HRIS Assessment Report

Ministry of Gender, Children and Community Development (MGCCD), Malawi

SOUTHERN AFRICA HUMAN CAPACITY DEVELOPMENT COALITION

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Contents

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Acronyms:

COHSASA   - Council of Health Service Accreditation of Southern Africa

DHRMD   - Department of Human Resource Management and Development

DISTMS   - Department of Information Systems & Technology Management
Services

ECSA   - Eastern, Central and Southern African Health Community

ERP   - Enterprise Resource Planning

FPD   - Foundation for Professional Development

GWAN   - Government Wide Area Network

HRIS   - Human Resource Information System

HIV/AIDS   - Human Immuno Virus / Acquired Immune Disease Syndrome

HR   - Human Resources

ICT   - Information and Communication Technology

MGCCD   - Ministry of Gender, Children and Community Development

OVC   - Orphans and Vulnerable Children

PS   - Principal Secretary

ROI   - Return on Investment

SAHCD   - Southern Africa Human Capacity Development

TRG   - Training Resource Group

USAID   - United States Agency for International Development

Background

The Southern Africa Human Capacity Development (SAHCD) Coalition is a four -year Associate Award issued by USAID that began on October 1, 2006. SAHCD is led by IntraHealth International, in partnership with Management Sciences for Health (MSH), the Foundation for Professional Development (FPD), the Council of Health Service Accreditation of Southern Africa (COHSASA), and the Eastern, Central and Southern African Health Community (ECSA). This project serves as a mechanism for implementing a regional human capacity building program to improve the quality of HIV/AIDS service delivery and client care. SAHCD is designed to respond to the current human resource (HR) crisis in the region by implementing unified, locally-driven and well-coordinated human capacity development strategies addressing long-term workforce planning and policy issues as well as the immediate need for improving the skills and knowledge of the prevailing work force. SAHCD works by strengthening the capacity of health and social welfare workers, policy makers and planners, program managers, educational institutions and faculty members, that deliver HIV/AIDS services.

In Malawi, SAHCD's goal is to strengthen the Ministry of Gender, Children and Community Development's (MGCCD) capacity to provide quality OVC programs. The objectives to reach this goal include:

1. Building the capacity of senior and middle level managers in the MGCCD to effectively lead and manage programs and
2. Providing the MGCCD with the tools and skills to be able to plan, manage and retain their current and future human resources.

These objectives are in support of the MGCCD's vision and mission which are:

"To produce economically & socially empowered women & children"

and

"To promote welfare of women & children so that they become self-reliant & be active participants in national development"

It's in the above context that a visit was made to Malawi in April 2010 carry out a quick assessment of the status of HRIS in the MGCCD. The activities carried out are contained in Annexure 1 – Activity Schedule below.

During this visit, it was established that the MGCCD faced a number of challenges that are a hindrance to its realization of the above objectives, vision and mission. It became apparent that

the MGCCD needed to have timeous Access to information for management decision making in order to improve service delivery and tackle challenges such as:

1. Adult illiteracy which is still very high at 58% and is worse among women;
2. With the escalating HIV/AIDS pandemic, the problem of orphans is worsening, with an estimated 1,200,000 orphans requiring assistance;
3. Escalating unemployment among youths;
4. Persistence of gender inequality at almost all levels;
5. Low economic status of women;
6. Increasing violation of children's rights;
7. Inadequate preparation of children to develop their full potential to learn, grow and develop into responsible adulthood and increasing cases of juvenile delinquency;
8. Negative attitudes by members of communities towards development work and over-reliance on Government for handouts due to misunderstanding of democracy.

Also, USAID, together with UNICEF and TRG has over the last couple of months completed some work which has contributed towards mitigating some of the above challenges. These included:

a. A Human Resource Gap Analysis for the MGCCD and

b. Two retreats for senior and middle level ministry staff that focused on:

- Communication, team work, leadership and supervisory skills and

- A performance management skills building workshop for the MGCCD senior leadership group and middle level managers.

These activities produced positive results and have led to a number of key recommendations which will be carried forward by UNICEF over the course of FY10, whilst SAHCD will work in collaboration with USAID and UNICEF to address objective two above *(Providing the MGCCD with the tools and skills to be able to plan, manage and retain their current and future human resources)*

Methodology

From 6th to 9th April, the SAHCD Regional HRIS Advisor visited the MGCCD and DISTMS offices and held discussions with the DHRMD in Lilongwe, Malawi. The main focus of this trip was to assess whether the MGCCD has a HRIS and if so to advise on how it can be optimized for management information purposes; and if not to advise on the implementation of a new system. The methodology used in arriving at the findings included:

- Meetings with USAID, UNICEF, MGCCD, DISTMS and DHRMD officials (Please see Annexure 2 for details) and

- An examination of the existing systems in the MGCCD and Government of Malawi, and

determining the eReadiness of the various facilities in the MGCCD where such a system could be used.

- A systemic interpretation of the HRIS body of knowledge viz a viz the MGCCD management information problem.

In the process, lengthy interviews and discussions were held with many of the officials listed in Annexure 2 and detailed recommendations were proposed in Annexure 3.

HRIS Priorities at MGCCD

Following a meeting with the Principal Secretary (PS) for the MGCCD in Lilongwe, the key priorities of the Ministry were identified as the need for MGCCD managers to seamlessly and timeously access information for management decision making. This was narrowed down to the need to track HR details on MGCCD employees and the OVC population for administrative and service delivery purposes - hence the meeting identified the problem as being **The use of Human Resources Record Management for Performance Improvement** in order to enable the MGCCD realize it policy objectives which are:

- To improve the socio-economic status of women and men and promote their rights through programmes for economic empowerment, nutrition, legal protection, welfare, and reproductive health including family planning and safe motherhood.
- To improve the survival, protection and development of children
- To assist the needy and disadvantaged members of the population such as orphans, the aged, destitute, abandoned children, juvenile delinquents, the youth, victims of abuse and drug addicts to become productive members of their families and society. ·
- To improve the living standards of people in both rural and urban areas by increasing their levels of awareness of the various development programmes and encourage local initiatives and participation in the development process. ·
- To increase literacy levels among adults especially women and promote self-reliance in order to make them active participants in the Poverty Alleviation Programmes. ·
- To promote and advocate gender equality in the planning and implementation of development programmes.
- To promote sustainable livelihood and health among the youth

Factors Guiding Assessment Recommendations

The assessment of HRIS in the MGCCD started on a clean slate with no presuppositions whatsoever. An examination of the Ministry's existing systems and government wide investments in information and communication technology systems was done using the following guidelines:

Interoperability:

Since the proposed HRIS would be accessed both at the MGCCD and the in the 28 districts, it was important to ensure that the proposed system will be capable of being interoperable with the ability to integrate with existing systems in government. **It was established that the Government of Malawi has invested in an Enterprise Resource Planning (EPR) which is interoperable and can be used for this purpose.**

Non Duplication of resources:

Since this is a new intervention for the MGCCD, this assessment had to enquire whether initiatives of a similar nature have been carried out in Malawi or in the SADC region and whether these were government funded or private. This would assist in determining whether similar solutions can either be shared or re-used. **It was established that the ERP system could meet the functionality required by the MGCCD and therefore it was not necessary to procure and implement a new system.**

System Scalability:

Malawi has a population of slightly over 13 million people. The MGCCD has 3000 employees and 1 million orphaned and vulnerable children in 28 administrative districts. It was therefore vital that this assessment considers options that would be able to handle the required staff numbers and workload. In this context, an examination of both private sector and public sector ICT investment were made, including the Malawi government ICT infrastructure plans. **In this context, the system implemented by DHRMD was found be scalable in the sense that it could be run over the GWAN and can be accessed in each of the 28 districts.**

Systems Availability:

Systems availability refers to how much time over the course of a given amount of time that the computer system was available to users or the amount of time the computer is or was working correctly. Taking into account system scalability, it was vital that this assessment takes into account the ease of the proposed solution being accessible throughout the 28 districts and MGCCD head office. **To this end, the ICT plans of the MGCCD Planning Department were considered and the current ICT investments in the 28 districts. Fortunately, it was established that support structures with well qualified and experienced professionals exist within the DISTMS and DHRMD to support the implementation of this ERP and to ensure that there is maximum uptime.**

Information Systems Security:

Information systems security refers to confidentiality, integrity and availability of information. This involves ensuring the protection of data and information systems from unauthorized access, use, disclosure, disruption, modification or destruction. In this assessment, this was deemed to be an essential criterion since confidential human resource and administrative records would be stored in the recommended system. **As part of this assessment, it was established that the ERP systems in the DHRMD has built in security rules which will ensure the integrity and confidentiality of information where necessary. Data captures in one district would for example not be able to see information outside their district whereas the PS and other officials at the MGCCD would have a bird's eye view of all the information contained in the system.**

Presence of Executive Sponsorship:

Executive sponsorship is a very important requirement for the successful implementation of new systems. In this case, this assessment had to establish that the Ministry's chief account officer, the Principal Secretary supported the introduction of such a system. **This was affirmed by the PS's and MGCCD senior management leadership of inter-Ministerial meetings together with USAID and UNICEF to establish the need for the Ministry's HRIS.**

Assessment Findings

This assessment established the following:

1. The MGCCD had no computerized HRIS

2. A paper based registry was in place

3. There is no ICT equipment in the MGCCD to support any HRIS initiative

4. The Government of Malawi has invested in an government wide enterprise resources planning (ERP) System which is not being used

5. All the 28 district offices are eReady i.e they have electricity, internet connectivity and computer literate personnel

Recommendations:

These recommendations are derived from meetings with the USAID, MGCCD, DHRMD and DISTMS. A critical meeting which was supposed to be held with DHRMD to demonstrate the system and thereby understand its full benefit to the MGCCD did not take place due to logistical issues. However, an equally important meeting with the DISTMS, which is responsible for training and supporting the modules of the ERP system, supported the recommendations proposed below. It was established that two types of systems were required to enable the MGCCD fulfill its new objective of Using <u>Human Resources Record Management for Performance Improvement</u>:

1. SYSTEMS AND SUPPORT REQUIRED TO SUPPORT HRIS:

a. Installation of a Records Management Information System in the PS's Office:
The installation of a workflow based record management system in the PS's office hosted in the registry and linked to the Social Welfare Directorate, the Community Development Directorate, the Finance and Administration Directorate and the Gender Directorate; will assist isolating policy information from the personnel and HR filing system. Currently all the three filing systems are filed in one room and this information is not easy to access. Preferably, since policy information is necessary for administrative compliance, it should be separated from human resource and personnel information which is mostly concerned with MGCCD efficiency.

Although the MGCCD has a good manual information system handling all policy, personnel and HR issues, computerizing it would enhance the decision makers' abilities to quickly make faster and reliable decisions in support of the MGCCD's service delivery mandate, such as is outlined in the vision and mission statements: ***"To produce***

economically & socially empowered women & children" <u>and</u> *"To promote welfare of women & children so that they become self-reliant & be active participants in national development"*

The current set up sometimes makes it difficult to locate records in time let alone making filing easier as the files for the three categories (policy, personnel and HR) are all in one room. In order to avoid duplication and ensure ease of access to a computerized information system, policy files should ideally be separated from personnel and HR and it's in this context that a workflow system to manage the policy process is being recommended.

Figure 1 – illustrates the strong paper-based record organization and large volume of information tracking required in the MGCCD, Lilongwe, Malawi

b. Phased implementation of the Government ERP System

The Government of Malawi ERP system hosted by the DHRMD should be implemented in phases in the MGCCD. This ERP has 9 modules namely:

1. Payroll	4. Terminal Benefits	7. Loans
2. Establishment	5. Pension	8. Performance Management

3. Recruitment	6. Industrial Relations	9. Capacity Building

This ERP is fully implemented in the DHRMD but has no data, with the exception of limited payroll information. The DHRMD also has a directorate responsible for developing the system and assisting government ministries rollout it out. To date, the MGCCD is the first Ministry to express an interest in using the system. **Currently the Payroll module is in use, and in terms of the HRIS requirements and the priorities of the MGCCD, it is recommended that the first phase implementation consists of the Establishment and Recruitment modules which are core to the functioning of a HRIS.** Further meetings with the DHRMD were required to understand the breakdown of the functionality of the other modules. This is an activity which will be done at a later stage, hence only the Establishment and Recruitment sample information is given here:

I. **Establishment module will contain information such as:**
o Personnel information
o Employee photographs
o Disciplinary and Grievances
o Training, languages and certification history
o Employee Self Service with definable security
o Job roles and descriptions, including historical roles
o Job families / groups including Virtual teams for Fire Wardens and First Aiders
o Reporting Structures and Bulk update facility for change in reporting lines
o Telephone Directory/Org Charts
o Emergency contact details
o Security controls for other modules
o Alarms & Reminders for key events

The full implementation of this module will enable the MGCCD to have a functional HRIS.

II. **Recruitment module will contain information such as:**
o Job Requisitions
o Skill sets and Competencies for Vacancies
o Recruitment Channels, i.e. Press, Agencies
o Links to existing Website
o On-line application
o Fully automated Interview Process
o Correspondence, i.e. Offer Letters, Rejections, Terms & conditions
o Built in reports including Equal Opportunities
o Links to Training Module

2. **HRIS LEADERSHIP:** Strengthen the HRIS leadership in the MGCCD by formalizing the establishment of an HRIS Stakeholders Leadership Group (HSLG)

These assessments identified additional activities which the MGCCD needs to do and are outside the 2009 – 2010 SAHCD HRIS work plan. These are highlighted in pink and are necessary for the successful implementation of this project. An estimated cost of executing these activities is given below as requested. It must be noted that this estimation is based on a 3 day assessment centered on the MGCCD head office and is therefore not reliable. The table also outlines in blue the activities which are budgeted for in the SAHCD work plan.

Proposed Activities and Timelines — estimated cost $450,000.00 (exclusive of SAHCD activities in blue)

Activity	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Procure hardware and software for PS's office	x	x										
Conduct on the job user training for MGCCD HR and Administrative personnel at the DISTMS		x	x	x								
Install & configure system in PS office & registry	x	x	x									
Recruit data collectors and capturers for the head office & districts	x	x	x									
Procure HRIS hardware and software – servers with compatible software	x	x										
Install configure HIMS in MGCCD & Districts		x	x									
Install and configure network to HRIS PCs	x	x										
Conduct graphical user interface training workshops in the HR Department of the MGCCD the 28 districts		x	x	x								
Collect, capture and verify data		x	x	x	x	x	x	x	x	x	x	x
Strengthen HRIS leadership by assisting the MGCCD to establish a HRIS Stakeholders Leadership Group consisting of stakeholders from other departments like DHRMD and DISTMS	x	x	x	x								
Conduct data driven decision making workshops for 40 people				x	x							

at the MGCCD and the 28 districts												
Project management	x	x	x	x	x	x	x	x	x	x	x	x
	Pink represents Remaining time frame for SAHCD project **Blue represents the activities in the approved SAHCD work plan**											

Notes:

1. ICT Hardware:

    a. 2 servers – one high end and one low end located in the MGCCD registry.

    b. 28 HRIS computers for the district offices

    c. 6 computers for the MGCCD registry

    d. 2 high speed scanners for the PS's office and registry

2. Training:

    a. MGCCD HR personnel training (head office and districts)

    b. Data capturing training for the 4 data capturers at MGCCD and the 28 (preferably seconded staff) in the districts.

3. Data capturing recruitment – 4 temporary for the head office to undertake data capturing of current records would have to be hired on a temporary basis for an initial period of six months. These will also assist with conversion of critical back records where necessary.

Conclusion

The MGCCD is well positioned to implement a sustainable human resources record management system consisting of both a records management system in the PS's office and a human resource information system. There is an urgent need for real time access to MGCCD information to enable quick planning, decision making and improvement in service delivery, consistent with the Ministry's vision and mission. Fortunately, all the 28 district OVC offices are eReady. Each office has electricity and internet connectivity, and computers. This provides an opportunity to decentralize data collection, capturing, verification and maintenance to the district offices.

The government of Malawi has also embarked on an eGovernment project aimed at getting all government services online. This has brought about major infrastructure projects which will eventually benefit the phased implementation of Human Resources Records Management in the MGCCD. Some of these projects include:

- The termination of the laser link between Capital Hill, the Government complex housing all the Ministry secretariats, and MGCCD to be replaced with fibre connection by the end of May 2010;

- The installation of fibre to all government offices in the 28 districts by the year 2011. This will enhance the usage and utilization of the system;

- The undersea cable linkage of Malawi to Dar es Salaam in addition to the current link to Maputo in order to improve connectivity and

- The planned implementation of a national connectivity backbone for Malawi, that will enable seamless and reliable connectivity between the MGCCD and the districts;

Next Steps

1. USAID and UNICEF to determine funding requirements

2. SAHCD to apply budget to approved work plan act ivies – in blue

3. SAHCD to be advised by USAID Activity Manager, Ms Angela Odiachi on way forward by 3rd May 2010

Appendix 1 – Activity Schedule

DATE	DAY	TIME	ACTIVITY	RESPONSIBLE PERSON
06th April 2010	Tuesday	2.00PM-3.00PM	Briefing at USAID with Angela	Deliwe
07th April 2010	Wednesday	08.30AM- 09.30	Introduction Meeting with UNICEF, USAID and IntraHealth	Angela
		10.00AM -12.00 Noon	Introduction Meeting with PS Ministry of Gender	Angela
		2pm-3pm	Consultations with Principal Human Resources and his team	Godfrey
8th April 2010	Thursday	8.00AM – 11.00PM	Consultations with Principal Human Resources and his team	Godfrey
		12.00pm -3.00pm	Consultations with MGCCD ICT staff	Godfrey
		3.30pm – 5pm	Consultations with Department of Information Systems & Technology Management Services	Godfrey / Principal Human Resources Officer
9th April 2010		8.00 -10.00Am	Presentation to MGCCD, USAID and Stakeholders	Deliwe
		10. 00 -11.00AM	Debrief meeting with USAID	Angela and Godfrey
9th April 2010	Thursday	**Depart for RSA**		

Appendix 2 – Meetings List

Meetings and discussions were conducted with the following people:

1. Mrs Olive Chikankheni, Secretary for Gender, Children and Community Development, eMail: chikankheniot@yahoo.co.uk, Cell: +265888834053
2. Angela Odiachi, USAID Malawi, Community Care and Support Advisor, eMail: aodiachi@usaid.gov, Tel: +2651772455
3. Bruce Green, UNICEF Representative
4. Mrs Matilda Gladson Kabuye – Director Finance and Administration, Ministry of Gender, Children and Community Development, eMail: matildakabuye@gmail.com , Cell: +265 884420071
5. George Sakwiya – Principal Human Resources Management Officer, Ministry of Gender, Children and Community Development, eMail: ssakwiya@yahoo.com.sg, Cell: +265 999055991
6. Alfred L. Butao, Human Resources Management Officer, Ministry of Gender, Children and Community Development
7. Leonard Greene, United National ICT Volunteer, eMail: leonardgreene@yahoo.com, lagreene@childaffairs.gov.mw, Cell: +265 993219189
8. Fennie Kachale, Deputy Director – Clinical Services (Reproductive Health), Ministry of Health, eMail: fankachale@yahoo.co.uk, Tel: +2651751552, Cells: +265 888586485 / +265 999231380
9. Dr Chisale Mhango, Director – Reproductive Health, Ministry of Health, eMail: cmhango@globemw.net , Cell: +265 08708686
10. Patrick L. Machika, Manager GWAN, Department of Information Systems and Technology Management Services, Ministry of Information and Civil Education, eMail: Patrick.machika@information.gov.mw, Tel: +265 01759033
11. Maganiza Chipula, Director. Department of Information Systems and Technology Management Services, Ministry of Information and Civil Education, eMail: maganiza.chipula@information.gov.mw, Tel: +265 01 758303
12. Mrs Grace Hiwa, Chief Systems Analyst – Technical Support, Department of Information Systems and Technology Management Services, Ministry of Information and Civil Education, eMail: grace.hiwa@information.gov.mw, Tel: +265 01 758993
13. Hendix Salea, Ministry of Gender, Children and Community Development, Planning Unit – ICT, eMail: hendrixsalea@yahoo.com, Tel: +265999279678
14. Chosakwa Mphepo, Ministry of Gender, Children and Community Development, HR, eMail: wamphepo@gmail.com,
15. Pemberton Chinthalo, Department of Human Resource Management and Development, Tel: +265999584002
16. Jerome Kawonga, Department of Human Resource Management and Development, eMail: kawongajn@yahoo.co.uk, Cell: +268884433810
17. Mrs Eluby Chirwa, Department of Human Resource Management and Development, eMail: eachirwa@yahoo.com, Cell: +265999497330
18. Esnat Phiri, Ministry of Gender, Children and Community Development, Planning Unit, eMail: kishakapalasa@yahoo.co.uk, Cell: +265999497330
19. Alfred Butao, Ministry of Gender, Children and Community Development, HR, +265999265918
20. Kenneth Kamvabingu, Ministry of Gender, Children and Community Development, HR, eMail: kenkamvabingu@yahoo.co.uk, Cell: +265888872248
21. G.H.P Sakwiya, Ministry of Gender, Children and Community Development, HR, eMail: sakwiya@yahoo.com.sg, Cell: +265999055991,

Appendix 3 – Detailed implementation requirements for the PS's office and the MGCCD

PS's Office (Policy information records keeping)	Hardware	Software	Other
	1 server for the workflow digital storage	Server software and Workflow based Document Management Software	Training IT Support Data capturing and verification
	2 high speed scanners	OCR scanning software	
	Routers and hubs		
	2 high spec PCs		

MGCCD	Hardware	Software	Other
	2 servers (1 high spec and 1 low spec) – hosted in the MGCCD registry for administrative control purposes	Server software	User training System workshops Sustainability plan Data collection, capturing and verification
	40 PCs (28 for the MGCCD district office data capturers, 6 for Data Capturing in the registry and 6 replacement PCs for the Directors and support staff)	Standard Microsoft Office Professional 2007 licenses	
	32 data capturing staff (28 in districts and 4 at head office)		
	Routers and hubs		