



## ***Fostering Trust and Transparency in Governance: Investigating and Addressing the Requirements for Building Integrity in Public Sector Information Systems in the ICT Environment***

**Notes of a Stakeholders Meeting by Videoconference  
13 June 2007**

### **Introduction**

The Chair asked participants to speak about strengths, weaknesses, and issues in their ICT and records system, based on the case study summaries or on their general experience and knowledge. Each of the Case Study nations outlined their experiences with the development of their human resources information and payroll systems. The issues they raised are summarised below.

#### ***Ghana***

Moving from paper to the computerised environment has proved challenging. With the introduction of electronic systems, officials believed that all information would be transferred into an electronic format. This has not proved to be the case. Manual systems are still in use, and they tend to be centralised, while electronic systems are decentralised. This has contributed to a loss of control of data integrity. In the decentralised environment, for example outside the capitol city, files cannot be kept up to date centrally because so records relating to activity is taking place at the local level do not reach the centre. There is a need to match functions and records at appropriate levels.

Vendor dependency also is problematic. The first Integrated Personnel and Payroll Database (IPPD) was not robust. There were problems with data entry, and data was tampered with and corrupted. This situation led to a renewed recognition of the need for paper records. Information management remains problematic, in particular the interface between manual and electronic records. With the introduction of IPPD2, there is a strong emphasis on integrity and reliability of electronic information. Validation of data is currently being undertaken. Many officials lack understanding of the importance of keeping accurate information. Records staff need short course training. In addition, there is a requirement for regulations to guide the management of records in the electronic environment. These need to take into account local policies and practices, for example for those relating to human resource management.

#### ***Tanzania***

Development of the Human Capacity Management Information System (HCMIS) commenced in 2000. In 2004 the system was rolled out to a number of ministries. Change management was proving challenging. Alternatives need to be found for updating

information in the electronic environment. Planning has commenced in managing electronic human resource records. Reliability of infrastructure in the decentralised environment has proved problematic. In addition, there is no single national infrastructure for managing human resources. Technology has proved limited in resolving this issue.

### ***Zambia***

The Public Management Establishment Control (PMEC) database is not yet a fully fledged human resource management system. While PMEC does not contain all of the necessary human resource information, and manual systems still are required. In the manual environment there have been issues of duplication and fraud. Records at district level are hard to manage as payroll is managed differently in the districts and information does not flow between central and district levels. Since the data which is essential the PMEC system is centrally controlled, officials in the districts to need to travel to Lusaka to input information into the system. Eventually, PMEC will be rolled out to the regions and districts.

The disconnection between manual and electronic records is viewed as a problem. Computerisation is seen as the solution, but there still is a lack of understanding of the need to manage manual systems. The National Archives is digitising some historical records for preservation purposes. Both paper and electronic versions will be maintained. There are a number of issues concerning the legal framework for recordkeeping and the revisions that are needed in the Public Finance Act and regulations.

### ***Sierra Leone***

There are 16,000 civil servants. Many do not have personnel files. Often files are missing key documents, such as the letter of appointment. Master files are kept by the Establishment Secretary's Office, while working files are kept by the ministries. These two sets of files need to match. The Records Management Improvement Project that is being funded by DFID initially involved four pilot sites for records work, including the Ministry of Health, Ministry of Education, Ministry of Agriculture, and Establishment Secretary's Office. Work on personnel records now is being carried out across the whole civil service.

## **Next Steps: Development of Training and Other Materials**

The Project Manager asked what training would be useful. The Editor for Project Deliverables asked a follow up question about what training materials (format and structure) and methods or delivery methods would be most useful. The key discussion points are summarised below.

### ***Tanzania***

Records management is a very important discipline. To be effective in their jobs, employees need to be encouraged to seek more training in records management. There are two audiences. The first are the users of the systems, while the second are the decision makers. Both audiences need training as governments move from manual to electronic systems. In addition, as officials move from position to position within government, there often is a need for retraining of staff. Managers need to be empowered to educate and develop their employees. Today many public servants have little or no experience with computers and there

is a general lack of knowledge about ICT issues. Training for local trainers is essential. There is a need for a strong team within government to train new people in electronic records systems. Public service colleges provide training to public servants and non-public servants. The services of the colleges should be used. Archives directors also can impart knowledge.

### ***Ghana***

There is a need for training in the use of computers. All civil servants require ICT training. Human Resources staff need to learn how to properly compile data in electronic environments. In addition, records staff require more specific help in learning about electronic records management. The mix of development between those still using manual systems and those who have moved to an electronic environment means that records staff have to switch between manual and electronic records. While the technical issues are a challenge, there needs to be a strong move to the electronic environment. The benefits of electronic records need to be made clear. Managing both paper and electronic records have challenges. There is a need for workshops, training for trainers and manuals. Hands-on training is essential. Information on how to work electronically is required. A core group must follow up this training. Training should not be limited to records staff. Treasury and other officials need to know the importance of electronic records.

### ***Zambia***

Standardised processes across government for manual records make it easier to train people. The management of electronic records also requires standardised processes. The benefits of ICT need to be emphasised. The introduction of electronic systems improves storage and access to records. While training is important, compliance with procedures is a continuous problem. Staff often do not stay in positions long, so repetition of training is necessary. In addition, many public servants move to the private sector once they are well trained so there is a need for ongoing training. Training for trainers, workshops and links with institutions and colleges all are required.

### ***Sierra Leone***

The Project case studies will help show similarities across jurisdictions. There is a need to identify key people for training. For example, the ability to train local trainers is important. Stakeholder perception of the caliber of records officers is an issue. There is a strong need to raise the profile of records professionals. Records officers are often viewed as low caliber staff, and the records centre still is considered a dumping ground. Training to perform records audits and to develop effective electronic records and recordkeeping infrastructure is required.

## **Present**

### ***Washington***

Mr Michael Hoyle, Chair and Project Manager, International Records Management Trust  
Dr Laura Millar, Consultant Developer/ Editor for Project Deliverables (Guidance materials, Training modules), International Records Management Trust

### ***Accra***

Mr Christian T Sottie, Controller and Accountant General  
Mr George Winful (on behalf of Mr Eduard Agyeman, Auditor General)  
Mr Samuel Antwi-Gyekye, Assistant Computer Programmer, Office of the Head of the Civil Service (on behalf of Mr Joe Issachar, Head of the Civil Service)

### ***Freetown***

Mr Albert Moore, Senior Archivist and Records Manager, Sierra Leone  
Dr Pino Akotia, Project Research Officer, International Records Management Trust  
Mr Muniru Kawa, Consultant, International Records Management Trust  
Ms Nicola Smithers, Project Steering Committee Member and Public Sector Specialist, Africa Region, World Bank (observer)  
Mr Tony Bennett, Public Financial Management Adviser, DFID (observer)  
Mr Stephen Catchpole, Public Administration International (observer)

### ***London***

Mr Stephen Sharples, Chair of the Project's Steering Committee, Senior Governance Adviser, Africa Policy Department, DFID (observer)  
Mr Andrew Griffin, Project Research Officer and Deputy Director, International Records Management Trust  
Mr Anthony Hurford, Project Coordinator, International Records Management Trust

### ***Lusaka***

Mr Mike B Goma, Accountant General, Ministry of Finance  
Ms Cathy Mkala, Director, Human Resource Information and Planning, Public Service Management Division  
Mr Sanford Sekelechi, Assistant Director, Records Management Systems and Policy Development  
Mrs Chileshe Lusale-Musukuma, Acting Director, National Archives

### ***Dar es Salaam***

Mr Priscus Kiwango, Acting Director, Management Information Systems, President's Office Public Service Management  
Mr Ernest N Kabohola, Senior Administrative Officer, Office of the Controller and Auditor General (on behalf of Mr Ludovick SL Utouh, Controller and Auditor General)  
Ms Denyse Morin, Senior Public Sector Specialist, Public Sector Reform and Capacity Building, World Bank (observer)