
2003/2004**

December 2010

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ACRONYMS AND ABBREVIATIONS

| | |
|-------------|--|
| REA | Rural Electrification Agency |
| ARMP | Public Contract Regulatory Board |
| CAB | Minister's Office |
| PIB | Public Investment Budget |
| DGA | Department of General Affairs |
| DDRHE | Department of State human resources development |
| DECC | Department of examinations, competitive exams and Certification |
| DEP | Department of Studies and Prospection |
| DEPMI | Public Expenditure Based on Computerized Mercurial |
| DGB | Directorate General of Budget |
| DGC | Department of Carrier Management |
| DGTMC | Directorate General of Treasury and Monetary Cooperation |
| DOST | Department of Care Organization and Health Technology |
| DPPC | Department of Projects Planning and cooperation |
| DPCPOS | Department of Projects, Cooperation, Planning and School Orientation |
| DPD | Department of Development Planning |
| DPI | Department of Investment Programming |
| DPM | Department of Promotion of Equipment |
| DPPS | Department of Prospective and Strategic Planning |
| DRFI | Department of Financial Resources |
| DRFM | Department of Financial and Material Resources |
| DRFP | Department of Projects and Financial Resources |
| DRH | Department of Human Resources |
| FMSB | Faculty of Medicine and Biomedical Sciences |
| HU | Health Unit |
| IAEPM | Sub - divisional Inspection of Basic Education |
| IBIS | Computerized Application of Budgetary Execution Management |
| IG | Inspection General |
| IGE | Inspection General of Education |
| IGS | Inspection General of Services |
| NIS | National Institute of Statistics |
| MINCOMMERCE | Ministry of Trade |
| MINEDUB | Ministry of Basic Education |

| | |
|------------|--|
| MINEE | Ministry of Energy and Water Resources |
| MINEFI | Ministry of Economy and Finance |
| MINESEC | Ministry of Secondary Education |
| MINFOPRA | Ministry of Public Service and Administrative Reform |
| MINPLAPDAT | Ministry of Planning, Programming and Regional Development |
| MINSANTE | Ministry of Public Health |
| MINTSS | Ministry of Labour and Social Security |
| PAGODE | Management Procedures of Customs Operations and External Trade |
| PAGT/FP | Improvement of Governance and Public Finance Programme Management |
| PANERP | National Energy Action Plan for Poverty Reduction |
| PMFP | Public Finances Modernisation Plan |
| PRCTC | Capacity building project in term of Transparency and Control in the Public Resources Management |
| PREBIC | Software of Budget Preparation in Cameroon |
| SAGE | Number of school students management System |
| SIGEFI | Integrated Information System for Public Finance Management |
| SIGIPES | Integrated System for the Management of State Personnel |
| SPM | Prime Minister's Office |
| SYDONIA | Automatic Customs System |

1. BACKGROUND AND OBJECTIVES

1.1 BACKGROUND OF THE STUDY

The Public Expenditure Tracking Survey - PETS, also called "Budget tracking") is a statistical audit (not accounting) of the public expenditure circuit. It is a type of operation that aims to provide information for assessing the quality of public finance management in sectors or areas targeted.

The first operation of its kind known as PETS 1, sponsored by the Cameroonian Government, was carried out in Cameroon over the period 2003 - 2004 by the National Institute of Statistics (NIS). It was part of the triggers of the completion point of debt reduction of Heavily Indebted Poor Countries Initiative (HIPC). Following this study, a matrix of priority actions (MAP) was adopted and implementation has started within the program of modernization of public finance management. Some of these actions have been fully implemented and others are underway.

This report aims to measure progress through the results recorded. The need to assess the level of progress in the implementation of selected measures in the reform matrix derived from PETS 1 can be explained by the desire to correct any malfunctions that persist and update the matrix with the ultimate goal to ensure that the entire population gets adequate access to quality health and education services.

Furthermore, the law No. 2007/006 of 26th December 2007 related to the financial regime of the state has made available the "financial constitution of Cameroon". In connection with this law that enshrines the principles of sincerity and transparency in the conduct of public accounts, the PETS2 positions itself as an instrument for monitoring and evaluating the implementation of this new financial regime.

Given the importance of governance in the Government's current policy, and the place of results-based management, it was recommended that such a survey be generalized to all sectors and priority areas and carried out periodically, with lightweight collection tools, in order to assess the effectiveness of public expenditure and the evolution of recipients' satisfaction.

1.2 STUDY'S OBJECTIVE

1.2.1 General objectives

The overall objective of this implementation progress report of the PETS1 recommendations is to provide the Government and partners involved in the sectors of education and health, necessary information to assess the impact of measures taken since the completion of the first transaction on the quality and effectiveness of public expenditure over the period 2003 - 2004.

1.2.2 Specific objectives

Specifically the study helps to:

- i) Provide a current assessment of progress made in the management of public resources

since PETS1 and identify potential sources of inefficiency still existing.

ii) Evaluate the implementation of measures retained in the matrix of priority actions resulting from PETS 1 in order to appreciate the extent to which actors in the sectors concerned have appropriated the various monitoring and control tools of public expenditure;

iii) Update the matrix in the perspective of changing and reshaping, where necessary, measures / actions that have not been made explicit and whose implementation would have faced difficulties.

This implementation report aims to present on one hand, progress made by the Government on reforms formulated and adopted after the first survey (PETS 1), and on the other hand, the degree of recipients' satisfaction in the sectors concerned.

2. IMPLEMENTATION OF RECOMMENDATIONS RELATED TO THE BUDGETARY CIRCUIT

2.1 PREPARATION OF BUDGET

PETS1 results showed, firstly, an unequal distribution of budgetary allocations to schools establishments and health units, and on the other hand, inefficient consideration of real needs expressed. In 2010, some actions can be considered as part of measures implemented in connection with the recommendations of the matrix of priority actions.

2.1.1. Coordination services

Each year, a presidential circular relating to the preparation of the budget is prepared by the MINFI and MINEPAT. It sets the broad guidelines for the preparation of the budget. So far, this circular does not yet incorporate provisions relating to the combination of decentralized services in budget preparation and the mode of funding distribution between central and decentralized services.

Officials of central and decentralized services benefit from capacity building in terms of budget preparation, the outlines and guidelines for preparing and / or execution of the budget are updated regularly; budget booklets are available in central services, regions, divisions and subdivisions. Then, the project log book is published up to the municipal level and the publishing of the circular on the budget preparation is performed in the daily newspaper Cameroon Tribune. Finally, it is the editing of the project log book (paper, CD).

As for the investment budget in particular, the Ministry of Economy, Planning and Regional Development has just published (in 2010) the "Strategic Planning Guide" which will serve as an instrument of facilitation to all managers for the preparation of the budget by goal.

Capacity building of officials of central and regional services in the preparation of the budget by goal has started in 2010.

2.1.2. Health sector

Even if there are no strictly speaking internal conferences on budget for involving various officials at central and decentralized levels to budget preparation, all these actors have been involved in the development and validation of Health Sector Strategy (2001-2010) revised in 2009 by 2015. It is therefore hoped that taking into account the needs of these in the preparation of the budget improves.

As regards the outlines for the budget preparation, format of project files prepared and forwarded by the ministry in charge of the public investment budget, which have always served as a reference for the purpose is regularly updated.

In addition, the health sector has settled since 2008, a quality competition (SQI) whose purpose is to take into account the real needs of health districts, the operational level of national health system, for their integration into MTEF. Development health Plans of health district and consolidated development plans of regions elaborated in 2009 have been updated by the need for greater consideration in the MTEF.

The starting of the decentralization process and the setting of quotas for the budget allocation for the 3 levels of the health system is effective.

Compared to the capacity building of officials of central and decentralized services on the budget preparation by goal, training courses are occasionally organized for their benefit. However, the absence of a mechanism for giving feedback on the amount of envelopes provided to health structures (allowing them to define their own priorities, although there is a pilot project based funding results), coupled with the unavailability of a health card and an updated national report on health, make it less obvious the possibility of taking into account the real needs of these services.

2.1.3. Education sector

For primary and secondary levels, which were the PETS 1 subject of study, there was already an application, designed on the basis of an econometric model in each of the two concerned ministries, which estimates the distribution of operating budget based on a certain number of variables: the number of students, the number of teachers, the number of classrooms, etc... However, the model is still in use only in MINEDUB and it would be better to reactivate the MINESEC.

Since 2006 at least twice a year, in the beginning of school year and mid-term review of education sector is organized at regional and central level, and cover all areas including the budget preparation; a state of prioritized needs (operating and investment) is elaborated by the structures of education and forwarded to the ministries in charge of the budget preparation. For basic education in particular, operating and investment budgets of schools are henceforth the competence of local councils, but the central and decentralized administrations continue to benefit from operating and investment budget.

In secondary education, a national commission is set up each year for arbitrations within the framework of the budget preparation (participative approach).

2.2 TRACEABILITY OF BUDGETARY INFORMATION

Four problems were raised regarding the recipients' satisfaction, namely:

- ✓ (i) the absence or inadequacy of budgetary information as a whole
- ✓ (ii) the limited distribution of existing budget information and especially the one concerning the budgetary allocations of different structures recorded in the Finance Act,
- (iii) the absence of records (incomplete or poorly kept records) on the budgetary management at the structures level (decentralized services, health units and schools establishments)
- ✓ (iv) Insufficient knowledge or improper application of the budget management principles by some credit managers.
- ✓ }
Improvements have been noted, even if at the level of satisfaction, efforts are still needed.

2.2.1. Coordination services (MINFI, MINEPAT, N IS)

Concerning the production and dissemination of budget information, it has already been created an education and health budget information system as an interface with the SIGEFI / SAGE.

The connection to SIGEFI / SAGE could not be implemented; these applications are still being finalized. However the following actions were undertaken:

- Each sector's ministry is connected to the Public service via SIGIPES;
- At the budget preparation level through the PREBIC application, sectors ministries fit their budget.

Since 2007, the Law No. 2007/006 of 26th December 2007 on the State financial regime has made available the "financial constitution of Cameroon".

For PIB, since 2006, the dissemination of the Project log book by publishing is effective at all levels of the administrative organization up to the sub-divisional offices level and / municipalities. Dissemination at the traditional chiefdoms level / village has already been initiated. Publishing in the newspaper (public and private) is already systematic. The publishing of the budget preparation circular in the daily newspaper Cameroon Tribune is also systematic.

Reflection on the budget information system is closed at the level of MINFI, but the implementation is not yet effective.

Regarding the ownership of the interface SIGEFI / SAGE with the DGB / MINFI, reflection is underway for the extension of the national archive system.

The project management of state electronic archives is in progress, and in this context, the development of archives in the treasuries of the 10 regions and the capacity building of ministries in digital archiving technics and electronic signature have already begun . To improve fiscal management, the MINFI organizes workshops for the benefit of credit managers at the beginning of the fiscal year for the successful implementation of the circular on the implementation of the budget. Training courses are organized since 2009 at HIPM to the benefit of a certain number of officials. It should be better to extend it to all levels of responsibility in the management of public finances.

The physical-financial execution report outline that had been recommended has been elaborated but not yet appreciated by the managers.

In addition, since 2009, a Mid Term Review report on budget execution (June 30) is published. The educational component is taken into account in budgetary control and

Physical – financial missions.

2.2.2. The health sector

Since 2006, the budget information documents are available at the level of central and decentralized credits managers in January each year.

2.2.3. Education sector

Since 2006, the budget information documents are available at the level of central and decentralized credits managers in January each year.

Concerning the PIB, since 2006, the Journal of project is disseminated up to the third degree traditional chiefdoms. The publishing in the newspaper as well as its dissemination up to the sub-divisional offices is already systematic.

Reflection on the budget information system is closed, but the implementation is not yet effective.

Technical structures responsible for the preparation of tenders are operational in the ministries concerned.

2.3 BUDGETARY EXECUTION

2.3.1. Coordination services

Concerning the capacity building, ARMP organizes since 2006 training sessions for the benefit of public contracts stakeholders. With MINEPAT, the officials are trained to take into account physical units during missions to monitor the physical implementation. Noticing that "the practice of contract won, poorly executed and approved" remains common in 2010, the Ministry of Economy, Planning and Regional Development hosted a seminar in April 2010 for staff retraining and monitoring the physical and financial execution of public investment. The objective of this seminar was to reverse the trend.

Since 2007, media expenditure execution is available latest January 15. All the same, we note the provision of budgetary fascicles in the central services, regions, divisions and sub-divisions.

In terms of budget actual implementation, training workshops prior to the drafting of implementation projects are now organized each year to the attention of central services of sectors ministries. IBIS and DPED Applications allow ministries to make their authorizations of expenditure. The MINFI chart provides the paymasters at the sectors ministries level. A mid-term budgetary report is available since 2009.

Reforms to ensure a better match between the level of revenue and total expenditures are still continued at MINEFI. The SYDONIA system launched in 2007 which replaced the PAGODA has simplified procedures at the customs services while strengthening their security.

Performance is visible and an objective set by the state is reached each year.

Regarding the controls, inspection missions on sites, physical execution and budgetary control are organized by the MINFI and MINEPAT.

To secure public resources, a note of MINFI prohibits credit managers to open accounts in credit institutions. Reforms to ensure a better match between the level of revenue and total expenditures are underway at MINFI.

2.3.2. Health sector

The coherence of the physical follow –up and financial execution is gradually been established between the departments concerned within the MINSANTE.

The execution of expenditures is available during the first trimester of each fiscal year. The technical unit responsible for the preparation of tenders is operational. Experts in public contract procedures are also recruited for specific programs.

The utilization of treatment records monitoring forms of expenditure submitted was strengthened at MINSANTE and treatment control deadlines may be prescribed. Deadlines are set but their monitoring remains to be strengthened.

MINSANTE continues the acquisition of safes boxes for HD. Thus, 49 safe boxes were acquired in 2011.

Regarding the public contract attribution, the programming is already effective at the beginning of fiscal year in accordance with the public contract code.

The responsibility of managers' delegates is already devoted in the allocation of resources through the devolution of funding and through their participation in various commissions.

Within the framework of the decentralization of investment credit launched in 2010, the MINSANTE encourages its decentralized services to work closely with the Client's Representative.

2.3.2. Education sector

The coherence of the physical follow –up and financial execution is gradually been established between the departments concerned.

As for the projects follow – up, the brigades organize controls and disruptions have been established at regional level in the education sector.

Technical structures responsible for the preparation of tenders are operational in sectors ministries.

Monitoring forms of treatment files were established in the various ministries and treatment control deadlines are prescribed. However, it still remains to strengthen their observation by coercive measures.

Head teachers continue to run the risk of holding in their possession the resources collected.

The programming of contracts is already effective at the beginning of fiscal year, and a contract attribution plan is produced by all building owners' delegates.

The responsibility of managers' delegates is already devoted in the allocation of resources through the devolution of funding and their participation in various commissions.

In the education sector, notably in MINESEC, there are good collaboration reports between the decentralized technical services and owners' representatives. It has also initiated the production of information materials for schools managers.

2 IMPLEMENTATION OF RECOMMENDATIONS RELATED TO THE RECIPIENTS' SATISFACTION

3.1. Coordination Services

In response to various problems, salaries were adjusted in 2008. Most of temporary personnel were recruited as contract public agents. Support for the elaboration of the MTEF has continued.

3.2. Health sector

In response to problems identified by health services recipients, many actions have been initiated and have led to significant advances which should contribute to the satisfaction of the populations.

Concerning infrastructure and health equipment, the planning of their development has been hampered due to the unavailability of an updated health card. While waiting for completion of these works, major projects have been launched on the national territory. Since 2009, dialysis centres and medical imaging are being opened and the construction project of 1000 IHC is underway to improve access to health services. In addition, some health units that lack potable water or electricity have benefited since 2006 from the construction of sinking and progressive supply of energy sources.

Similarly, the technical plateau of many health units continues to be progressively upgraded through the building lines destined for the purchase of medical equipment. To ensure the maintenance of equipment procured, the MINSANTE validated in 2009 a strategic plan for health and biomedical maintenance that will require the intervention of specialized personnel. In this regard, a convention-MINSANTE MINESEC was signed in 2010 for the opening of specialties in health and biomedical maintenance within the technical secondary schools. Although still considered inadequate, the numbers of qualified health personnel have been enhanced by (i) the annual integration of at least 80 medical doctors graduated from the FMBS of Yaoundé, (ii) the recruitment under competitive exams of 2,357 staff in 2008 and (iii) since 2007, the gradual integration of 1,650 staff (former temporary personnel) including 1 500 under HIPC funds and 150 under C2D funds. It is also important to note that many other health personnel are trained and recruited by the private health institutions. Taking advantage of the opening in 2006 of new faculties of medicine and biomedical sciences, new fields of specialization in medicine and the signing of several partnership agreements with other countries for continued training, we can expect by 2015 a substantial improvement in the quality service.

Significant efforts have been made for the payment of allocation to all staff. In addition, general inspections and DRFP ensure the application of texts governing distribution of allocations.

Concerning the access to essential drugs, the creation of supply relay centres between CAPP and health units still continue in certain parts of the country. In addition, MINSANTE has signed with the World Bank funding agreement for the implementation of a results based pilot

experience, through special regional funds of health promotion. The draft status of these funds was developed in 2009 and submitted to the appreciation of the authorities. To solve the problem of all primary health care access, a study was conducted by MINSANTE with support from ADB to examine the possibility of implementing a pricing of health care adapted to the living conditions of the populations. This study contributed to the elaboration of a project to create a national centre for the promotion of mutual health that was subject to the sanction of the authorities. Pilot experiments to create mutual health care are currently going on.

Finally, the reception and orientation of patients in health units continue to improve thanks to the indications of patient's circuit system. Furthermore, a study on the improvement of reception in the HU has been scheduled in 2010.

3.3. Education sector

Concerning the promotion of research, the Ministry of Basic Education, by decision No. 150/B1/1464/MINEDUB/CAB of May 24, 2007, created the National Committee for Support of Pedagogical Action (CONAP) at the Ministry of Basic Education. CONAP missions revolve around the consistency of interventions by the administration of educational and didactic activities, audit programs and projects within the Ministry of Basic Education. In terms of programming and planning, the strategy of the education sector is validated in June 2006, evaluated and updated each year; the Education Sector MTEF has been validated and is updated each year. To support this approach, the production of statistical directory is effective in each region (remains the phase of the analysis ...); the infrastructure normalization policy is effective in terms of regular and specialized rooms and administrative offices; it remains to deal with the space management. The policy of maintaining infrastructure and equipment also remains to be elaborated. In terms of health care, schools establishments were organized around health districts. The implementation of the teachers' special status has begun; some premiums are paid, except those of research and documentation at MINEDUB and MINESEC. It remains to engage the provisions profile and career incentives to practice in difficult education areas. On another level, some active staff members (guiding counsellors, physical education personnel) are not eligible for the payment of premiums.

In order to face the lack of personnel, all temporary personnel were recruited into the public services and the process continues. Regarding incentives, an adjustment of the remuneration of public service personnel occurred in March 2008.

In terms of staff mobility, the structure of the ministry already defines the modalities of personnel transfer.

Teachers training colleges and secondary teachers training schools have been created and open (ENIEG, ENIET, ENS Maroua and Bambili), and quotas of candidates increased for some.

On September 30, 2010, all temporary teachers were recruited. The process continues in technical education.

Sessions capacity building of training personnel has been multiplied and is held regularly.

The administrative and pedagogic inspection Chain is effective and was reinforced at all level of education. An annual report of administrative sanctions is drawn up by each general inspection service of each sectors ministry (and published in case of exams)

In terms of administrative management, all the teaching staff are put at the disposition of the regional delegate since 2006. The contract process has led to the end of dysfunction that was ever been noticed. A national policy project of the school textbook was prepared by MINEDUB and MINESEC and is still under validation.

A verification mechanism of the efficiency of the minimum package quality has been put in place.

CONCLUSION: PERENITY OF THE DEVICE

In order to ensure the perenity of the device on the quality of public expenditure through better traceability, it was considered a dual action, namely the aim of simplification of such an operation to achieve it more regular by statistical services of the two ministries concerned and the extension to other priority areas according to the government nomenclature.

❖ At the coordination services level

The completion in 2010 with the participation of experts from all relevant sectors of PETS2 by the National Institute of Statistics (NIS) is itself a measure recommended. At the ministry of finance, the dialogue platform on public finances, which brings together national authorities in charge of administrations, financial duties and major funding bodies in Cameroon actually have a field of practical application, through the PEFA evaluation system (Public Expenditure and Financial Accountability).

For government, it is a "framework for measuring performance in public finance management." However, the PEFA exercise does not aimed at the management of government officials, but has positioned itself solely as a mean of self-assessment of the financial system as a whole. After all, all players agree on this feature to set up an information monitoring base to measure the performance of public finances, notably by establishing an initial reference of public finances around three axes that are: budgetary discipline, strategic allocation of resources and the efficient delivery of public services.

Similarly, in the context of the implementation of the public finances modernization (see PRCTC / MINFI), it is provided in each ministry the creation of a unit in charge of monitoring/evaluation which will among other duties, reporting traceability of public expenditure.

❖ At the health and education services level

A monitoring and evaluation projects unit is implemented in each ministry. It should be also noted the creation of a structure for the technical preparation of the budget in ministries concerned and a MTEF permanent unit.

Before the completion of PETS2, the NIS has reduced data collection tools and organized in 2007 a workshop for capacity building of officials of MINEDUB, MINESEC and MINSANTE statistical services, in view of the organization each year of a PETS survey with lightweight tools.

As regards the preparation and implementation of present PETS, the three sectors ministries

concerned have contributed significantly in 2009 and 2010 with the participation of experts from all sectors concerned.

**ANNEXES:
IMPLEMENTATION OF RECOMMENDATIONS RETAINED IN
OPERATIONAL PRIORITY ACTIONS**

A - Recommendations on budgetary execution

B - Recommendations related to health sector's recipients' satisfaction

C - Recommendations related to education sector's recipients' satisfaction

A-RECOMMENDATIONS ON THE PREPARATION AND EXECUTION OF BUDGET

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|---|--|---|---|
| 1- PREPARATION OF BUDGET | | | | |
| <p>- Inequitable distribution of budgetary allocations of schools establishments and health units of the same level- No consideration of the real needs expressed</p> | <p>- Take into account the real needs expressed by the central and external services as well as health units and school establishments - Exploiting the school and health board</p> | <p>- Associate Heads of decentralized services (regional and divisional delegates, IAEB, district health chief of service ,health units' heads , principals) in preparing the internal budgetary conferences during sectorsmeeting organized at different levels MINEFI / DGB / DPI</p> <hr/> <p>- Capacity building of officials of central and decentralized services to the budget preparation by objective. Draw up an outline of budget preparation with the help of the DGB and forward them to the decentralized services ,school establishmentsand health units - Preparing a coercive act for implementation(presidential circular)</p> | <p>MINEFI/DGB/DPI MINPLAPDAT/DPD MINSANTE /DRFP & DEP MINEDUB /DPC & DRFI MINESEC/DPCPOS & DRFM</p> | <p>- Since 2006 , at least twice a year, at the beginning of school year and mid-term review of education sector are organized at regional and central level, and cover all areas including budget preparation;</p> <p>- A state of priority needs (operating and investment) is produced by structures within the education sector and forwarded to ministriesin charge of budget preparation.</p> <p>- For basic education, investment and operating budgets of schools is henceforth the competence of local councils, but the central and decentralized administrations continue to benefit from operating and investment budget. In secondary education, a national commission was set up each year for arbitration in the preparation of the budget (participative approach)</p> <p>- a SQI quality competition was organized in 2008 to take into account the basic reel needs (of district health centres) and integrate them in the MTEF ;</p> <p>- health Development Plans of district health centres and consolidated development plans of regions developed in 2009 helped to update the needs to be taken into account for inclusion in the MTEF.</p> |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|--|---|--|---|
| | | | | <ul style="list-style-type: none"> - The starting of the decentralization process and the setting up of quotas for the distribution of budget allocation for the 3 levels of the health pyramid; - The decentralized services were involved in the development and validation of the Health Sector's Strategy (2006-2015). - Officials of central and decentralized services benefit from capacity building for budget preparation. - The outlines and guidelines for the preparation and / or execution of budget are regularly updated. |
| <p>The limited distribution of existing budget information and especially the one concerning the budgetary allocations of different structures recorded in the Finance Act,</p> | <p>- Render the budgetary information available -insure a large diffusion of budgetary information at the level of each health and educational system.</p> | <p>- Render the systematic provision of budgetary information documents at the beginning of each fiscal year (circular, project log book, listing of expenditures operations and other support of expenditure) to all official of decentralized services (DPEN/DDEN/IAEPM) and principals in charge of budget management)</p> | <p>MINEFI/DGB/DPI MINPLAPDAT/DPD MINSANTE/DRFP & DEP MINEDUB /DPC & DRFI MINESEC /DPCPOS & DRF</p> | <ul style="list-style-type: none"> - Provision of budgetary fascicles in central services, regions, divisions and sub divisions - Viewing the Project log book up to the municipal level - Publishing of the circular of the budget preparation in the daily newspaper Cameroon Tribune |
| | | <p>- systematizing the public onbudget information (including PIB) through dialogue structures (school council/ institution) and by posting</p> | | <p>Editing the « Project log book » (Papers, CD)</p> |
| | | <p>- Creating medium or long term a budget information system of education and health as an interface operating with the SIGEFI / SAGE</p> | | |
| | | <p>Appropriating the interface SIGEFI / SAGE towards the DGB / MINFI</p> | | |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|---|--|---|---|
| <p>the absence of records (incomplete or poorly kept records) on the budgetary management at the structures level (decentralized services, health units and school establishments)</p> <p>Insufficient knowledge or improper application of the budget management principles by some credit managers.</p> | <p>systematic constitution of archives</p> | <ul style="list-style-type: none"> - Train the personnel in charge of the budgetary management to the treatment and conservation of archives - well keeping of documents relating to the management of resources and patrimony - Render principle of reception for transmission of all budgetary documents | <p>MINEFI/DGB/ DPI MINPLAPDAT/DPD MINSANTE/ DRFP & DEP MINEDUB /DPC & DRFI MINESEC /DPC & DRF MINCULTURE + Services in charge of the documentation and archives + follow –up unit</p> | |
| | <p>Better handle of accounting documents for a good management of structures Elaborate and draw up an accounting and budgetary procedure manual</p> | <ul style="list-style-type: none"> - Train the officials of decentralized structures (external services, health units and schools establishments) on the budgetary management - Elaborate and put at their disposition procedures manuals - capacity building of all officials in terms of administrative, financial and pedagogic management - Publish the list of management documents necessary for managers (procedures manuals, etc.) by specifying the acquisitions modalities (procedure, acquisition area, etc.) | <p>MINEFI/ financial Control (region.div., Sub-div.)</p> | <p>- a mid term budgetary execution report produced since 2009</p> |
| | <p>Produce a budgetary execution report by June 30th</p> | <p>Put into the disposition of managers an outline report of budgetary execution and train them</p> | <p>MINEFI/ financial Control (region. div., Sub-div.)</p> | |
| <p>- Improper application of the budget management principles by some credit managers.</p> | <p>Exploiting the production outline of budget physical-financial execution report</p> | <ul style="list-style-type: none"> - Train the managers to take into account physical units in reports - strengthen the coherence between interveners | <p>MINEFI/DGB/ DPI MINPLAPDAT/ DPD MINSANTE/ DRFP & DEP MINEDUB/DPC & DRFI MINESEC/DPC & DRF</p> | <ul style="list-style-type: none"> - Organization of 2 workshops by year - Capacity building for sectors by MINEPAT |
| <p>Long deadline in the execution of budget</p> | <p>Reduction of the time between the promulgation of</p> | <p>- Starting engagements upon promulgation of the finance act by putting in the disposition of managers all</p> | <p>MINEFI MINPLAPDAT MINSANTE</p> | <p>- The state budget is operational by January 15 since 2007</p> |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|--|---|---|--|
| | the Finance act and the engagement of expenditures | expenditures supports (Order forms, accreditation slips, etc.) - strengthen the projects permanent follow – up - Prepare pre-projects before November - Create specialized units in the preparation of tenders | MINEDUB MINESEC | - Creation of a sub- direction of contracts within MINESEC and MINEDUB - Creation of a contract service within MINSANTE |
| Existence of a certain number of operations to be executed before reaching the phase of payment | - Diminish the number of interveners in the expenditure and respect deadlines of files treatment at any level of the expenditure chain | - Introduce in - and outgoing files slips and exploit them to respect the deadlines of files treatments - Reduce the number of operations - Reinforce the operations coherence and train the managers - Establish an internal supervision system | MINEFI MINPLAPDAT | - Follow – up slip of functional file at MINEPAT - Procedure manual in the process of being elaborated at MINEPAT |
| Lack of cash in the treasury services during the payment period | Insure the availability of cash for the payment of engaged expenditures | Pursue and speed up the budgetary reforms at MINEFI and MINEPAT at the level of expenditures (See it with DGCTM) | MINEFI MINPLAPDAT | Active management of treasury with the setting up of the National treasury committee |
| - Insecurity and risks related to conservation of cash by principals and heads of health units or bursar | - Insure the security of subventions allocated to primary schools and health units | - Open an account for each school establishment in the treasury network - Allow tax collectors to withdraw these accounts to the benefit of principals - Relaunch the CAMPOST network to face the problem of financial availability in school establishments and health units - Render the created account functional - Put at the disposal of managers safe boxes with many keys | MINEDUB MINESEC MINSANTE MINEFI /DGTCM | |
| - Bad functioning of public contract local commissions - difficult decision of managers within local public contract commissions | Improve the functioning of tender attribution commission | - Produce a tender attribution commission plan by local tender commissions before the end of the 1st trimester of each year - See that the main contractor is effectively a recipients' representative - Distinguish the function of main | ARMP MINEFI/DGB MINPLAPDAT MINSANTE/DRFP & DEP MINEDUB/DPC & DRFI MINESEC/DPCPOS MINATD/DPC & DRF | - Capacity building of representative of public contract structures. - annual Calendar of public contract attribution elaborated at MINEPAT |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|--|---|---|---|
| | | contractor to the one of commander - respect the deadline - improve the training of public contract actors - Make the managers delegates aware of their responsibilities | SPM/SG | |
| 2- TRACEABILITY OF THE BUDGETARY INFORMATION (Production, dissemination and archiving) | | | | |
| The absence or limited distribution of existing budget information and especially the one concerning the budgetary allocations of different structures recorded in the Finance Act, . | -Permanent availability of information -large diffusion of budgetary information at the level of each health and educational system | -Render the systematic provision of budgetary information documents at the beginning of each fiscal year (circular, project log book, listing of expenditures operations and other support of expenditure) to all official of decentralized services (DPEN/DDEN/IAEPM) and principals in charge of budget management) | MINEFI/DGB/DPI MINPLAPDAT/DPD MINSANTE/DRFP & DEP MINEDUB /DPC & DRFI MINESEC /DPCPOS & DRF | Since 2006, by launching the budget, budgetary information documents are put at the disposition of credits managers of central and decentralized services between the 15th and 30th January each year |
| | | - systematizing the public of budget information (including PIB) through dialogue structures (school council/ institution) and by posting | | Concerning the PIB, a project log book is published since 2006 up to the 3rd degree traditional chiefdoms. Its publishing as well as its posting until the divisional offices is systematic. |
| | | - Creating medium to long term a budget information system of education and health as an interface operating with the SIGEFI / SAGE interface | | The thought on the budgetary information system is complete but its implementation is not yet effective. |
| | | Appropriating the interface SIGEFI / SAGE towards the DGB / MINFI | | - thought for the nationalization of archives system is being operated -Plan of emergency for spendthrift ministries |
| the absence of records (incomplete or poorly kept records) on the | systematic Constitution of archives | - - Train the personnel in charge of the budgetary management to the treatment and conservation of archives - well keeping of documents relating to | MINCULTURE + Services in charge of documentation and archives + follow -up | - the state archives electronic management is in its starting phase - Capacity building of ministries in numeric |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|--|--|---|---|---|
| <p>budgetary management at the structures level (decentralized services, health units and school establishments)</p> <p>Insufficient knowledge or improper application of the budget management principles of by some credit managers.</p> | <p>Better handle of accounting documents for a good management of structures Elaborate and draw up an accounting and budgetary procedure manual</p> <p>Produce a budgetary execution report by June 30th</p> | <p>the management of resources and patrimony - Rendering systematic the principle of reception for transmission of all budgetary documents</p> <p>- Train the officials of decentralized structures (external services, health units and schools establishments) on the budgetary management - Elaborate and put at their disposition procedures manuals - Reinforcing capacity of all officials in terms of administrative, financial and pedagogic management - Publish the list of management documents necessary for managers (procedures manuals, etc.) by specifying the acquisitions modalities (procedure, acquisition area, etc.)</p> <p>Put at the disposal of managers an outline report of budgetary execution and train them</p> | <p>unit</p> <p>MINEFI/financial Control (Region.div. Sub div.)</p> <p>MINEFI/financial Control (Region.div. Sub div.)</p> | <p>archiving technics and electronic signature - Archives layout at the level of regional treasuries</p> <p>- MINFI organizes workshops to the benefit of credit managers at the beginning of the fiscal year for a good application of the circular on the budget - Training seminars are organized since 2009 at HIPM to the benefit of certain officials</p> <p>- the execution report outline is not yet disseminated</p> |
| 3- BUDGETARY EXECUTION | | | | |
| <p>- Bad quality of certain budget execution reports</p> | <p>Exploit the outline of physical –financial budgetary production reports</p> | <p>- train the managersto take into account physical units in reports - Enhance the coherence between interveners</p> | <p>MINEFI/DGB/ DPI MINPLAPDAT/ DPD MINSANTE/ DRFP & DEP MINEDUB/DPC & DRFI MINESEC/DPC & DRF</p> | <p>- Credit managers are trained to take into account physical unit during follow up missions of physical execution - The coherence of physical follow up of financial execution is progressively put in place between the concerned ministries.</p> |
| <p>Long deadline in the execution of budget</p> | <p>Reduction of the time between the promulgation of the Finance act and the</p> | <p>- Starting engagements upon promulgation of the finance act by putting at the disposal of managers all expenditures supports (Order forms,</p> | <p>MINEFI MINPLAPDAT MINSANTE MINEDUB</p> | <p>Expenditure execution supports are available latest end of March - Session of capacity buildings to the editing</p> |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|--|--|--|---|---|
| | engagement of expenditures | accreditation slips, etc.) - Reinforce the projects permanent follow – up - Prepare pre -projects before November - Create specialized units in the preparation of tenders | MINESEC | of pre execution projects are effective in concerned ministries - the budget is operational by January 15th at the level of DGB - For projects follow –up, brigades organize control and other commissions were set up in regions in the health sector In the education sector, the process is not operational - technical structures in charge of tender preparation are operational in concerned ministries |
| Existence of a certain number of operations to be executed before reaching the payment phase | - Diminish the number of interveners in the expenditure and respect deadlines of files treatment at any level of the expenditure chain | - introduce incoming and outgoing file slips and exploit them to respect the treatment deadlines of files - Reduce the number of operations of the treatment chain - Enhance the coherence of operations and train the managers - Introduce the internal supervision system | MINEFI MINPLAPDAT SectorsMinistries | - Follow –up treatment files are introduced in various ministries and deadline treatment can be prescribed. - deadlines are known but their follow – up remain to be reinforced; The most successful cases are those of MINFI and MINESEC. |
| Lack of cash in the treasury services during the payment period | Insure the availability of cash for the payment of engaged expenditures | Pursue and accelerate budgetary reforms at MINFI and MINEPAT at the level of expenditure chain | MINEFI MINPLAPDAT | -Reforms to insure a good link between the level of expenditure and those of tax collected are still continued at MINEFI. -The SYDONIA system launched in 2007 in replacement of PAGODE has simplified the customs procedures by reinforcing its security. performances are observable and the objectives of the state are achieved each year |
| - Insecurity and risks related to conservation of cash by principals and heads of health | - Insure the security of subventions allocated to primary schools and health | - Open an account for each school establishment in the treasury network - Allow tax collectors to withdraw these account to the benefit of principals | MINEDUB MINESEC MINSANTE MINEFI /DGTCM | - note of MINFI forbids the opening of an account in credits establishments; -The MINSANTE launched 2010 a tender |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|--|--|---|---|---|
| units or bursar | units | <ul style="list-style-type: none"> - Relaunch the CAMPOST network to face the problem of financial availability in school establishments and health units - Render the created account functional - Put at the disposal of managers safe boxes with many keys | | <ul style="list-style-type: none"> call for the attribution of 149 safe boxes destined to DH ; - Certain health units have their own already. -The principals continue to run the risk of keeping with them the resources collected. |
| <ul style="list-style-type: none"> - Bad functioning of local commissions of public contract - difficult decision of managers within local public contract commissions | <p>Improve the functioning of tender attribution commission</p> | <ul style="list-style-type: none"> - Produce a tender attribution commission plan by local tender commissions before the end of the 1st trimester of each year - See that the main contractor is effectively a recipients' representative - Distinguish the function of main contractor to the one of commander - respect the deadline - improve the training of public contract actors - Make the managers delegates aware of their responsibilities | <p>ARMP MINEFI/DGB MINPLAPDAT MINSANTE/DRFP & DEP MINEDUB/DPC & DRFI MINESEC/DPCPOS MINATD/DPC & DRF SPM/SG</p> | <ul style="list-style-type: none"> -The programming of contracts is already effective at the beginning of fiscal year and a tender attribution plan is produced by all contractors' delegates. -The responsibility of managers delegates is effective in the allocation of resources through decentralization of credits and participation to different commissions ; - Since 2006, ARMP organizes training seminars to the benefit of public contract interveners ; - Within the framework of investment credit decentralization launched in 2010, MINSANTE encourages its decentralized services to collaborate with contractors delegates. - Decentralization of school investment budgets at the local level (MINEDUB) |
| 4- PERENITY OF THE DEVICE | | | | |
| <p>Lack of visibility in the programming of a survey on the type "Budget Tracking" (sector's extension and periodicity)</p> | <p>Assure a counter - expertise of NIS and extend it to other ministries</p> | <ul style="list-style-type: none"> - study the capacity building and support possibilities of services concerned (services in charge of the preparation and execution of budget, studies, projects, programmes and statistics - insure the support of NIS to these services - Realise a 2nd survey on these two | <p>MINEFI/DAG MINSANTE /DAG MINESEC/DRFM MINEDUB/DAG NIS</p> | <ul style="list-style-type: none"> -Elaboration data collection tools in 2007 and capacity building of concerned sectors personnel - A follow - up and evaluation project unit set up in each ministry ; -Creation of a structure in charge of technical preparation of budget in |

| 1- Problems identified | 2- Recommendations and Suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|-------------------------------|---|--|-------------------------------------|--|
| | | sectors - Extend the study in other PRSP priority sectors | | concerned ministries and a permanent MTEF unit; -The PETS 2 was realized in 2010 with participation of experts from all concerned sectors |

B- RECOMMENDATIONS RELATED TO THE HEALTH SECTORS RECIPIENTS' SATISFACTION

| 1- Problems Identified | 2- Recommendations and suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|---|---|---|---|
| <ul style="list-style-type: none"> - deficiency and ramshackle of infrastructures, equipment and logistics - Absence of potable water and electricity in certain health structures–Bad maintenance of buildings and equipment | <ul style="list-style-type: none"> - Having infrastructures of good quality - increase the reception capacity of health units | <ul style="list-style-type: none"> - Pursue with the health card operation within the framework of the health sector's strategy (Evaluation of needs, prioritisation, programming and mobilisation des means.) - Implement the medium term expenditure framework (MTEF) ; - insure the maintenance of buildings and equipment (setting up of a maintenance plan) - Implement the National Energy Action Plan for poverty reduction (PANERP) | <p>MINEPAT/DPPS ; MINSANTE/DEP and DRFP</p> | <ul style="list-style-type: none"> - the updating of the health card is underway - Technical Plateau of HU is progressively harmonized. - construction Programme of 1 000 IHCs underway ; - Openings since 2009 of construction works of haemodialysis and medical imaging centres; - progressive Construction of drilling wells in HU without potable water; - progressive supply of HU in energy sources; - Signature in 2010 of a convention MINSANTE-MINESEC for the opening of health maintenance and biomedical specialties. - The strategic plan of health and biomedical maintenance was validated in 2009. |
| | <ul style="list-style-type: none"> - Equip the health units with appropriated infrastructures - Pursue the improvement of HU technical plateau | | <p>MIPLAPDAT MINSANTE/DOST</p> | <p>-MTEF of MINSANTE elaborated and updated.</p> |
| | <p>Insure the potable water and electricity supply</p> | | <p>- MINEE - AER</p> | |
| <p>Insufficient remuneration of personnel</p> | <ul style="list-style-type: none"> - distribute the allocation equally - Generalise the distribution of allocations to all personnel - Pay the temporary | <ul style="list-style-type: none"> - Set up a security programme of income generated by health units (Utilisation of safe boxes in HU...) - Apply the affected income distribution - Give allocations to all personnel | <p>MINSANTE/DRFP MINEFI/DGB et DGTCM</p> | <ul style="list-style-type: none"> - Safe boxes available in certain HU - The HU have the affected income distribution - temporary personnel were recruited - The personnel actually benefit from shares |

| 1- Problems Identified | 2- Recommendations and suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|--|---|--|--|---|
| | personnel | categories - In TDR control missions, provide specifically the control of the affected income distribution - Pay the active temporary personnel salaries in health units services - Increase the salaries | | - the general inspections and the DRFP control the distribution of affected income |
| quantitative and qualitative deficiency of personnel | - capacity building of health units in qualified personnel - Insure the employment continuity of health personnel recruited under HIPIC resources. | - Recruit , train and recycle the personnel according to the priority needs identified in health card; - train the personnel in charge of management of resources affected - Increase the age of retirement of health personnel - Establish and implement a permanent plan of temporary personnel operating in HU | SPM MINSANTE/DRH & DEP MINESEC/DECC MINESUP/FMSB MINFOPRA/ DDRHE and DGC | - since 2006, new faculties of medicine and biomedical sciences were set up and the number of students increased - New options of speciality were open - New options were introduced in health different training schools - Reopening of the option "Health Administration at ENAM" - Signature of many partnership agreements with other countries for continued training - Starting of the integration process of 1650 personnel in 2007 of which 1500 under HIPIC funds and 150 under C2D fund. - 2357 personnel recruited in 2008 out of 3500 open following the competitive exam from MINFOPRA. It is awaited the recruitment of 1143. |
| Unavailability of certain essential drugs | Regularly supply all HU with essential drugs Insure the permanent availability of essential drugs | - Institutionalize the system of solidarity between HU - Introduce the supply system on site - Introduce the Supervision of this strategy - Realize a study on the creation of relay supply structures between CAPP and health units | MINSANTE/DOST & DPM | - Statute of regional special funds for the promotion of health elaborated MINSANTE in 2009 and submitted to the sanction of authorities. - The pursue of the creation of relay supply centres in certain regions. - Signature with the World Bank of a financing agreement for the implementation of result based pilot financing experience through special funds |

| 1- Problems Identified | 2- Recommendations and suggestions | 3- Measures to be taken | 4- Administrations in charge | 5- State of implementation |
|---|--|---|-------------------------------------|--|
| No accessibility to all primary health care for all | Insure the accessibility to primary health care in all part of the country | <ul style="list-style-type: none"> - Study the possibility of a pricing of health care adapted to local realities within the framework of the experiencing health reform. - Implement the development project and promotion of health mutual (Working group) | MINSANTE/CAB /MINTSS/DOST | <ul style="list-style-type: none"> -A study has been carried out by MINSANTE with the support of ADB ; -A creation project of a national centre of promotion of health mutual was elaborated and submitted to the sanction of authorities; -Pilot experiences for the creation of Heathmutual were set up |
| Bad reception of patients | Insure that all the patients are treated in good conditions | <ul style="list-style-type: none"> - Define and post the patient circuit in each health unit - Insure supervision of services and respect the circuit of the health deontology - Train the personnel on the reception of patients - Reinforce awaited and no awaited inspections in health unit | MINSANTE/IG | <ul style="list-style-type: none"> - circuit of Patients present in various HU; -The supervisions continue at the level of HU; -A study on the improvement of reception in HU is programmed in 2010; - permanent no awaited and awaited inspections of general inspections |

C- RECOMMENDATIONS RELATED TO THE EDUCATION SECTORS RECIPIENT SATISFACTION

| 1- Problems Identified | 2- Recommendations and suggestions | 3- Measures to be taken | 4-Administrations in charge | 5- State of implementation |
|---|---|--|---|---|
| <p>deficiency and ramshackle of infrastructures, equipment and logistics</p> <p>- large number of students in classrooms</p> <p>- Absence of toilets, potable water and electricity in certain education structures</p> <p>- deficiency of infirmary of emergency</p> | <p>- Having infrastructures of good quality</p> <p>- Rationalize the construction of school infrastructures</p> <p>- Equip school establishments with appropriate infrastructures</p> <p>- Supply the schools with didactic materials</p> | <p>- Pursue the implementation of the strategy (FinalizationofMTEF)</p> <p>- update and render the education card operational in regions;</p> <p>- Elaborate a common strategy(evaluation of needs, prioritization, programmingand mobilizationof means) of the education sector (MINESEC, MINEDUB, MINESUP and MINRESI)</p> <p>- Put in place a working group for the elaboration of a maintenance policy</p> | <p>Departments in charge of :</p> <p>-Education card</p> <p>-Health card</p> <p>- budget</p> <p>- planning</p> <p>MINEFI</p> <p>MINPLAPDAT</p> <p>MINESEC/DRFM/DPCPOS/DRH</p> <p>MINEDUB</p> <p>/IGS/DPPC/DRFM</p> <p>MINESUP</p> <p>MINRESI</p> <p>MINSANTE/DOST</p> | <p>- MTEF Education sector elaborated, validated and updated each year</p> <p>- The education sector global strategy validated in June 2006 is evaluated and updated each year:</p> <p>- The production of the statistical directory is effective at the level of each region (it remains the stage of analysis...);</p> <p>- Thenormalizationpolicy ofinfrastructures is effectiveas the ordinary and specialized rooms are concerned as well as administrative buildings; it remains the distribution and the management of space.</p> <p>- The maintenance policy of infrastructures and equipment remains to be elaborated.</p> |
| <p>- Bad maintenance of buildings and equipment</p> | <p>Insure the supply in first care drugs , potable water , toilets and electricity</p> <p>- create health structures in all schools and supply them with first care drugs</p> <p>- Setting up of a infrastructure maintenance policy and school equipment :</p> | <p>-Construct the infirmaries and supply the schools establishments with health kits</p> <p>-Createa structure/service at central and external levelin charge of maintenance, train maintenance technicians and link them to the department in charge of projects.</p> <p>- Supply the created structures with a functioning budget</p> | <p>MINESEC/ DRFM /DRH</p> <p>MINEDUB/IGS/DPPC/DRFM</p> <p>MINMEE</p> | <p>- Schools were organized around the district hospitals</p> |

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| | Form a group of reflexion for a maintenance national policy of infrastructures and equipment | | | |
| Deficiency of personnel remuneration | - Apply entirely the statute of teachers | - Increase the allocations to all category of personnel Set up a Security programme of income generated by schools establishments - Apply the distribution of income affected - Pay the salary of active temporary personnel in services and school establishments - Continue to follow the integration process of temporary personnel - Create special allocations for personnel in landlocked areas - Create measures for capacity building (training) - Increase the salaries | MINESEC/DRH/SIGIPES MINEDUB/IGS/ DRH/DRFM/SIGIPES/ MINEFI/DGB/DGTRESO MINFOPRA/SIGIPES | - The application of the teachers statute is being experienced , certain allocations are paid except those of research and documentation at MINEDUB and MINESEC ; It remains the engagement of the disposition relating to management of career and those of working in difficult areas - Certain active associated personnel (Guiding counsellors, physical education personnel) are not concerned by the payment of allocations - All the temporary personnel were recruited and the process till continues; - In March 2008, the public services personnel got their salaries increased |
| | - Generalize the distribution of allocations to all the personnel - Pay regularly the temporary personnel | | | |
| | - Reinforce the schools establishments with qualified personnel | - Master the actual number of teachers - Operate the survey of teaching personnel of the administrative services - Recruit, train et recycle the personnel in service according to the priority needs identified in the education card ; - Continue the integration of temporary | MINFOPRA MINESEC/DRH/DRFM MINEDUB/IGS/DRH/DRFM MINESUP MINEFI/DGB | - particular texts from MINEDUB define already the transfer modalities of its personnel - Teachers training colleges were created and teachers of secondary schools trained .the |
| | - Continue to recruit the teaching personnel under HIPIC funds | | | |

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|--|--|--|--|---|
| | <p>Setting up of a continued training policy -Review the recruitment policy of teaching personnel.</p> | <p>personnel in service in schools - Reinforce the role of training colleges in the recycling process - Respect the list of training personnel (professional itinerary) -train and recycle the personnel in administrative management -Reinforce the reception capacity of the higher teacher's training schools. ENS -Develop a partnership between the MINESUP, MINESEC, MINEDUB and training schools(ENS, ENSP) for continued training and establish a budget for this - Training and recycling of pedagogic inspectors.</p> | | <p>number of students have increased for certain training colleges (ENIEG, ENIET, ENS Maroua&Bambili) -by September 2010, all the temporary teachers were recruited. The process in underway as the technical education is concerned. Capacity building sessions of training personnel were multiplied and take place regularly.</p> |
| <p>Lateness and absenteeism of teachers</p> | <p>- Adopt the notion of duty post - Limit the unjustified absences at service</p> | <p>- Introduce the presence slips of personnel in service ; - draw presence point each trimester and forward it to the hierarchy - Reinforce control structures and pedagogic supervision - Apply sanctions and allocations provided. - Decentralize the management of human resources - Reduce the time of new teachers files treatment - Come back to the five –year engagement in the education services, - Revisit pedagogic supervision tools - transfer the teachers at the end of their training, - Update the personnel slip and pay the advance on salaries</p> | <p>MINFOPRA/SIGIPES MINESEC/IGS/DRFM/DPCP OS MINEDUB/IGS/IGE/DRFM/ DRH MINEFI/DGB</p> | <p>- The administrative and pedagogic inspection chain is effective and was reinforced at all education level ; - an annual report of administrative sanctions is produced by each inspector general of each sectors ministry (and published in the case of exams), - Since 2006, all the active teachers are put at the disposal of the regional delegate.</p> |
| <p>Lateness in the payment of personnel salaries</p> | <p>Insure the payment of temporary personnel salary on time</p> | <p>- Put at the disposition of divisional delegates on time the provisions for the payment of the temporary personnel salaries; - Control the effectiveness of this payment - Revisit the authorisation of expenditures management process</p> | <p>MINESEC/DRFM & DRH MINEDUB/ IGS/DRFM, DRH MINEFI/DGB /Divisional Controller of Finances</p> | <p>-The contract process has solved problems of temporary personnel</p> |

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| <p>Unavailability and difficult access to didactic materials and school manuals</p> | <ul style="list-style-type: none"> - Define a global policy of school textbook and think on the implementation process in order to facilitate the accessibility and availability of school manual. - Supply all the school establishments with didactic materials - Insure the permanent availability of school manual and didactic material | <ul style="list-style-type: none"> -Identify the areas and beneficiary schools , -Publish the list of school manuals and post it latest at the end of April each year, -considerthe minimum package in its content and distribution, -Publish the dotationof minimum package at all level, -Increase the budgetary dotation of the minimum package | <p>MINESEC/IGE/DRFM MINEDUB/ IGE/IGS/DRFM MINCOMMERCE/DPC</p> | <ul style="list-style-type: none"> - A national project policy of school textbook was prepared by MINEDUB and MINESEC, it is in the process of validation ; -A textremoving the editor's le monopole was signed ; - A mechanism for verifyingthe effectiveness and quality of minimum package was introduced |
|---|---|---|---|---|

ANNEX: EDITING TEAM

1. Steering committee

| N° | Names | Duty/Administration |
|----|---------------------------------|----------------------------------|
| 1 | TEDOU Joseph | National Coordinator/INS |
| 2 | SHE ETOUNDI Joseph Guy Benjamin | |
| 3 | OKOUDA Barnabé | Deputy Technical Coordinator/INS |
| 1 | ABANDA Ambroise | Technical Coordinator/INS |
| 2 | NCHINGOU Idrisse | MINEDUB |
| 3 | KWEKEU Jules | |
| 4 | AJOUNTIMBA Louis | MINESEC |
| 5 | NDIP Remes | |
| 6 | TALLA FONGANG Cyrille | MINSANTE |
| 7 | George Eric EBOLO | |
| 8 | AMOUGOU Gabriel | DGEPIP/MINEPAT |
| 9 | MBIENA Abel | DGB/MINFI |
| 10 | BAYIHA Claudine | CTS |
| 11 | NJOH Michelin | |
| 12 | EBONGUE Abel NKOUNGOUROU | Technical Assistant/INS |
| 13 | TATSINKOU Christophe | INS |
| 14 | TCHAMAGO KOUEDOU Olivier | |
| 15 | KANA KENFACK Christophe | |
| 16 | TCHOMTHE Séverin | |
| 17 | NGATTI Ambrouasse | |
| 18 | ESSAMBE BOME Vincent Ledoux | |
| 19 | NGAH AdèleZooriphie | |
| 20 | ELANGA MENDOUGA Etienne Jodelle | |
| 21 | MBENTY Jacqueline | |