

GOVERNMENT OF THE REPUBLIC OF RWANDA



MINISTRY OF PUBLIC SERVICE AND LABOUR

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AFRICA IN POST GLOBAL ECONOMY CRISIS

The Role of Public Administration in Africa's Transformation

Utilizing ICTs for cost effective Public Administration : Case of Rwanda integrated Personnel and Payroll Information system



Outline

- ❖ Background
- ❖ IPPIS
- ❖ Implementation strategy
- ❖ Benefits
- ❖ Challenges
- ❖ Lessons learnt
- ❖ Future plans



Background – ICT Strategy

- ❖ ICT policies mainstreamed in the last decade to support and enhance the delivery of public and private services,
- ❖ Rwanda established institutions and mechanisms to create an enabling environment for ICT development:
 - NICI I: Establishment a conducive legal and regulatory framework and implementing institutions,
 - NICI II: Focus on ICT Infrastructure,
 - NICI III: Make use of ICT infrastructure to improve services delivery both in public and private sectors (ATM, IFMS, IPPIS, etc)



Rationale for ICT

- For Government operational efficiency and service delivery, ICT help:
 - Improvement of communication,
 - Reduce barriers to government transaction,
 - Streamline government business processes, and
 - Increase transparency and accountability in Government



Sample of sector tailor-made Systems

- Electronic Case management (Judiciary)
- Integrated Financial Management system (IFMS)
- Online Business registration system Electoral Management System
- National ID Database
- Fertilizers Voucher Management system
- Auto-gate and regional electronically readable travel document - *Laissez-Passer*



Sample of sector tailor-made Systems

- E-health applications
- The Dash Board system that supports the Prime Minister's Office in Public institutions coordination
- The Document tracking and Workflow Management System
- The Land Use Management and Information system.
- The Single electronic window system (tax e-filing, tax e-payment)



Integrated Personnel & Payroll System (IPPIS)

Prior Challenges

- ❖ Inaccurate management of public administration's wage bill
- ❖ Inappropriate Pensions contributions Management
- ❖ Inherent untimely/late salaries payments
- ❖ Rudimentary information on Public Administration's Human Resource data
- ❖ Inconsistencies in Public Administration's Human Resource data
- ❖ Potential fraud (potential ghost workers, potential double contracting)
- ❖ Duplication of effort across multiple entities (wastage of public funds), etc.

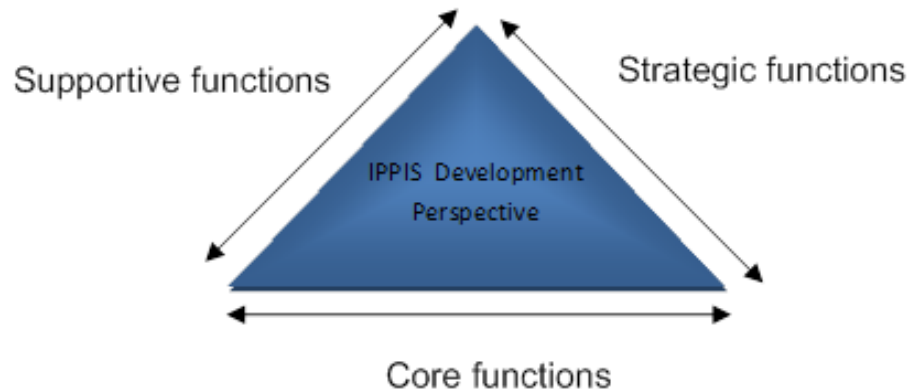


IPPIS – Solution

- ❖ Developed to manage central payroll and personnel data:
 - ❑ Providing reliable and accessible personnel data
 - supporting the government`s information and process needs.
 - ❑ Increasing efficiency, and
 - ❑ Increasing effectiveness in public service management.



IPPIS Development Premise



- ❖ **HRM strategic functions:** supports the institutional strategic level (for the long-range human resource planning)
- ❖ **HRM core functions:** supports human resource managers in their core responsibilities of
 - attracting, retain and develop the human resources for the institution
- ❖ **HRM support functions:** relate with tracking elementary activities and reporting.



IPPIS Supports the Entire Workforce Lifecycle



IPPIS Modules

- ❖ Institutional/Organisational Structures Management
- ❖ Employee Recruitment Management
- ❖ Employee Performance Management
- ❖ Employee Leave/Absence Management
- ❖ Employee Exit/Retirement Management
- ❖ Payroll Management
- ❖ Training and Competences Management
- ❖ Employee Career and workforce Planning Management
- ❖ Information Management and Reporting



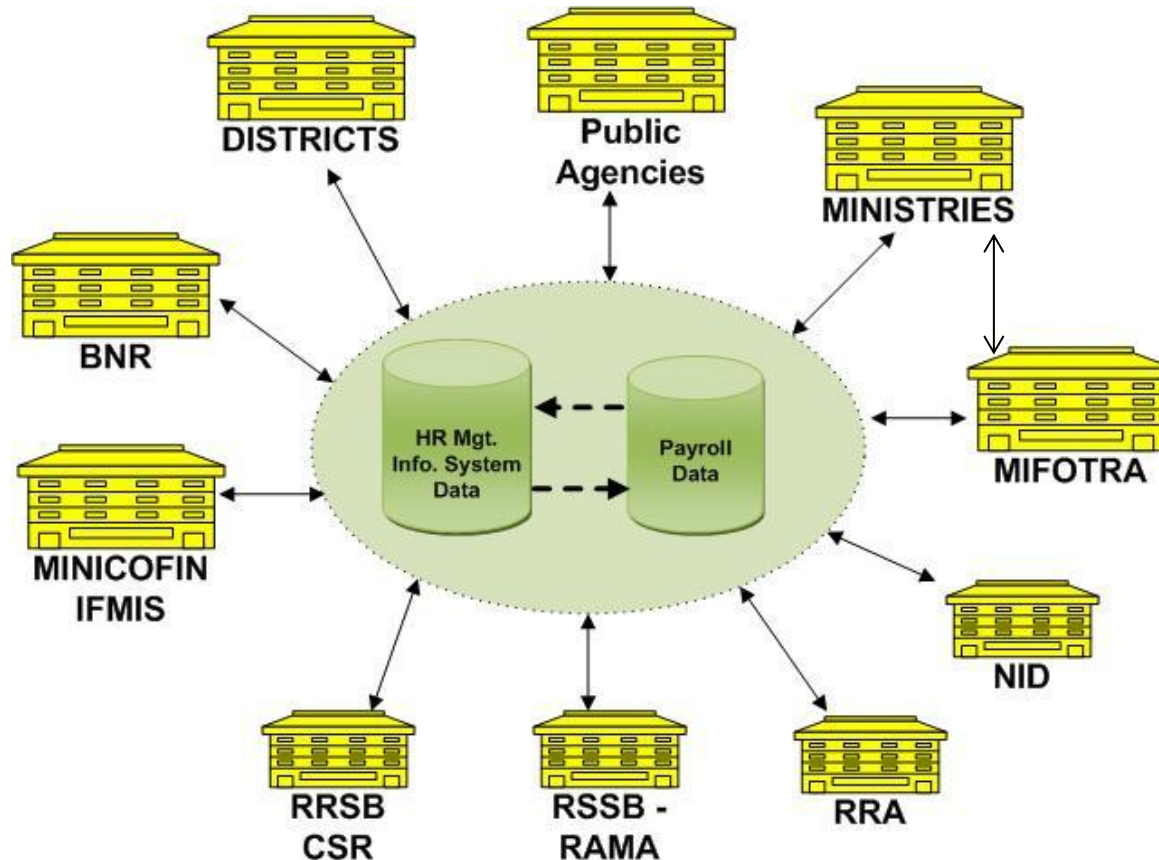
IPPIS Implementation Strategy

IPPIS Implementation Strategy

- ❖ Implementing a home-grown solution
- ❖ Resulting benefits
 - cost of ownership
 - capacity development
 - wider user involvement



System Integration



System Coverage

- ❖ Central Ministries,
- ❖ Judiciary
- ❖ Legislature
- ❖ Central public agencies,
- ❖ Local governments (Districts)



Overall Efficiency – Civil Service Management

Economic

- Being a single, common, shared data repository
- Centralized management data format which facilitates access to Government information, and facilitated development of new initiatives



Efficiency

- Improved quality of service delivery at all levels
- Strong data verification, potentially minimizing mismanagement and/or fraud
- Easier for Civil Servants and citizens to be verified when interacting with Government
- Reduced cycle times and increased accuracy.



Effectiveness

- Increased “right first time” service to citizens, Civil Servants, and policy-makers in Government
- Facilitate more personalised public services
- Enables e-Government
- More up to date information with greater accuracy, timeliness and relevance to support better decision-making



Challenges to date

- ❖ Limited technical capability of users
 - Presenting different user levels across the board
- ❖ There are still areas that still reflect integration needs.
 - e.g. integration with the banking systems and insurance companies.
- ❖ Change management –
 - **Technical**: Introduction of new system features and how users swim through the storm.
 - **Process based**: In terms integrating regulatory policy in the system and how users adapt this enforcement.
e.g. performance evaluation



Lessons Learnt

❖ Customer satisfaction

- Constantly asking users to give feedback on the system versions in use – increases their involvement and also ensuring that the systems addresses their needs.

❖ Capacity building

- Allowing home-grown solution developed creates unprecedented knowledge transfer for future sustainability of the system.

❖ ICT induced efficiency

- With ICT, speed of action, quality and efficiency can be achieved

❖ Taking baby-steps can easily propel you to greater heights.



Future Plans

❖ Mobile Operability

- Accessing IPPIS capabilities via the cell phone
 - easy access to the IPPIS Information
 - automatic notifications to civil servants of special events and information

❖ Integration with the private sector

- Banks, insurance e.t.c

❖ Biometrics Integration

- Fingerprints – attendance management



Future Plans Cont..

❖ **Business Intelligence:**

- ❑ The data being harvested now in the IPPIS will be a strong backbone in harnessing business intelligence capabilities within the system.
- ❑ This capability will help zoom into the future while relying with a greater degree of certainty.
 - For instance, workforce planning, prospective wage bill, etc.



THANK YOU FOR YOUR ATTENTION

