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**MINISTERE DE LA FONCTION PUBLIQUE
ET DE LA REFORME ADMINISTRATIVE**

**COMITE DE COORDINATION ET
DE SUIVIE DE SIGIPES**

REPUBLIC OF CAMEROON
Peace – Work – Fatherland

**MINISTRY OF PUBLIC SERVICE
AND ADMINISTRATIVE REFORM**

**SIGIPES FOLLOW-UP AND
COORDINATION COMMITTEE**

OPERATION OF SIGIPES IN PILOT SITES : PROGRESS AS OF 30 MARCH 2005

The reform aimed at decentralizing the management of State personnel and salaries – of which SIGIPES (Integrated Management of State Personnel and Salaries) is the computer software – presently underway in Government Services in Cameroon started in June 2000. After an experimental period running from January to March 2002, SIGIPES actually went into operation on 30 April 2002 in four pilot ministries: Public Service (MINFOPRA), Economy and Finance (MINEFI), Public Health (MINSANTE) and Education (MINEDUC).

This reform is based on the principle that workers' careers and salaries should be managed by the user ministry (employer) to which they are assigned to help it achieve its set objectives. The joint Order No. 9145/MINFOPRA/MINEFI of 10 December 2001 specifies the career and salaries management instruments which are actually decentralized.

Close to three years later, we are presenting herein the ground covered by this Government project reflected in the results already obtained and prospects for developing the reform on these sites. Priority is given to consolidating achievements through constant efforts to update personnel data and ensure ownership of computer technology.

1. – MONITORING THE ON-SITE OPERATION OF SIGIPES

Various assessments on the ground show that the project is going on satisfactorily in all sites, with noteworthy disparities however observed at the level of ownership.

1.1. Preparation of organization charts

The instruments organizing the four above-mentioned ministries have incorporated aspects of the reform. Each of the ministries now has a SIGIPES unit responsible for supporting the Directors of Human Resources in their efforts to make maximum use of SIGIPES.

1.2. Training of workers

The manpower deployment plan designed as part of the optimum operation of SIGIPES has three training components: computer technicians, auditors and users. While computer technicians will ensure the effective use of all software functionalities during its

operation, auditors will ensure compliance with operation procedures and regularly check the smooth operation of the mechanisms in place. On their part, users of the software – workers and senior officials of Human Resource Departments in the relevant ministries – will acquire the necessary good habits while using SIGIPES to process workers' career and salaries instruments.

The training of computer technicians and auditors took place in France from 11 March to 19 April 2002 for software operation officials, and from 19 March to 4 April 2002 for auditors. The set objectives were fully met, as highlighted in the reports submitted by both categories of trainees, for the training aimed not only to accumulate knowledge but mostly to learn to ask the right questions and to make the other protagonists of the process realize the urgent need to develop a pro-active attitude and behaviour.

The training of users was designed at two levels: officials, for aspects linked to the introduction of change, and workers – those who process the manpower management files in ministries – for technical aspects, as provided for in Articles 2, 3 and 4 of the Joint Order No. Order 9145/MINFPRA/MINEFI of 10 December 2001. These two aspects were incorporated in the design of the Project to devolve the management of State personnel and were taken into account in the software operationalization plan.

These trainings sought to enhance the capacities of players in the personnel management devolution process and will be continued in the different sites, depending on the specific needs expressed and, where necessary, the expectations of participants. Thus, in course of 2004 for example, a training programme was conducted in MINEFI for the newly appointed senior officials and workers assigned to the Department of Human Resources (DHR).

1.3. Administrative Procedures in Human Resource Management

The “administration of personnel” is an area of human resource management which requires precise knowledge of the legal basis for the processing of files. It is incompatible with approximations, for otherwise, workers would lose confidence in their managers and this would in turn undermine the credibility of the approach used in implementing the manpower management policy. Failure at whatever level of the process would cause malfunctions which would inevitably affect the processing of files and cause rejection of files. Since personnel administration covers duties linked to the legal and administrative aspects of the function of human resource management, the Procedural Manual on Human Resource Management will enable workers who discharge these duties to act efficiently, speedily and diligently for it contains information on:

- constituent elements (documents to be furnished or to be consulted);
- requirements to be fulfilled;
- reference instruments or enactments;
- management rules;
- processing channels;
- operative modes.

Lastly, since this Procedural Manual will be computerized with a number of in-built systematic and automatic control mechanisms, the manager's workload will be considerably

lightened. Thus, he will be able to calmly turn his attention to the other areas of human resource management, namely: social relations, human resource development and notably the forward-looking management of jobs.

These manuals produced by the Ministry of Public Service and Administrative Reform are available since November 2004 in three volumes totaling 1020 pages. They still need to be published and distributed to the other pilot sites.

The appended table summarizes the list of HRM instruments treated in these Manuals. It should be noted that recruitment instruments (absorption, employment contract etc) fall within the province of the central MINFOPRA site which centralizes all data linked to the management of the careers of State personnel.

1.4. Security of the Reform

The impacts of the change brought on by the reform will be known, including mainly (1) the streamlining of the State personnel database; (2) the exercise of stricter control on the management of the wage-bill; (3) the improvement of the quality of service rendered to users.

The concrete realization of these impacts is attended by numerous hazards – some linked to the specific content of each phase of the reform and others stemming from the nature of the devolution mechanism. With regard to the computer component whose core is SIGIPES, there are security problems at various levels:

- security of offices in the sites: theft of equipment and materials, sabotage, hacking into the computer system etc;
- security of communications network: network maintenance, poor use of the existing network etc;
- security of the operative system: qualification and number of staff used, loss of documents, defective equipment, poor update of system data, sundry accidents (lightning, fire, flooding etc);
- security of software: initialization of the database, viruses etc.

Measures are considered at different levels to address these problems. A document titled “**Security Policy for SIGIPES Software: Computer Aid for decentralized Management of State Personnel**” will soon be made available to all ministries to help them meaningfully assume their responsibilities in this area. It is necessary to recall here the dangers of underestimating the risks linked to the lack of prevention, especially in the management of the careers and salaries of State employees.

2 – RESULTS OBTAINED IN OPERATING SIGIPES

2.1. Statistics of instruments processed in each site

Table 1 shows statistics on the number of instruments processed and staff distribution in the sites since the commissioning of SIGIPES. In comparison and as an illustration, table 2 gives statistics on the manual processing of careers for the period from 1990 to the introduction of SIGIPES in 2001 (or slightly over 148,000 instruments signed). It is encouraging to note in this connection that the number of instruments processed has

increased significantly, climbing from an annual average of 12,000 manually processed instruments to over 30,000 under SIGIPES (all sites inclusive).

Table 1: Operation of SIGIPES in the pilot sites between 2001 and 2005

Sites	Number of SIGIPES pilot sites (before streamlining)	Number of instruments processed from 2001 to 2005			
		Keyed in	Validated	Signed	Dispatched to MINEFI (Salaries/Treasury)
MINFOPRA, including the in-house site, the transitional site and the central site (from 30 April 2001 to 17 March 2005)	1,776 (in-house site only)	71,134	69,466	61,066	40,607
MINEFI (from 15 October 2001 to 17 March 2005)	15,118	7,797	7,564	6,530	3,774
MINEDUC (from 12 August 2002 to 17 March 2005)	69,323	39,104	38,789	29,714	19,213
MINSANTE (from October 2002 to 18 March 2005)	17,304	12,409	12,095	9,539	7,879
TOTAL	103,521	130,444	127,914	106,849	71,473

Table 3: Pre-SIGIPES distribution of manually processed instruments by type from 1990 to 2001

YEAR	Decreets	Orders	Decisions	Contracts	Additional Clauses	TOTAL
1990	1 649	18 272	1 352	422	199	21 894
1991	406	5 893	792	86	64	7 241
1992	522	5 464	813	208	183	7 190
1993	771	5 340	813	208	183	7 378
1994	618	9 779	594	642	137	11 770
1995	688	8 462	794	186	345	10 475
1996	738	8 965	775	107	176	10 761
1997	713	12 927	775	295	200	14 916
1998	615	12 927	893	140	266	14 841
1999	900	13 197	759	325	294	15 475
2000	997	9 211	659	238	150	11 255
2001	1 075	11 600	965	949	240	14 829

- Number of instruments signed in 12 years = **148 025**;
- Annual average: = **12 335**.

2.2. Impact on the mastery of staff-size and the wagebill

The introduction of SIGIPES helped to expedite the processing and control of statistical data.

Regarding the impact of these measures on the mastery of staff-size, we are treating here the case of MINFOPRA, where such impact on data is perceptible.

In August 2003, the ANTILOPE database for workers on MINFOPRA payroll indeed showed a total of 2,742 workers. A first staff census conducted the same year in MINFOPRA revealed that 1,185 workers actually work in this ministry and bodies under its supervisory authority such as ENAM and the Advanced Institute of Public Management

(ISMP). Workers in MINFOPRA but not in its payroll at the level of ANTILOPE were also counted.

A second census of MINFOPRA staff was conducted in February 2005 on instructions of the Prime Minister, Head of Government, and showed that there are 1,075 workers in the central and external services (including ENAM students).

From these two streamlining phases, the following table was prepared showing that close to 1,500 workers unduly encumber the MINFOPRA budget.

	<i>Real MINFOPRA staff-size</i>	<i>ANTILOPE budgetary staff-size</i>	<i>Excess staff encumbering the MINFOPRA budget</i>
<i>Streamlining in August 2003</i>	1,185	2,742	1,557
<i>Streamlining in February 2005</i>	1,075	2,514	1,439

A simulation of the mastery of the State wage-bill was performed using ANTILOPE data for the period from August to December 2003 and secured substantial savings:

- the budget votes of the ministry used up for staff expenses fell from CFAF 382,747,879 in August 2003 to CFAF 122,359,467 in December 2003, corresponding to a reduction of about 68% resulting from the streamlined staff-size.
- using December 2003 salaries as the base of calculations, the necessary envelope for the year's personnel expenses stands at CFAF 1,683,445,344. This amount shows, comparative to the CFAF 3,790,000,000 allocation under this budget head, annual savings in the amount of CFAF 2,110,554,656.

A similar analysis is underway, judging from the streamlining operations (besides, a permanent feature) commenced this year.

At the end of the analysis stemming from the streamlining initiated in 2005, all State employees who would not have been counted in MINFOPRA will be systematically placed in the SIGIPES' TAMPON code for the ministry (for a period not exceeding 3 months), pending the results of the search of where they are actually assigned. The list of workers concerned will also be forwarded to MINEFI for harmonization with the ANTILOPE base. Upon the expiry of this three-month period, the salaries of workers placed under the TAMPON code will be suspended as a precautionary measure, and their files tabled before the Permanent Disciplinary Council.

This streamlining has begun in the MINEFI site. Its extension to all SIGIPES pilot sites and ministries will, by a multiplier effect, rapidly bring the State staff-size and wage-bill under control.

3. CONSOLIDATING RESULTS

3.1. Data Streamlining Method

The data streamlining method used has three main phases:

- *The physical census of workers of the Ministry:* the focus will be on collecting data linked to the career and salary of each worker. Uncounted workers will be placed in a Ministry TAMPON code for a period not exceeding three months and thereafter the salaries of those without clear justification of being assigned anywhere will be suppressed. We should point out here that career data is the basis of salary data and not the reverse;
- *Authentication of instruments and analysis of census results:* authentication of instruments within issuing structures and verification of career progress, building of the physical and electronic databases arising from the census, comparison of the staff database with the data on monthly personnel expenditure, analysis of deviations;
- *Consolidation of the reform's information system:* building of the Ministry's SIGIPES database, rehabilitation of the Ministry's archives.

To make it possible to authenticate instruments and check the regularity of the careers of State employees, a vast project is considered aimed at digitalizing all administrative instruments. This operation is backed by REGNET (System for Digitalizing Administrative Instruments on the Management of the Careers of State Personnel) and aims to computerize all instruments signed before the introduction of SIGIPES (or instruments outside SIGIPES). An experimental version of this tool was made available to officials in charge of the human resources of SIGIPES sites, to enable them check the authenticity and conformity of administrative instruments issued, before a new SIGIPES instrument was initiated. Its finalization will further help to create a link between instruments outside SIGIPES and electronic instruments (SIGIPES), facilitating, in turn, for instance, the production of General Services reports, essential in the processing of the files of retired workers.

3.2. SIGIPES AQUARIUM

Implementation of the reform on the decentralization of the management of State personnel was a good opportunity to utilize possible technologies offered by breakthroughs in the Information and communication technologies sector. This took the concrete form in the development and commissioning of a system christened SIGIPES AQUARIUM.

In fact, at the close of a day of using SIGIPES, a copy of data is retrieved which will serve as basis for data input into AQUARIUM. This data retrieval makes it possible to give correct information to the users of public services, in a room equipped to enable users present in Yaounde to obtain relevant information on their situation and on how far their files are being processed. A web version can be accessed via internet at www.minfopra.gov.cm/aqua. To make things easier for users, there is a room, close to the AQUARIUM hall, on the ground floor of the Ministry of Public Service and Administrative Reform where they can obtain information on instruments that have been signed. Furthermore, every week, a list of signed instruments is posted on the notice board of the Ministry.

This information system shall soon be extended to the three other pilot sites for harmonization of information of all State personnel.

3.3. MINFOPRA transitional site

To keep Government Services from operating at two speeds, the Minister of Public Service and Administrative Reform, by Decision No. 267/MINFPRA/SG of 23 March 2004, set up and organized a transitional site which, with the help of SIGIPES, manages the workers of the other ministries.

SIGIPES instruments issued in the transitional site will be transmitted in both soft and hard copies to MINEFI for the action on the inherent financial effects.

With the setting up of the transitional site, all State employees governed by the General Rules and Regulations of the Public Service and the Labour Code will henceforth be managed by SIGIPES.

Through this solution, data streamlining measures will also be extended to all ministries, pending the deployment of the reform which is already ongoing in eleven ministries: PM's Office, former MINEPAT, MINATD, MINESUP, MINCOM, former MINMEE, former MINAGRI, former MINEF, MINTOUR, MINTP, MINT.

Yaounde, 30 mars 2005

**(é)The Minister of Public Service
and Administrative Reform,
Chairman of the SIGIPES
Coordination Committee**

Handbook of HRM Procedures: List of procedures treated

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
- 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:

- Secondment
- End of secondment
- Placement on reserve
- Extension of period of placement on reserve
- Transfer
- Transfer of duty post
- Appointment.

LEAVE:

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

PENSIONS:

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

TRAINING COURSES:

- Management of scholarship donors
- Management of scholarship offers
- Management of candidatures
- Management of notices (training course commissions, scholarship donors)
- Placement on further training
- End of training course
- Extension of training course

DISCIPLINE AND DISPUTES

- Reprimand with copy to file
- Reduction of one or two incremental positions
- Written warning