

THE USE OF ICT IN MANAGING HUMAN RESOURCES IN THE PUBLIC SECTOR : THE CAMEROON CASE

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Agenda

Introduction

- I. The context: The Policy framework on the use of ICT in managing HR in the public sector
- II. First steps toward e-government: what was done
- III. Challenges faced
- IV. How challenges were addressed
- V. Lessons learned

Conclusion

The Context

A. The Policy Framework

The National policy for the development of ICT was drafted in 2007

Prior to 2007, several ICT initiatives were undertaken within government departments,

Such as the management of State personnel by the Ministry of Public Service and Administrative Reform

ICT Policy in the Public Sector (2007)

B. Key points of the policy

- Political Commitment

Accelerate Cameroon's entry into the information society by encouraging large-scale use of ICTs in the Public Sector

- Definition of Objectives

Modernize the Administration, encourage the adoption of ICT by workers, promote online administration, issue new rules for information processing, improve citizens' access to public information

- Strategies

Equip government services, develop online government services, train and guide workers on the use of ICTs, develop information systems for the collection and dissemination of government data, increase the number of public access point, develop digital storage systems (archives)

Policy, HR Management and ICT

c. Policy and Management of State Personnel

- The management of HR in Cameroon is governed by the General Status of Public Service
- The ministry of Public Service and Administrative Reform is responsible for the application of the status
- Exceptions: Some State Personnel (e.g., National Assembly, Police) are not managed by the Ministry of Public Service

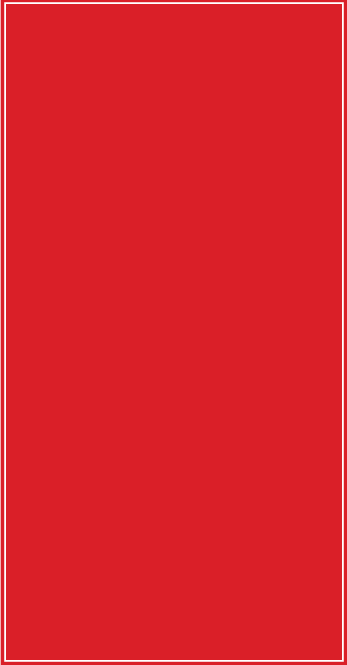

Policy, HR Management and ICT

D. Legal References

- Decree 94/199 of October 07, 1994 on General Status of Public Service (modified by decree 2000/287 of October 12, 2000)
- Decree 2005/086 of 29 march 2005 organizing the Ministry of Public Service and Administrative Reforms

The most recent text on the General Status was published in 2000, hence direct references to ICT in managing HR are infrequent

In the 2005 decree, a provision mandates the “Unit of Studies, Cooperation and New Technologies” of the Ministry of Public Service to develop ICT applications in line of modernization of the Administration



First steps toward e-government: What was done

First steps toward e-government

A. Prior to Administrative Reforms

- State Personnel were managed by multiple governmental departments
- Career management based on ICT was in its infancy
- Payroll (ANTILOPE) was managed by the Ministry of Finance in combination with other non- integrated applications for budget, taxes, personnel payment and accounting

Steps toward e-gov: issues

B. Anomalies detected

- Inconsistencies in some career deeds: date of birth, qualification...
- Discordance between payroll and related rank in the organization
- Circulation of forged documents
- Undue interaction between internal staff and users, thus eliciting corruption
- Unnecessary commuting of public service beneficiaries to monitor the proper treatment of their files
- Operational inefficiencies deriving from untimely interruption of internal staff
- Unresolved fluctuations of payroll from one month to another

What was done

A. The Three Pillars of the Transformation

The transformation of the State Personnel management with regard to the use of ICT can be described in the following three pillars:

- Automation
- Digitalization
- Transparency

The Three Pillars

1. Automation- MAIN SYSTEM

Don't manually do what the computer can process

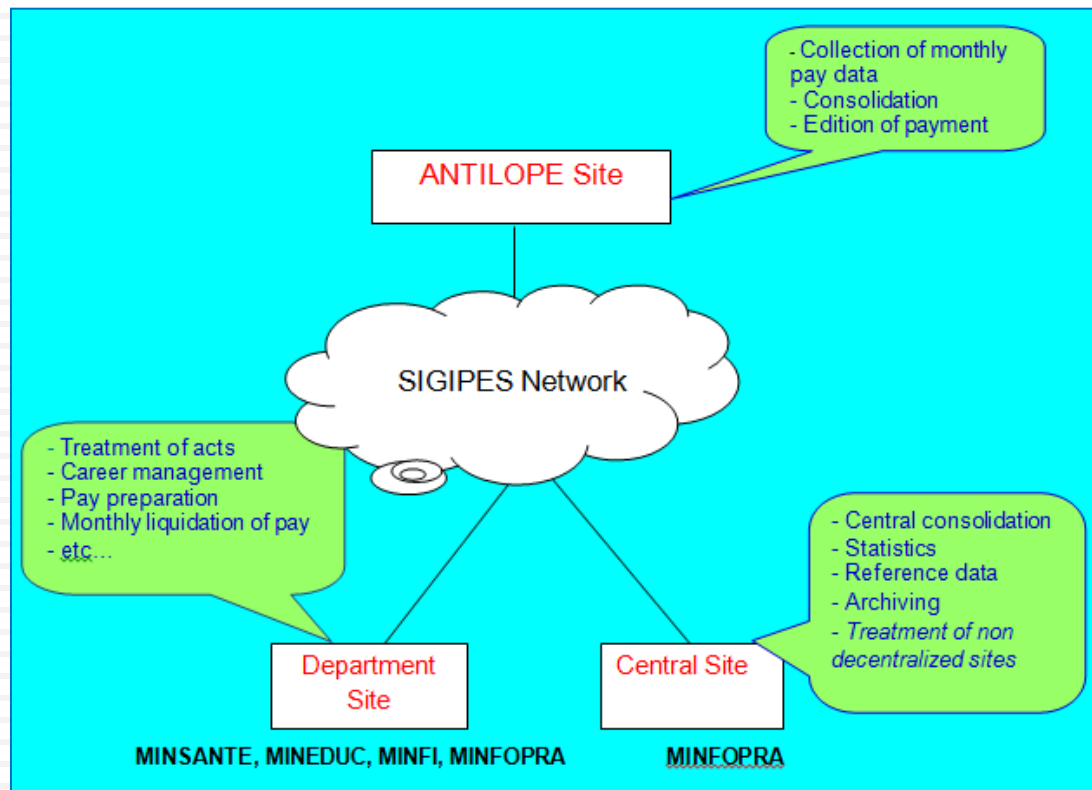
HR automation aims at computerizing the treatment of careers and salaries by limiting human intervention

SIGIPES

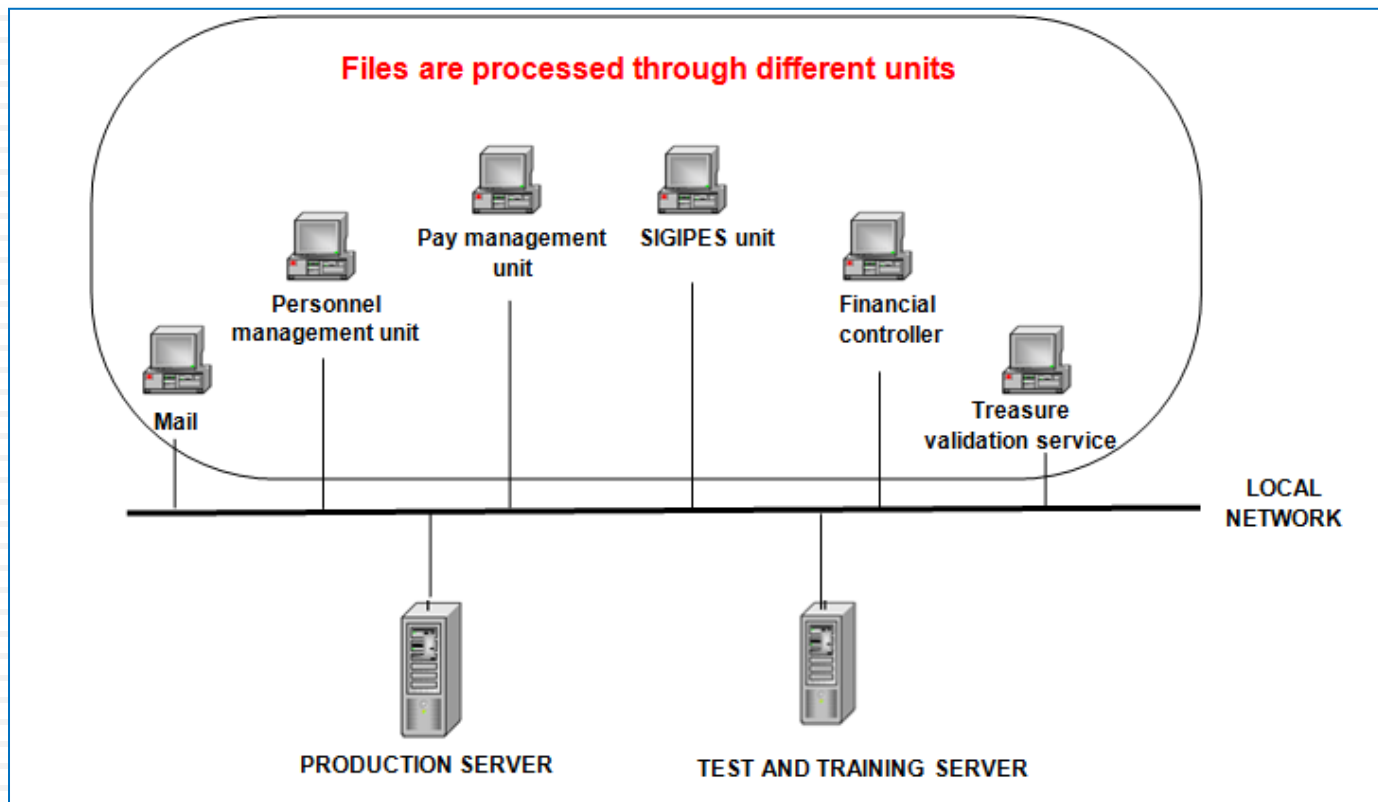
Computerized system used for the management of State Personnel and Salaries (April 2002)

- Workers' careers and salaries should be managed by the user ministry (employer) to which they are assigned
- 1 Interdepartmental site (Ministry of Public Service)
- 4 pilot sites (Education, Public Health, Economy/Finance, Public Service)
- Transitional sites (all other ministries)

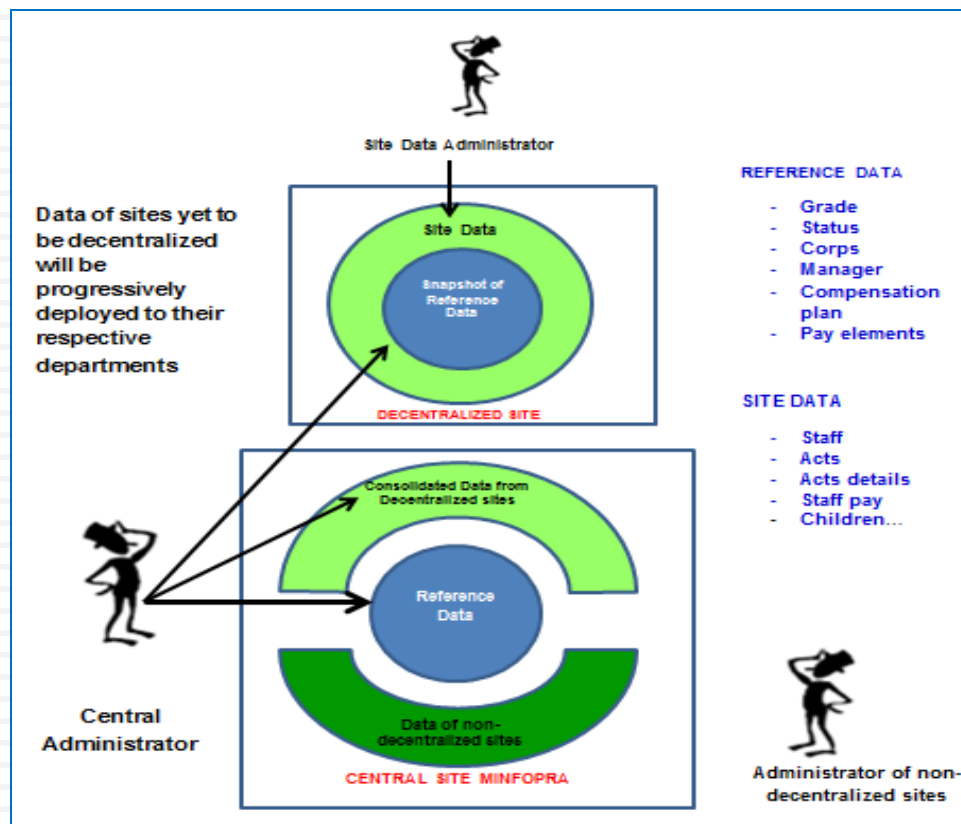
Global architecture of SIGIPES



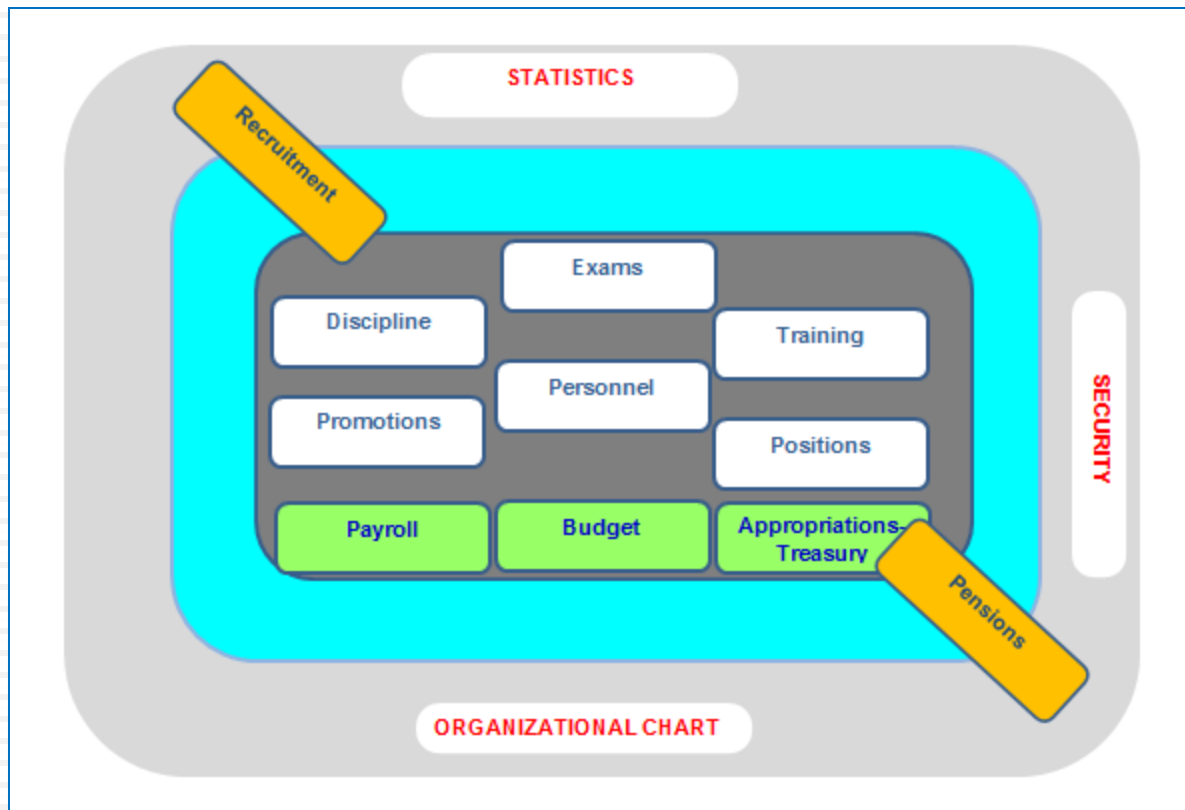
Architecture of a SIGIPES site



Distribution of SIGIPES data



SIGIPES modules



The Three Pillars...

2. Digitalization- REGNET

Protect and secure data while processing information

REGNET

Computerized system for Digitalizing Administrative Instruments on the Management of the Careers of State Personnel

- Digitalize all documents requested before processing that are either generated by the SIGIPES or by related Government Departments
- Used to computerize all instruments signed before the introduction of SIGIPES (or instruments outside SIGIPES).

By digitalizing these documents at the source, and reusing them as necessary, entry points for forged documents were significantly decreased

The Three Pillars...

3. Transparency- AQUARIUM

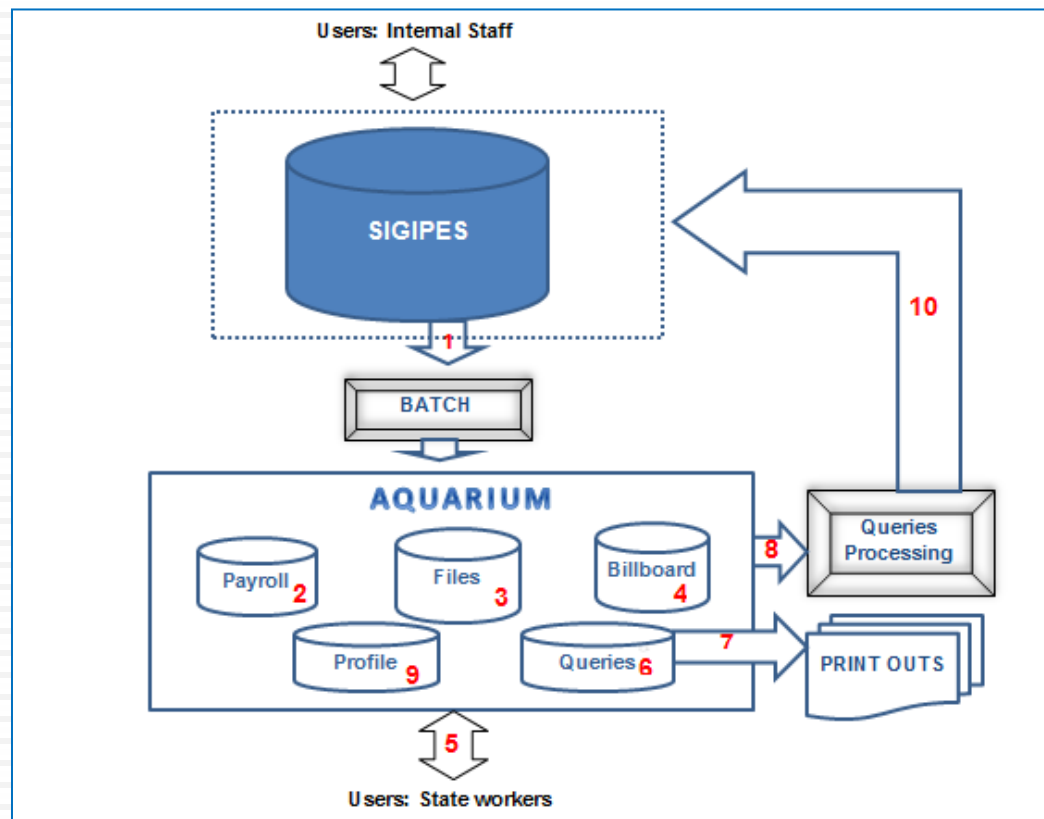
Provide service beneficiaries with information/data on the treatment of their files or their status where they need them the most

SIGIPES AQUARIUM

Computerized system used by citizens (beneficiaries of services render by SIGIPES) to follow the treatment of their files

- Accessible via the Internet
- Accessible from all SIGIPES sites
- No physical contact between service beneficiaries and internal staff...

SIGIPES AQUARIUM





The Challenges and how
they were addressed

Challenges for implementation

1. Change Management

- Fragmented ICT Vision throughout governmental departments
- Silo Culture: Sharing data, repositories of information/data are yet to be embedded in the fabric of our culture
- Becoming customer focused: How to let beneficiaries of services obtain information concerning the treatment of their files?
- Some HR procedures remain in manual mode
- Reorganization of governmental departments

2. Infrastructure

- Lack of interconnectivity/ interfaces between governmental departments
- Lack of interoperability between ICT systems- lack of shared standards
- What to do with legacy systems (such as ANTILOPE)?
- The telecommunication network to be upgraded in several parts of the country
- Poor energy supply, in quantity and quality

Challenges for implementation

3. Human Resources

- Properly trained resources are scarce

4. Legal and regulatory framework

- To foster content sharing between administrations
- To protect and secure data
- For authentication of external documents used in internal treatments
- To punish computer and cybernetic offences
- To promote Electronic Data Interchange (EDI)
- To manage conflicting responsibilities of administrations

5. Funding

- Mobilizing financial resources. ICT investments are often perceived as expenses. A long term commitment is critical for the success of automatic systems developed

How challenges were addressed

1. Change Management

- Tone at the top: strong commitment from the political leadership
- Enthusiasm of citizens to embrace these changes
- Sound communication plan

2. Infrastructure

- Interconnection between critical sites
- Interface between SIGIPES and ANTILOPE
- Standardization of formats to facilitate exchange

How challenges were addressed

3. Human Resources

- Training of personnel of all SIGIPES sites

4. Legal and regulatory framework

- Leadership commitment at the highest level to overcome the absence of written legislative framework
- Robust centralization and coordination unit, led by the Prime Minister, smoothing de facto intergovernmental relations
- Interdepartmental collaboration with ministries involved in SIGIPES

5. Funding

- International donors
- State budget



Lessons learned

Lessons Learned

1. Change Management

- Expect resistance
- Allow beneficiaries of the public service to have access to their information/data
- Think ahead

2. Infrastructure is key!

- Physical infrastructure has to be rehabilitated or built
- Interconnect government agencies
- Build data centers to share information and data among agencies
- Think about security and maintenance (backup, firewalls, protections...)

Lessons Learned

3. Human Resources

- Hire more IT personnel
- Consider outsourcing

4. Legal and regulatory framework

- Revisit the legislative and regulatory framework to consider data as an asset
- Apply stringent criteria to validate the accuracy of input data

5. Funding

- Consider international donors, PPP, user paid funding

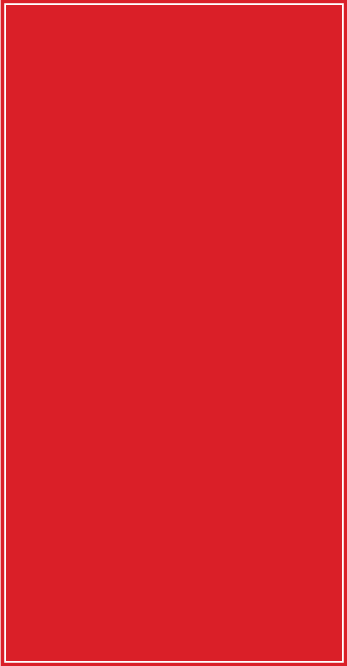

Conclusion



Questions?

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