Enhancing Professionalization of Human Resource Management in the Public Service in Africa
Cotonou, Republic of Benin – 12 to 16 April 2010

PRESENTATION

IMPROVING THE MANAGEMENT OF HUMAN RESOURCES IN THE PUBLIC SERVICE THROUGH APPLICATION OF INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTs):
THE CAMEROON EXPERIENCE

by

Jean-Yves DJAMEN, Ph.D., Eng.
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PUBLIC SERVICE: NATIONAL PROGRAMME ON GOVERNANCE CAMEROON

A public service should be:
- Efficient
- Simple
- Fast and secure
- Reliable
- Accountable

Therefore, there is a compelling need for the modernization of human resources management so as to:
- Increase the efficiency of Government’s action
- Enhance the management of civil servant careers and the related payroll
- Preserve financial resources by reducing waste and irregularities

THE SITUATION AS OF YEAR 2000

The situation as of year 2000 was as follows:
- + 150 000 public workers dispatched in more than 30 ministerial departments
- The Ministry of Public Service and Administrative Reforms (MINFOPRA) is in charge of the management of careers of State personnel
- The ministry of Finance is in charge of the management of salaries and payroll
- There is no electronic interface between the two departments
- There is no electronic system used by MINFOPRA to manage careers of State personnel (except Microsoft Word processor)
- An electronic system - ANTILOPE- is used for payroll
- ANTILOPE is not secured and many users have unwarranted access rights that go beyond their normal privileges
- Areas of concern
  - Discrepancies between career positions and the related salaries
  - The Government does not master the payroll of its whole personnel
  - Inconsistencies spotted in administrative deeds (data integrity)
  - Undue commuting: civil servant routinely abandoned their duties to monitor the progress of their file either in the Ministry of public service (for career matters) or in the Ministry of Finance (for payroll matters)
  - Incessant interruptions of the internal personnel of these departments to resolve the related issues, thus, exacerbating inefficiencies
  - The resulting connection between the beneficiary of the service and the worker in charge of the treatment may increase the risk of fraud and corruption

THE REFORM

In June 2000, the Government of Cameroon initiated a project on ‘The Devolution of the Management of State personnel’

The principles of the reform stipulate that the minister using the worker will also:
- Manage his/her career and
- Pay his/her salary

Between June 2000 and June 2002:
- Project meetings are held and strategic decisions are reached (such as the nature of sites, etc.)
- The vendor in charge of designing and developing the software to support the reform is selected
- The automated system to manage the careers of state personnel is developed.

THE SIGIPES: AUTOMATED SYSTEM FOR THE MANAGEMENT OF STATE PERSONNEL

All ministries were concerned through the following structures:
- The four Pilot centers:
  - Ministry of Public Service and Administrative Reform for the treatment of files (career and preparation of element of salary) of its personnel via the Direction of General Affairs
  - Ministry of Finance for the treatment of files (career and preparation of element of salary) of its personnel via the Direction of Human resources
Ministry of National Education for the treatment of files (career and preparation of element of salary) of its personnel via the Direction of Human Resources

Ministry in charge of Public Health for the treatment of files (career and preparation of element of salary) of its personnel via the Direction of Human Resources

- The inter ministerial center at MINFOPRA for the treatment of files of all other State personnel not taken into account in pilot centers

SIGIPES is in function in pilot sites by June 2002:
- The first information sheet came out in July 2002
- Only the ministry in charge of public service can proceed with the recruitment in public service
- Only the ministry in charge of finance can pay the salary (although each ministry have full control of determining the element to be taken into consideration)

Extension Beginning in 2003
- Ministries geographically situated in different sites
- The ministry in charge of Public Service only can hire State personnel
- Every ministerial department calculates the salary to be paid for its related personnel
- The ministry in charge of Finance only will pay the State personnel
- Every ministerial department manages the career of its own personnel

List of automated functions of SIGIPES:
- PROMOTIONS:
  - Confirmation
  - Bonus of incremental position of civil servants
  - Bonus of incremental position of contract officers
  - Advancement of incremental position of civil servants
  - Parity advancement of incremental position (contract officers and workers recruited on basis of decision)
  - Advancement of class of civil servants
  - Advancement of grade of civil servants
  - Reclassification of civil servants
  - Advancement of cadre of civil servants (manager level)
  - Advancement of contract officers
  - Advancement of workers recruited on the basis of a decision
  - Advancement of contract officers
  - Reclassification of workers recruited on basis of a decision.

- POSITIONS:
- **LEAVE:**
  o Administrative leave of civil servants
  o Notification of leave of civil servants
  o Administrative leave of contract officers and workers recruited on the basis of decision
  o Maternity leave
  o Special authorization of absence
  o Leave of absence.

- **PENSIONS:**
  o General State of Services
  o Notice of retirement
  o Retirement of civil servants
  o Early retirement of civil servants
  o Retirement of contract officers
  o Retirement of contract officers for incapacity
  o Refund of income
  o Death benefits
  o Quintupled death benefits
  o Widow’s pension
  o Survivor’s pension
  o Resignation of a civil servant
  o Resignation of a contract worker
  o Corrigendum of a pension order

- **TRAINING COURSES:**
  o Management of scholarship donors
  o Management of scholarship offers
  o Management of candidatures
  o Management of notices (training course commissions, scholarship donors)
  o Placement on further training
  o End of training course
  o Extension of training course

- **DISCIPLINE AND DISPUTES**
  o Reprimand with copy to file
  o Reduction of one or two incremental positions
  o Written warning
THE SIGIPES AQUARIUM: TRANSPARENCY, CELERITY, AND ACCOUNTABILITY

- Electronic space represented physically by a public hall
- Machines used by public servants in search of information on
  - Their careers
  - Their salaries and
  - The movement of their administrative files
- No contact between public servants and internal workers who treat their files

The functioning of the SIGIPES OF AQUARIUM is as follow:

- A copy of data is produced after a daily exploitation of SIGIPES (1)
- Data are organized in categories: data about career and salary (2), data related to the circulation of files (3), data meant for the entire public (4)
- Users interact with the system to obtain the information they require (5)
- Public servants could consult the system on a certain number of issues (6)
- Users obtain copies of their files (7)
- All complaints are registered and treated (8)
- The continual use of the system could automatically provide the most current information (9) and
- Could be exploited to enrich SIGIPES (10)
Versions of AQUARIUM:
- A local version with free access for users tough in the use of computers
- A local version with restricted use: for users not strong in the use of computers
- A portable version for regional delegates
- The Internet version available worldwide

ACHIEVEMENTS

- Work alleviation
- Increased execution speed
- Reduction of the time allocated to ‘chasing files’
- Lessening of corruption opportunity
- Waste cut in payroll (removal of ghost employee…)
- etc.
HOW TO USE INFORMATION AND COMMUNICATION TECHNOLOGY TO STREAMLINE PUBLIC POLICY IN HUMAN RESOURCE MANAGEMENT

- Understanding human resource management
  - Administrative structures
  - Governance actors
  - Missions assigned

- Reproducing human resource management in the machine
  - Automation perspectives
    - SIGIPES: a tool to enable internal workers to effectively play their role
  - Digitalization perspectives
    - Static digitalization
      - ARCNET: a tool to secure information before their treatment in automation perspectives
    - Dynamic digitalization
      - REGNET: a tool to protect governance data before their archives
  - Transparency perspectives
    - Static transparency
      - INFONET: a tool to inform all actors concerned about the legislative and lawful text
    - Dynamic transparency
      - AQUARIUM: a tool to inform beneficiaries about the evolution of the treatment of their files
The general architecture of a system regarding automation perspectives

Simplified structure of an automated information system
The architecture of ARCNET

Conceptual architecture of static digitalization perspectives of governance data
The architecture of REGNET

Conceptual architecture of perspectives of dynamic digitalization of governance
The architecture of INFONET

The architecture of AQUARIUM
APPENDIX: SNAPSHOTS OF SIGIPES AQUARIUM
Main window of AQUARIUM version 1.0

Access through menu or shortcut.
View of ‘Session’ menu

Opening of a session under SIGIPES AQUARIUM

Open session

Type Service No. and password to open session

Service Number: 00000000
Password: [**********]
Password resetting: [WAD-JIBU, EL-HABJ TAYA]

Password resetting

No connected user

23/12/2002 16:39:53
Session opening

View of ‘Information’ menu
Modify password

Modify password

Service Number: 0000675

Former password: 

New password: 

Confirm new password: 

Ok

Cancel

Information on the Identification of Mreini WADI HILLA YAYA

General:
Service Number: 0000675
Name: WADI HILLA YAYA
M�ar: Male
Birth Date: 8/10/1928
Place of Birth: NOGORTA
Height: 
Weight: 
Marital Situation: Single
No. of Spouses: 0
No. of Children: 1
Address: 

Professional
User’s general information

User’s Professional Information
### User's spouse Information

#### Spouses

<table>
<thead>
<tr>
<th>NAME</th>
<th>SURNAME</th>
<th>DATE OF BIRTH</th>
<th>DATE OF MAR.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ETA</td>
<td>SOMAATON</td>
<td>1970/04/17</td>
<td></td>
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</tbody>
</table>

### Information on Children

#### Children

<table>
<thead>
<tr>
<th>NAME</th>
<th>SURNAME</th>
<th>DATE OF BIRTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>WAHBI</td>
<td>WASSOHAAN</td>
<td>1990/01/10</td>
</tr>
</tbody>
</table>
User's Children information

User's Marks
User's instruments information
User's requests

Message for the attention of M. Wadi El Hadj Yaya

Date: 27/11/02 - 08:18:49
SUBJECT: Réunion du Conseil

To: 060678 (WADJI IB. HADJ YAYA)

Date of dispatch: 27/11/02 - 08:18:49
SUBJECT: Réunion du Conseil
Message: À la date du 23/12/2002 se tiendra une réunion pour établir le bilan.

User connected: 610678 (WADJI IB. HADJ YAYA) 23/12/2002 16:46:57

User's Messages
Notice board

View of ‘Administration’ menu
Searching a file

Introduce a user
### User's initialization

#### Log sessions

<table>
<thead>
<tr>
<th>User</th>
<th>Start Time</th>
<th>End Time</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>User1</td>
<td>12:00 AM</td>
<td>01:00 AM</td>
<td>1 hour</td>
<td>Connected</td>
</tr>
<tr>
<td>User2</td>
<td>02:00 AM</td>
<td>03:00 AM</td>
<td>1 hour</td>
<td>Disconnected</td>
</tr>
<tr>
<td>User3</td>
<td>03:00 AM</td>
<td>04:00 AM</td>
<td>1 hour</td>
<td>Connected</td>
</tr>
</tbody>
</table>

User connected: **Supervisor**
Send a message to a user
Requests view

Application’s setting

View of ‘Help’ menu
‘About ... ‘ dialog box.