

Full Length Research Paper

Recreating government: Entrepreneurship and proverbs in public administration

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Corruption in the Cameroon public service is beyond any language to describe. As people gasp for speech, they use proverbs to express the situation. Civil servants stroll in and out their offices. Work time is set by government from 7:30 am to 3:30 pm. The people set their own time as they think fit. It was observed that half the working population start work at 9:00 am and leave offices at 2:30 pm instead of 3:30 pm. There is need for a change of work attitudes. Entrepreneurship though intimately associated with the business world cuts across all walks of life and provides knowledge/skills that can ameliorate shortcomings in public administration. Equally, proverbs stimulate creative thinking. Our forefathers used them to expand knowledge and foster understanding of issues. Knowledge, wisdom and inspirations can be drawn from proverbs and entrepreneurship to improve public administration. The aim of this study is to investigate how entrepreneurship and proverbs can be used to improve public administration. Data was gathered through face to face interview conducted with selected elders and administrators in Cameroon. Data is analysed qualitatively. The study concludes that entrepreneurship and proverbs can ameliorate the poor situation in the public administration.

Key Words: Entrepreneurship, proverbs, improvement, public administration.

INTRODUCTION

Public administration in Cameroon breeds corruption, inhibiting socioeconomic development. Civil servants stroll in and out their offices and do not respect the work time set by government from 7:30 am to 3:30 pm. It was observed that half the working population start work at 9:00 am and leave offices at 2:30 pm instead of the 3:30 pm. Civil servants from other regions travel to the nation's capital to follow up their documents, only to find empty offices. The justice system is polluted with injustice, making people feel frustrated with the operational system of government machinery. The justice system functions on the principle of the highest bidder. Justice no longer exists on the principle of equality before the law. The following was said by a frustrated and disgusted father:

'A child is sent out of school, goes home, there is no food and the father says my journey to get paid was not successful. The child asks, papa, why can you not report the poor treatment to the police? The father says my child, "Water is dirty right from the source". The child further asks the father, "What are

you going to do"? The father answers, fools are food for clever ones'

The idiom above expresses the disappointment of the majority of the population. Proverb is a loaded statement with the ability to express frustration, disappointment, joy as well as invoke creative thinking. It usually points a torch to where to start investigation when there is a misfit in a system. The simple explanation of the presentation above is that the misfit in the Cameroon system should be searched within the top hierarchy. Interpreting the idiom mentioned, when water is dirty from the source, the whole river will be dirty as there will be no clean water coming from the source to cleanse the dirt. Purification, thus, requires a complete renovation and refurbishment. There is therefore the need to employ all wisdom left us by our ancestors for the improvement of our situation.

The problem is, how can 'innovation to improve the public administration be done', what type of elements will be needed for the refurbish the system? Machiavelli, in Caude (2008) suggests three concepts that illuminate

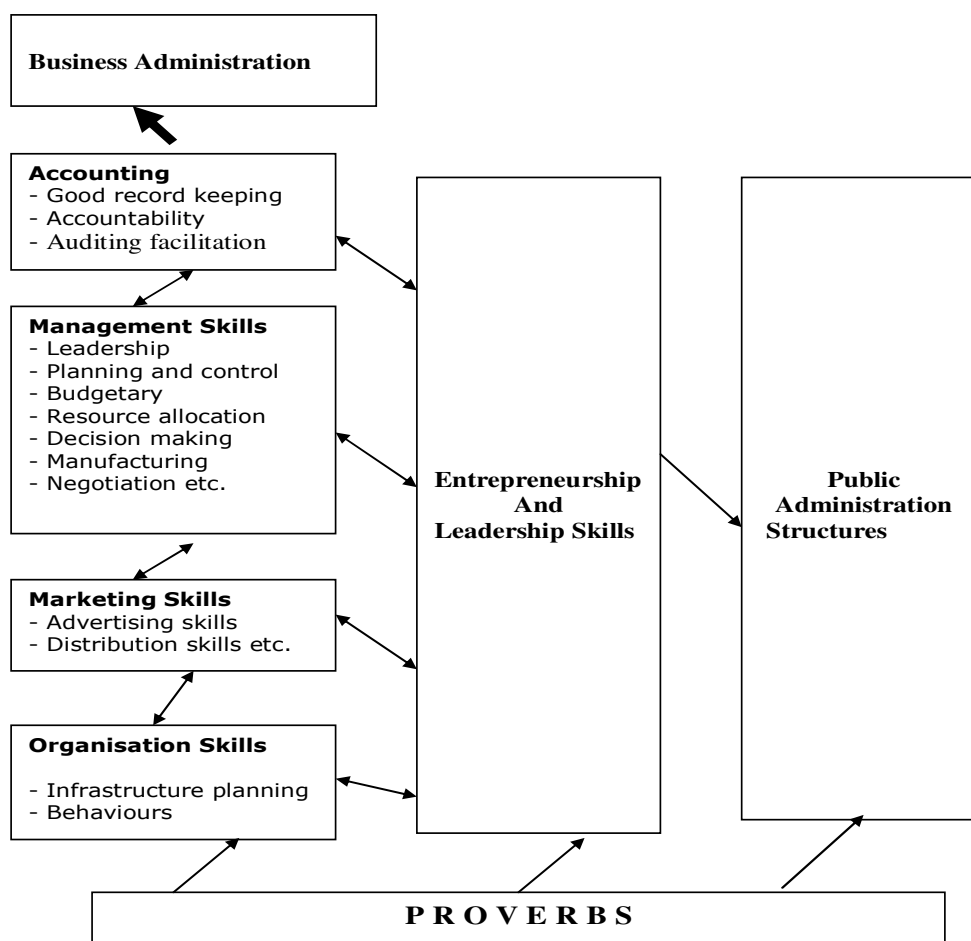


Figure 1. The properties of entrepreneurship. Source: Forje's composition.

the basics in managing public affairs: uncertainty, alliance of civic virtue and the necessary strength to sustain and enforce a political system. Uncertainty avoidance requires serious decision making and historical analysis. Sustainability requires good resource allocation and corruption reduction needs good control mechanism. This has implications for leadership and reorganisation, which entrepreneurship skills can handle. Private-sector, market mechanisms can serve the same function in public administration as in the private sector, sending signals about good and bad practice; rewarding success; penalising failure; guaranteeing the sovereignty of the citizen and providing continuous obligations and responsibility. Entrepreneurship knowledge is said to cut across all walks of life and disciplines. Government needs to know the properties of entrepreneurship in order to benchmark its innovative strategies because innovation is necessary. Figure 1 presents the properties of entrepreneurship knowledge.

Public administration structure is almost like that of the private sector but on a larger scale. Good leadership and

governance are their watch phrase. As presented in Figure 1, the four main competent areas of entrepreneurship cover the basic areas of government activities as well. The difference between performance in the private sector (corporate world) is that profit (or loss) is viewed as a reward for (or cost) risk taking and accrues to the risk takers. This however, does not mean that rewards cannot occur in public administration. The only missing part in public administration is the profit criterion usually replaced by various proxies, from 'shadow pricing' to 'value for money' concept. There is a link between strategic organisation and good leadership. Good organisation facilitates the control process which is a major problem in public administration since profitability is difficult to measure. Innovating the private sector management style requires special skills, thus requires special training. Government has identified this need and is gradually professionalizing the education system in the country. Effort is being made to teach entrepreneurship in all universities. However, the question is how can entrepreneurship and proverbs help to identify problem areas

eating the organs of government and assist in providing solutions? The objective of this study is to discuss how entrepreneurship skills and proverbs can assist in combating the corruption existing in Cameroon public administration.

Hypothesis

To examine the problems facing the public administration, the following hypotheses are advanced:

- H1. Public administrators at the apex of the hierarchy are corrupt;
- H2. No functional control mechanism is put in place.
- H3. Teaching of entrepreneurship to government employees will increase government's capacity to innovate new approaches that strengthens their policies and decision making abilities.

Literature review

Public administration is carried out by public servants and draws on theories from economics, management, political science, sociology and administrative law. The objectives of public administration are to manage and monitor the democratic values of the people, improving equality, justice, security, efficiency, effectiveness of public services; whereas business administration is primarily concerned with profit (see also Wikipedia, the free encyclopaedia). Woodrow (1887) was concerned about what government could effectively and efficiently do at the least positive cost either of money or energy. From this perspective, there was a call by the citizens for efficient administration to replace ineffective, wasteful bureaucracy. In view of this, second generation theorists thought a generic management theory bleeding the borders between the private and the public sector was possible. In the 1980s, the 'New Public Management' was proposed by Osborne and Gaebler. The innovative idea is based on the use of private sector management, resources allocation and organisation principles to improve the public sector. The New Public Management thereby became prevalent throughout the US bureaucracy during Clinton's administration (1992 - 2000). In this innovative administration style, people are viewed as economic units' not democratic participants (Osborne and Gaebler, 1992). It can be argued that people are more than just economic resources, but where the administration is efficient and people enjoy justified and quality services with no such thoughts. Such general theory could serve both the private and public sectors and specialised concepts take care of specialised issues in each sector.

Unlike prior theories that emphasised "one best way" to

problem solving, public administration as complex as it is, requires a blend of theories. Public goods according to Parkin (2000) are no rival and the consumption by one person should not decrease the consumption of another person. In Cameroon, inefficient public administration has resulted in underproduction that leads to 'deadweight loss' which is a decrease in consumers' surplus and producers' surplus. The result of this inefficiency is shortage of supply, rivalry and goods extremely costly for common people to acquire. Also, few people pay for goods, as some selected people in the society get public goods for free. Where everybody pays for goods, enough money enters the public coffer for the improvement of services and everybody benefits.

Poor organisation creates many free-riders in the society. A free-rider is a person who consumes a good without paying for it (Parkin, 2000). Such free riders can only be identified through clear and transparent organisation structure where people know their rights and obligations. Concerning structural clarity, the Watergate affair signalled a call by the people of America for efficient administration to replace ineffective, wasteful bureaucracy. On this request, University of Chicago (The Hoover Commission) chaired by Professor Louis Brownlow was invited to examine the reorganization of government. (Wikipedia, the free encyclopedia). Organizational theory stands on the foundation of many theorists, (Mark Weber, 1930; Maslow, 1968; Freud, 1900). According to the theorists, a good organisation provides a clear line of discipline and control. Although public administration's achievement cannot be evaluated in profit terms, it can be seen from a good functional government. Weber discusses the role of the spirit of capitalism at work from the perspective that other organisations or groups were more successful in business than other groups. In Weber's argument, Protestants' hard work led to Western capitalism. Their focus on life in this world vitiates the force of the ethical system, because the hard work of the Protestants was oriented toward equality and the community (Seligson et al., 1998). Public administration, being for the people could benefit from hard work orientation. Myrdal (1968) explains that people in the protestant region are not inherently different from people elsewhere; Maslow's hierarchy of needs goes to encourage policy markers to motivate its citizens to be duty conscious.

From the perspective of using entrepreneurship skills to enhance the management of public institutions, the arguments put forward are that, entrepreneurship is a type of management where managers are very effective at pursuing opportunities and creating change. Entrepreneurship is also a social as well as an economic activity and the motivation of the entrepreneurs is varied, going beyond a desire to make profit; they also involve a desire to create a new and better world (Wickham, 2001). Thus, public activities also require managerial approach

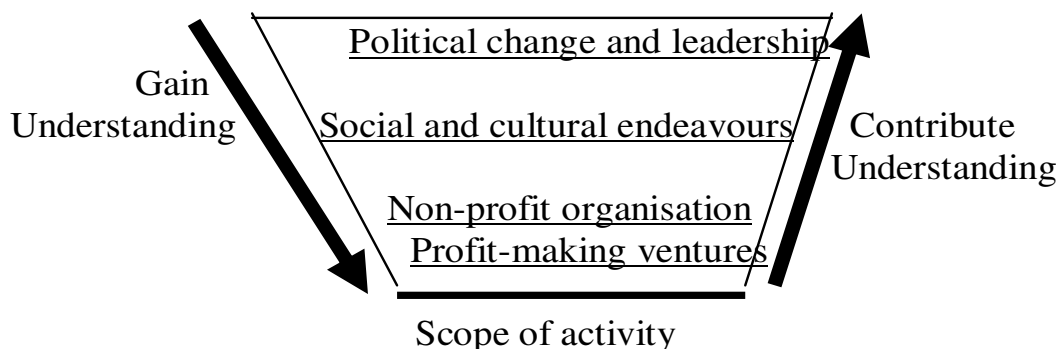


Figure 2. Entrepreneurship in its wider social context, Source: Adapted from Wickham (2001) Strategic entrepreneurship.

as they too are also involved in managing money and people. The government still needs to attract financial resources to sponsor its activities and funds needed cannot be generated using coercive approaches. People need to be motivated and this is where Maslow's motivating strategy comes into play. Wickham (2001) presents the following hierarchy of entrepreneurship in its wider social context, (see Figure. 2).

The basis for efficiency and effectiveness is performance measurement, by using performance indicators. Such indicators can only be formulated from a clear organisational structure. Government's central economic objective is to achieve high and stable levels of growth and employment. Building a strong entrepreneurial culture is a catalyst for developing duty consciousness to sustain the system. Entrepreneurial knowledge, ethics and culture will enhance public administrators to be conscious on the use of resources, both human and financial. According to the Global Entrepreneurship Monitor (GEM), stimulating entrepreneurship remains a challenge for government. Facing these challenges calls for insights from business areas such as accounting, management, marketing and organisation and in a broader sense, entrepreneurship (Wickham, 2001).

As a paradigm, management provides a focus but not a locus and offers techniques that require expertise and specialisation (Henry, 2001). Although business administration is profit-making and public administration is not, administration is administration anywhere. Money to an entrepreneur is a means to an end, where the end is the creation of a better society for profit maximisation. By improving their own living standard, they indirectly contribute to economic development through job creation and improvement of income from taxes. Entrepreneurs have visions, missions and values and are therefore change agents. Their leadership skills drive change through innovation and job creation. Following Griffin (1987), entrepreneurship and leadership includes intelligence, self-confidence and assertiveness. Leadership, be it in

the business or public sector needs to be assertive in order to reduce rent-seeking behaviour. The organisation of government is patterned after the organisation of the private sector in the sense that there is a high degree of task specialisation and roles are assigned following personal achievements of individuals rather than on family status or social class (Sharkansky, 1972). Private organisation provides clear direction for good leadership.

Introducing entrepreneurial traits in public administration is critical for a successful and sustainable public administration. Public choice theory predicts that government makes choices that result in efficiency as policy makers are rationally ignorant and base their votes only on issues that they know affect their own net benefit (Parkin, 2000). At this point, it can be appropriate to invoke 'proverbs', wisdom of the ancient to assist in the interpretation of development and change to the people.

Proverbs

Proverbs are brief epigrammatic way of communication and constitute one of the oldest forms of oral communication and were common among ancient Greeks, Romans and Hebrews. It is still common in passing on messages among the elders in many African countries (Fochang, 2001). Proverbs are loaded with meanings in many ways self-explanatory and can function as hypothesis when confronted with a situation surrounded with uncertainties. It is within this framework that proverbs are adapted to study and assist in the interpretation of public administrators and their behaviours. It becomes a tool for improving the output functions of the state's contract with the people and also a significant medium for correction and development.

METHOD

A face to face interview was conducted with 300 civil servants,

distributed as follows: 100 in Yaoundé, 100 in Bamenda, 50 in Douala and 50 in Buea. Proverbs in many towns are a daily parlance. Questions focused on the functioning of government administration, the mechanisms and policies put in place by government to ensure efficient administration. Findings are analysed qualitatively to enable a clear understanding of the problems involved.

The population of Cameroon is projected at 15,000. The selection of the sample size was based on knowledge of administration, knowledge of what is going on in Cameroon, frankness and minimum education of 'A' level. Selected people were interviewed individually in their homes and in private places of their choices, but not in bars. This was to avoid external influences. Interviews are collated following frequency and proverbs used to interpret behaviours. Hypothesis is tested using evidence from findings.

FINDINGS AND DISCUSSION

- (1) Government policies towards the promotion of good governance fail always.
- (2) There is no separation of party politics from public administration.
- (3) The officers responsible for implementing public services have become complacent and fail to be conscious of their duties.
- (4) Recruitments are done through the backdoors of Ministers and Directors.
- (5) There is a high level of corruption and rent seeking taking place in the system.
- (6) There is serious communication breakdown between the administration and the people.
- (7) Government's lukewarm attitudes towards certain malpractices in the society promote poor governance.
- (8) The power structure is confusing.
- (9) Rules and regulations are made, but broken by the makers.

Although the government is making effort to control now by arresting embezzlers of public funds, it is not enough. Findings and their consequences are displayed in Figure 3. Findings are very pertinent and call for concern. Views are high and range between 55 to 100%.

Non-separation of party politics from the administration

Government policies towards the promotion of good governance have not been successful in many African countries. In Cameroon for example, lack of power separation between party politics, the executive, legislature and the role of the traditional rulers presents a serious problem. Politics is what party politicians do and are particularly there for that, whereas public administration is what administrative experts do (Baker, 1972). Lack of separation between party politics and public administration, leads to authoritarian governance. This contributes to limited expression of views; restricted freedom of

speech. Cult enforcement where development is focused on an individual is prevalent. Patronage governance, where an executive president is seen as a king is common whereas the country is not a kingdom. Kingdoms have their own origin which is quite different from those of a presidential system. This breeds the problem of clientism, ethnicity (exclusion), hatred for one another, institutionalized anarchy, inertia and poor service delivery. Entrepreneurship spirit can encourage decentralization, division of labour and administrative processes would be eased.

Centralisation breeds lack of duty consciousness and other mal-practices. During campaigns for example, top public servants are sent on campaign missions irrespective of whether they are party politicians or not. When this happens, the rest of the workers leave their offices as well and control becomes impossible. Some of the people interviewed lamented over such behaviours by saying the following:

"We left the province to follow up documents in the capital. On getting there almost all the offices were empty. On questioning where the workers were, the answer was, 'Everybody is on campaign.' We had only two choices: either to look for hotel rooms and wait, without even knowing when the officers were going to return".

Although the public service employs people with general training, the people can be given internal training to promote good performance. Woodrow (1887) advocated four points necessary to promote efficiency in public administration, among which three directly involve the application of management concepts, namely: the comparative analysis of political and private organisations, improving efficiency with business-like practices and attitudes toward daily operations, improving the effectiveness of public service through management and by training civil servants' merit-based assessment.

Woodrow emphasised the separation of politics and administration. The views on these practices in this study are strong and range between 90 - 100%. Absence of separation of powers is a fertile avenue for corruption and poor service delivery.

Recruitments are done through the backdoors of ministers and directors

In Cameroon, recruitment is based on mediocrity rather than on meritocracy. Lumby (2006), states that there is the tendency to appoint one of your own, to identify with. Considering that public organisation is the same with that of private organisation, experts from private organisations can be hired to train people in the public administration. In-house training in addition is needed to enhance peoples' performance. Every year in Cameroon there is

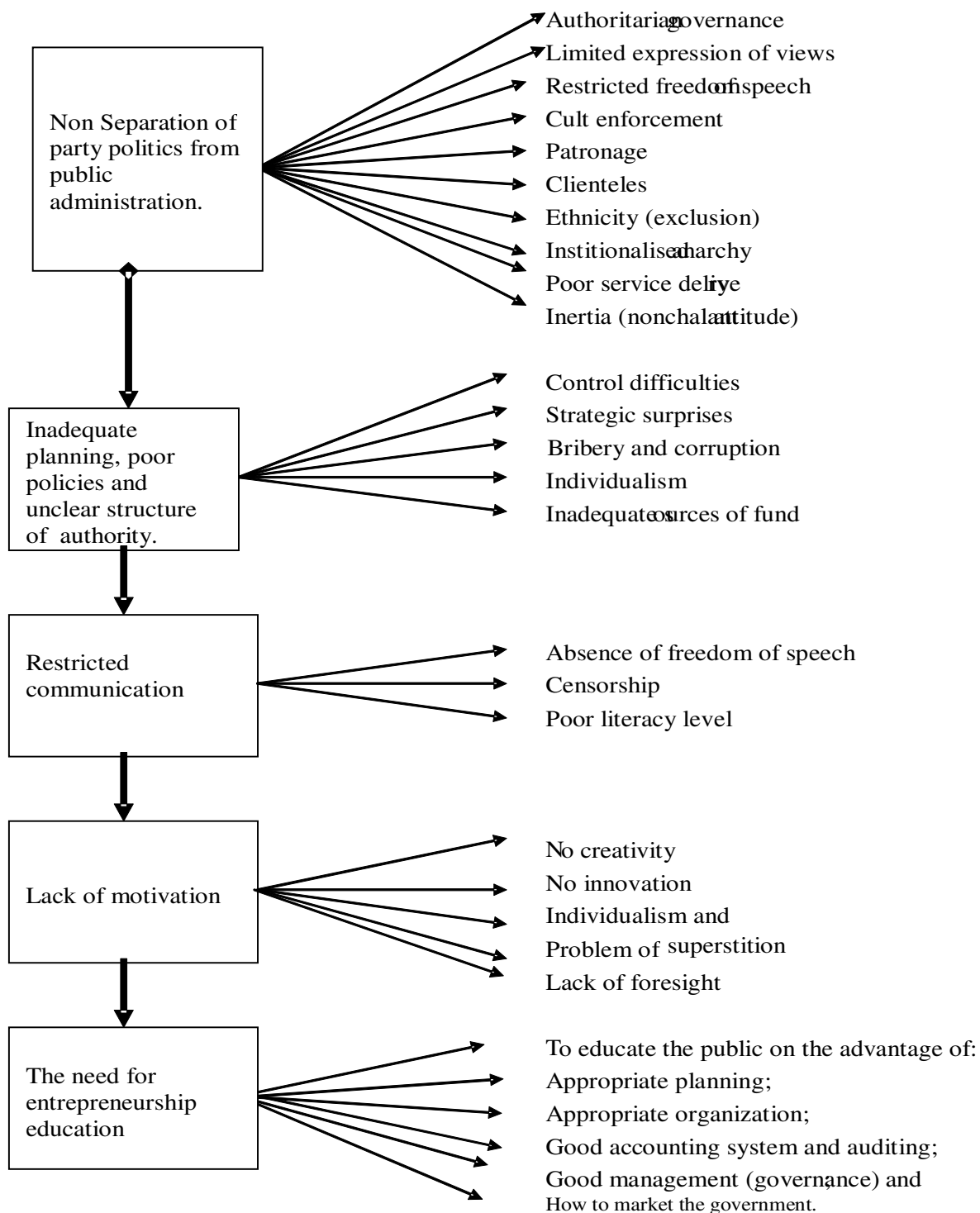


Figure 3. Findings and their consequences.

censorship to weed out ghost workers. It has become so rampant that students joke about it. Following the Cameroon Television of 7 February, 2010, a student was

advising her friend not to study for an entrance examination into the Higher Teacher’s Training Centre, but to look for a ‘Sugar Daddy’ and enter the school

Table 1. Frequencies of interviewees' responses.

Responses	Buea (50)	Bamenda (100)	Douala (50)	Yaoundé (100)	Total
Government policies towards the promotion of good governance fails always	40(80%)	95(95%)	45(90%)	75(75%)	
There is no separation of party politics from Public administration;	50(100)	100(100%)	100(100%)	90(90%)	
The officers responsible for implementing public services have become complacent, and not conscious of their duties	50(100%)	100(100%)	40(80%)	70(70%)	
Recruitments are done through the backdoors of Ministers and Directors	44(88%)	100(100%)	47(94%)	66(66%)	
There is a high level of corruption and rent seeking taking place in the system	47(94%)	92(92%)	50(100%)	78(78%)	
There is serious communication breakdown between the administration and the people	35(70%)	62(62%)	40(80%)	60(60%)	
Government's lukewarm attitudes towards certain malpractices in the society promote poor governance	42(84%)	90(90%)	45(90%)	55(55%)	
The power structure is confusing	50(100%)	100(100%)	50(100%)	100(100%)	
Rules and regulations are made, but broken by the makers.	46(92%)	90(95%)	40(80%)	65(65%)	
Although the government is making efforts to now control by arresting embezzlers of public funds, it is not enough.	43(86%)	90(90%)	40(80%)	85(85%)	

through the window. Even in cases where public examinations are conducted, recruitment is never based on merit. It is common to hear statements like, 'bribery is the order of the day'. Manipulation of documents, incorrect allocation of human is common practice. This is a common practice even with employment in the country. Before a vacancy is advertised, people are already taken. Ghost workers continue to swell the public service. Ghost workers can neither fulfil government desire to perform well nor can workers without qualifications occupy top positions. Osborne and Gaebler's (1992) views, entrepreneurial spirit increases government's capacity to innovate, respond rapidly to changing environments and achieve teamwork to accomplish tasks as individual public workers gain insight into what he or she is supposed to be doing. However, the presentation provides evidence to accept the hypothesis that public administrators at the apex of the hierarchy are corrupt. Views on poor recruitment range between 60 - 100%.

High level of corruption and rent-seeking taking place in the system

Since there is no separation of powers, there is short sightedness and planning is mostly centred on areas

constituting political support. A broad-based development planning is required. Government needs to reorganise its activities to allow for effective control. Poor planning encourages bribery and corruption, individualism, embezzlement of public funds and tax fraud. From Table 1, views on corruption ranges between 78 - 100% and for officers misconduct 70 - 100%. For example, a study carried out by Tasoh and Ngwasiri (1999) on small business registration costs in Cameroon found that a sole proprietor spends on average 311,611 francs CFA (about 0% of the required capital of 500, 000 Francs (CFA for some businesses), with a standard error of 34,532 francs for a document which is supposed to be given free. A Licence, also supposed to be issued free, incurred an average expenditure of 60,000 francs CFA. Therefore, the SBP (Small Businesspersons) who succeeds in raising the minimum required capital of 500,000 francs might end up spending 60% of it as bribes. The situation today is even worse. Although government has started reacting by imprisoning selected public fund embezzlers, government's silence over the high rate of corrupt practices and embezzlement in the country has been worrisome.

Corruption in awarding contract; inadequate or poor utilisation of human resources its peak. Distorted figures originating from the disclosure of inside information to

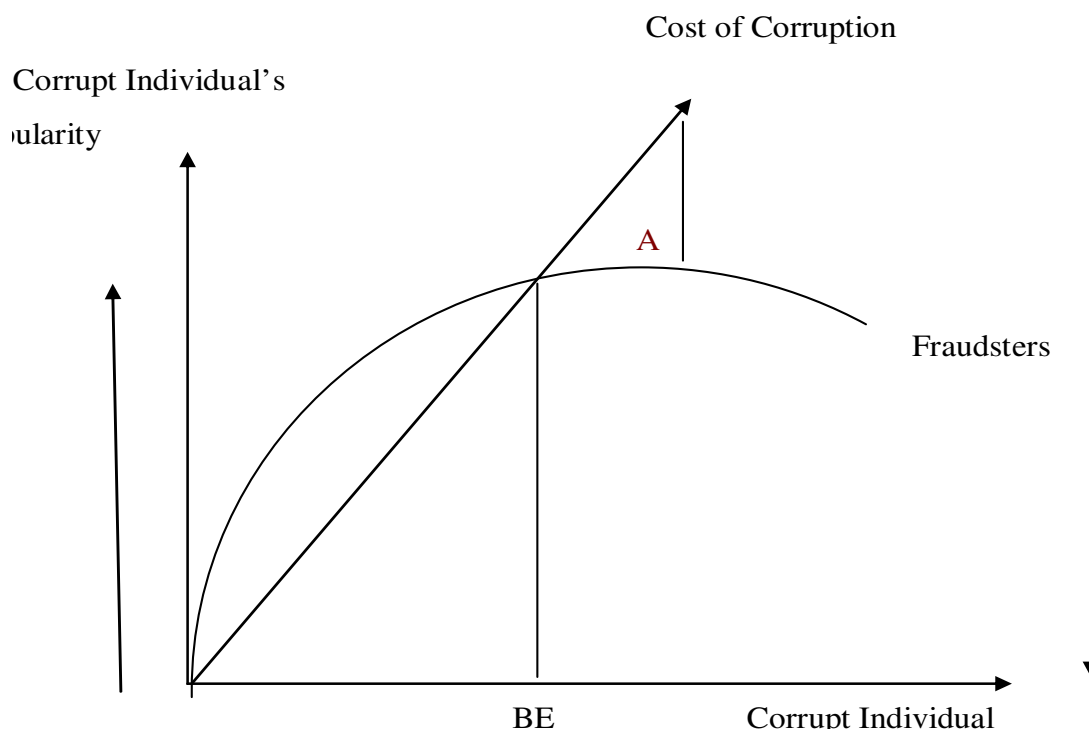


Figure 4. Illustrates the effect of corruption. Source: The author.

favoured bidders are forwarded as evidence. There is poor auditing, insufficient involvement of experts and the unwillingness to disclose the state of affairs, procedural issues to auditors. The control structure is not clear and accountability and transparency are thereby hampered. Bribery is promoted at all level in society. Government contracts are seldom legitimately bided for and revenue is often lost to high-cost contractors due to the absence of transparency.

Government honours good administrative performance by awarding 'medals' to those who merit them. In Cameroon, people apply and pay for medals. Government has weakened its motivation apparatus. Awarding medals on these bases, government publicly acknowledges poor performance and condones corrupt practices. Poor state of governance contributes to economic emigrants in search of greener pastures in developed countries often at the risk of their lives and it also result in brain-drain and population drain. Horace (1870), an ardent protectionist welcomed migrants, claiming that population is a main element of national strength.

However, government's aim is to encourage good governance, the bureaucratic processes remain unclear and their lukewarm attitude towards their agents makes their intention doubtful. Government's silence over officers' behaviour gives the impression that it is an accomplices in the state of corruption in the country. Corruption follows a life cycle just like products. Figure 4

illustrates the consequences of corruption.

The area after the breakeven point at point 'A' is society's lost as a result of control. Corruption increases and corrupt administrators get richer. As the cost of corruption grows with corruption, at the intersection point, individual corrupt person's popularity starts to fall. How fast they fall, depends on the control mechanism, but the cost stands, because of the chaos and instability it inflict on the society in the long-run. Rawls (2001) advised that, in making policies, conceived policies that make the worse man in society better off because tomorrow it might be you. There is a need for public administration to learn to function as the private sector does; good decision making, hard work, productivity and duty consciousness.

The marriage between political party activities and public administration impedes quality service delivery, creates suspicion among people and equally encourages rent seeking. Rent seeking according to Transparency International (1999) has become endemic in the country. Most national institutions charged with the responsibility of promoting good governance are made to promote party politics. This research found that bribery in the country is no longer seen as unique, but as systematic risk and people have to include it in any administrative transaction that is carried out by the administrators. Ardener et al. (1995) in criticising the high level of corruption in Cameroon, noted that Cameroon govern-

ment affiliated financial institutions gave easy loans on doubtful securities, most of which goes to ostentatious consumptions and this leads to the state becoming insolvent. According to Ardener, Cameroonians who are politically involved perceive government money only from the point of consumption. Therefore, when they borrow government money, it is never repaid. It was discovered that the Cameroon government has good intentions and structures to promote good governance. The problem is that the policies are ill-defined and there is no effective control mechanism put in place, thus government administrative processes are undermined with impunity. Myrdal (1968) termed 'negative discretionary control' is plaguing government administration. Restricted communication information flow is retarded in Cameroon due to poor governance. One of the fundamental problems is absence of freedom of speech, censorship of the news papers and even news is common practice.

Lack of motivation

Understanding human motivation is complex, (Cole, 2004), but it is important for those in administrative position to understand that good performance is engineered by appropriate motivation. Motivation apparatus must embrace all ethnic groups in the country. Drucker (1985) suggested that it must aim at challenging all to growth, self development and focus on performance rather than on promise. Unfulfilled Government promises to people without acting discourage creativity, innovation and encourage individualism. Innovation in the public sector is a critical factor to boost growth in the economy. Learning a new approach to administering public organisation will cut down administrative cost in terms of control. Innovation is not only limited to the acquisition of machineries and technology. Stimulating the development of high level human resources adds to public administrator's knowledge base. Entrepreneurship can contribute to human resource development in variety of ways as illustrated in Figure 4.

Government's effort to combat corruption

Although the government is trying to put in place units to fight corruption, people are anxiously waiting to see the outcome of such anti-corruption groups, since most members of the units are themselves corrupt. From findings, people are not convinced that arresting fraudsters and dumping in prison without confiscating the properties acquired in form of fraud is not solving any problem. This doubt is indicated by the high response rate of 85 - 92%. The Opposition Leader of one political party on the Cameroon television news at 7:30 pm, 7 February, 2010 emphasised the need for government to confiscate prop-

erties accumulated through fraud as it would serve as example to potential fraudsters.

The proverbs used by interviewees to summarised corruption were:

"When a slot enters a raffia palm tree and it is eating, it jubilates, not knowing that the tree will die and its existence would be exposed and it will also be eaten up by people. I transformed into a tiger and was eaten by it".

The proverbs interpretation is that, public administrators' poor performance, government silence over corrupt practices is now hunting even them. To successfully find corruption and embezzlement of public funds, government needs to employ entrepreneurship skills to restructure the administration, put in place functional measures to fight malpractices among civil servants, especially those in positions of responsibilities. Many people interviewed lamented over government's inability to control its institutions. According to findings, what the people want from government is quality service delivery and an environment that is transparent and democratically governed and respect for fundamental human rights. The question is, do you think government can easily reorganise its present organogram without obstruction from certain quarters? Was answered with yet another proverb as follows:

"To shave a monkey's head, you need to tie its hands with a rope".

The interpretation is that, some people will obviously object to the reorganisation of the system for the better. This could be solved by educating the people. Observation suggests that some corruptions were due to ignorance of development processes. Therefore, in order to undertake a comprehensive administrative reorganisation, effective policies must be put in place backed by stringent control mechanisms and control is central in entrepreneurship.

The need for entrepreneurship education

As presented in Figures 1 and 2, all knowledge of entrepreneurship is also knowledge needed by public administrators. The overall objectives of public administration are to grow and sustain government establishments. Both business officials and public administrators make decisions and look for growth opportunities. Entrepreneurship education will expose public administrators to the foundation knowledge of business administration (accounting, management, marketing and organisation).

Educating the public to be entrepreneurial and thinking

in that light enables good planning, organization, management and quality service delivery. Osborne Gaebler (1992) found that in the UK, in order to save costs, government created competition among suppliers which pushed down government spending. In Osborne's view, the change was brought about by entrepreneurship knowledge. Teaching entrepreneurship would empower many Cameroonians to appreciate entrepreneurial activities; policy makers empowered with the ability to make appropriate policies that best support entrepreneurial innovative attitudes. This will enable duty consciousness to be generated and knowledge acquired will break dependency.

Improving public administration through entrepreneurship learning

There exists a link between public administration and entrepreneurship skills. The future of good governance depends on how skilful public administrators are able to perceive public administration from the point of private organisation. For example, Cameroon universities as public institutions have adopted decentralisation processes in their budget operations. This innovation has reduced the level of fraud within different organs of the university. There is a move now toward adopting the teaching of entrepreneurship across all disciplines in Cameroon universities. The entrepreneurship properties exposed in Figure 1 can also provide guide lines on human resource management, resource allocation and the structuring process.

Defending the hypothesis

The research presents enough evidences to support the hypothesis advanced. There are convincing views that entrepreneurship knowledge can contribute to the improvement of public administrators and administration. The proverbs used by Cameroonians to express their views on public administration are eloquent testimony that public management is chiefly fraudulent and that Public administrators at the apex of the hierarchy are corrupt. Everybody leaves the office for political campaign. Public employees corn their behaviours to please the political system. The request for the University of Chicago to examine the reorganization of government supports H3 which states that the teaching of entrepreneurship to government employees will increase government's capacity to innovate new approaches that strengthens their policies and decision making abilities. On the basis of the evidences presented, the hypothesis advanced is accepted.

Innovation in the public sector is a critical factor for boosting economic growth. Innovation is not only limited

to the private sector. Learning a new approach to administering public organisation will cut down administrative cost as well as ensure quality service delivery. Public administration requires innovative related activities. Stimulating the development of high-level human resources adds to the knowledge base of public administrators' knowledge.

Implications

Given that public servants are oriented to behave as in the private sector, inertia will be discouraged, efficiency will be promoted and there will be transparency. There will be duty consciousness. Sensible resource allocation will take precedence over nepotism or tribal favouritism. Institutions established to promote and encourage effective and efficient administration will be efficient and successful. The failure of government institutions is associated with poor recruitment and promotion criteria. Government workers are seen to be employed on the basis of relationship and bribery. Entrepreneurial spirit will increase government's capacity to innovate, respond rapidly to changing environments and achieve teamwork to accomplish tasks as individual public worker gains insight into what he or she is supposed to be doing.

Conclusion

Organisations need to innovate in order to be sustainable Goffin and Mitchell (2005), so do governments. Entrepreneurship and proverbs are seen in this paper as catalyst to educate the society and promoting development. It highlights the importance of using indigenous knowledge in transforming society. Policy makers have not been vigilant in using their resources to improve the quality of administration. It is hoped that this paper can lead to a change in mind set.

Human capital development is a long term investment for present and future development. An appropriate training program that enables the understanding of business management strategies is likely to enhance the capacity of people in the society. Entrepreneurship education makes people see clearly the benefits to be derived from good administration. Motivation is always linked to the achievement of a need, as stated in Maslow's hierarchy of needs, (Maslow, 1943; Wickham, 2001). From this perspective, government's rationality can also become the society's rationality. Human capability as a form of human capital requires expenses in training (education) for it to be increased and promoted (Toshio, 1987). Public administration plus entrepreneurship education brings about synergy.

There is a need to copy from the private sector management strategies. A more enterprising culture will

promote economic growth, competitiveness and productivity. It will also generate a better return on public investment in education, skills, science and technology. The attitude of the carrot and stick should be effectively applied without fear or favour. The national programme on good governance as a new strategy for the economic and social development of Cameroon must be effectively implemented. People at all levels of society must be involved. Entrepreneurship teaching creates awareness of peoples' responsibilities in the socioeconomic development of a nation. Awareness stimulates duty consciousness. To conclude, the research recommends that:

Political interference in appointments, promotions, transfers, punishments, awards should also be avoided.

National outlook on regional balance in areas that require knowledge and sensitive to knowledge kills incentives and creativity and should be avoided.

Independent corruption-risk assessment and management team should be put in place in Ministries.

A lead-enterprise team should be established at Ministerial level for key departments.

A team for the Identification of obstacles to the effective commercialisation of ideas, particularly through institutes of higher learning is put in place. Measures for improving enterprise culture in the public administration are in place.

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