

Final Report of the

Pilot Civil Service Payroll Verification Project

Conducted by the
Records Management Improvement Programme
February to April 2008



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Case Study : Two Interview Candidates		
Start	Dr N. Eminent doctor, specialist in his field.	Ms K, SRN Senior state registered nurse working at a Freetown hospital.
	No physical record of his employment, no details held on Establishment Secretary's Office (ESO) or Ministry files.	Good records on file, Original employment contract and supporting documents present.
Interview	Attended interview with copies of all key documents. Confirmed details of his name, grade, designation, dates of employment and birth, provided thumbprints and had his photograph taken for the record. ESO now holds a complete personnel file for this key member of staff, allowing pay, promotion and retirement to be correctly managed.	Did not attend interview. Responsibility centre manager was surprised to see her name still on payroll, had not attended work for <i>four years</i> . Further investigation revealed she was abroad and unable to attend work or an interview. ESO has recommended her name be suspended from the payroll pending further investigations
	Lives! As a result of the exercise more nurses now regularly attend work, so much so Connaught has re-opened 2 wards.	225,000 Le per month 10,800,000 Le over 4 years
Saving		

About the Project

The Records Management Improvement Programme was set up in 2005 to support the creation of accurate and reliable records for the Government of Sierra Leone. The focus of the present report is a project conducted for the Establishment Secretary's Office and the Accountant General's Department which was conducted as part of the Public Sector Reform Programme. The project has been funded by the UK Department for International Development, DFID, as part of its support for good governance.

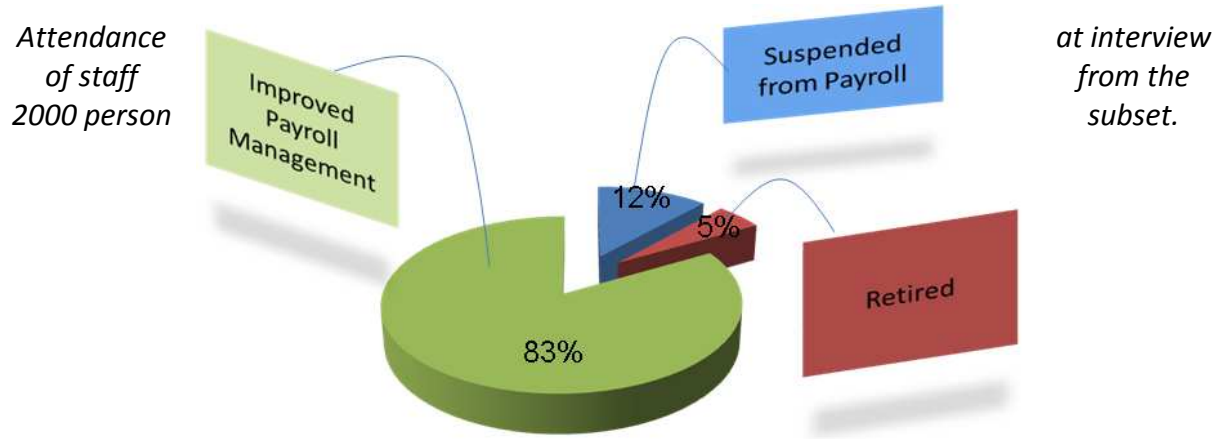
Summary

The pilot Civil Service Payroll verification project set out to test the efficacy of records-based payroll verification methodology by performing 2000 interviews with a randomly selected subset of civil service staff drawn from the Ministry of Health and Sanitation in the Western area of Sierra Leone.

The record-based methodology differs from a standard headcount by delivering a basis for sustainable improvement in the payroll management. Through painstaking reconstruction and discovery work the most complete possible documentary record of employment was built and placed on the personnel file for each civil servant. These details then were verified

at interview, and additional documents were collected, where available, along with biometric data. The result is that each person left on the payroll now has the essential management information captured and verified to allow for effective management of pay, promotion and retirement. Those not attending an interview were suspended from the Civil Service Payroll paid on the 10th of May by order of the Establishment Secretary.

At the end of the pilot EVERY member of the 2000 person subset had either been authenticated or removed from the payroll.



Background

Personnel files were not created for non-established staff in the past. In October 2005, the Establishment Secretary's Office had files for only 6530 of the 16,000 names in the PIN database. Most of the files that were available did not include a complete set of documents, both as a result of the history of the way records were created and of the way that they were managed. Not all civil servants were appointed by the Public Service Commission; over 50% were non-established staff without proper recruitment documentation.

Until 1992, ministries, departments and agencies (MDAs), were able to appoint staff directly. As a result of abuse of this mandate, the payroll became bloated. The lack of records management controls meant that it was hard to manage the orderly transfer and supervision of staff.

During 2007, the Records Management Improvement Team carried out an intensive exercise to develop two personnel files for each civil servant, one (the master file) in the ESO/HRMO and one (the working file) in the MDA where the individual is employed. The Team worked to provide as complete as possible evidence of employment for supporting subsequent payroll verification and audit as well as for personnel management.

Once all the available documents had been located and added to the files, the available evidence for a subset of 2000 civil servants was supplemented through interviews during a physical verification exercise. The exercise provided an opportunity for the civil servants who participated to provide copies of the personnel records that they had retained, thus enhancing the completeness of the files at the same time that many other gaps and errors in the payroll information were addressed.

Methodology

The following methodology was used to perform the payroll verification

- Prepare personnel file for every staff member on the payroll.
 - Conduct exhaustive search for files
 - Train and equip records management staff
 - Archive files no longer required
- Capture essential details of each file onto database.
 - Use worksheets or co-locate computers in records office for direct data entry
- Prepare list of missing documents and anomalies within the documents.
- Check for key documents and information.
 - Compare with payroll to identify anomalies
- Use personnel file as basis for staff Interview, addressing each anomaly.
 - Verify Information on file, capture additional information as require

- Copy documents provided at interview
 - Capture biometrics (photo and thumb print)
 - Capture additional management information Collate and verify results.
- Make recommendations to appropriate dept. to resolve anomalies
- Update personnel file and payroll details to resolve anomalies.
 - Close anomaly once the file and payroll records are updated

Benchmark Results

In the inception phase of the project the target ‘subset’ of the payroll entries was compiled. The subset comprised 2000 members of staff¹, for whom six thousand five hundred and eighty six anomalies of various types² were recorded in the anomalies database for the subset of staff.

The benchmark presented two primary challenges, firstly to authenticate each of the payroll entries, and secondly to resolve the anomalies with their files. Authentication has been achieved by conducting face-to-face interviews based upon the evidence compiled on the files, together with the collection of biometrics. Anomalies have been closed through

Pilot Benchmark

95% of payroll entries for civil servants between grades 2 and 14 in the Ministry of Health (Western Area) that have been highlighted in the anomalies database, have been authenticated (including physical verification where necessary) or evidence that resolution is outside of Government control.

detailed discussion and evidence collection at interview.

- **Every** member of the 2000 person subset was either authenticated or removed from the payroll.
- 98% of all initial anomalies were closed.³

The project involved inviting over⁴ 2000 staff to interviews. Interviews were completed for 1766 staff from the subset. The remaining 234 subset staff did not attend interviews and have been suspended from the payroll pending further investigation.

Non-authenticated staff	234
Non-authenticated staff in April payroll	215
Non-authenticated staff in May payroll	4 ⁵

¹ See later section on the how the subset was chosen.

² See later section on the detailed types of anomalies which were recorded.

³ See later section on detailed description of anomaly closure

⁴ In smaller sites all staff were interviewed, not just those in the subset.

It is reasonable to expect that some of the staff recommended for suspension will contact the Establishment Secretary's Office in the following few months with grounds for appeal. The ESO will assess each case for re-instatement and recommend to the Accountant General that he take any appropriate actions.

Authentication

Authentication was achieved against a number of indicators, most of which required physical attendance at an interview. Attendance demonstrated that the individual civil servants were contactable through their place of work, while their willingness to be

Records Improvement Savings:
100 retired staff = 28 Million Leones
every month once retirement processed

photographed, fingerprinted and interviewed in the presence of impartial observers provided further levels of authentication. By attending and successfully completing interviews, staff members demonstrated that

they were the legitimate individuals drawing the salary and confirmed that the details held upon them by the ESO Records Office were correct. It is important to note that when additional management information was received, for example that staff held other jobs, this did not affect their 'authentication'. They still were the individuals that were identified on the payroll. However, the additional information was captured and handed to the ESO for later use. Similarly, the failure to identify photographs of any of the colleagues with whom, according to the payroll listing, they should be working was something that was noted but which did not affect their authentication. Even without the analysis of the responses given at interview or the additional intelligence, over 11% of staff were suspended from the payroll. Further analysis of this data is possible, but this has not been done as part of this pilot report.

Authentication Savings:
234 staff = 54 Million Leone
every month

Closure of Anomalies

The initial set of anomalies comprised missing essential data and documents and recorded differences between the file and IFMIS (payroll) data. Other anomaly types were present but at a much lower incidence. These anomalies were addressed either en-masse by uploading the verified data to the IFMIS payroll to correct discrepancies or individually through checking file data and reviewing it at interview.

The detailed analysis of anomalies and their closures is given in a later section. However, a key example of the direct impact the improvements in the quality of payroll records can have on the payroll is the provision of new or corrected values for the date of birth for members of the subset. For the most part, dates of birth have been missing from IFMIS. However, analysis of the dates of birth data provided by the file data resulted in a list of 100 staff members who were past retirement age but who still were on the payroll.

A complete list of these staff has been forwarded to the Establishment Secretary with a recommendation that they be retired, subject to a review by the ESO. If all of these staff are

⁵ The 4 non-authenticated staff in the May payroll were an oversight and have been removed in June.

retired, there will be a savings of over 28 million Leones per month from the payroll once their retirement is processed.

The closure of anomalies as a key benchmark is closely related to the closing of ‘anomalies’ for staff members. The breakdown of *staff members* for whom some, all or no anomalies have been closed is as follows;

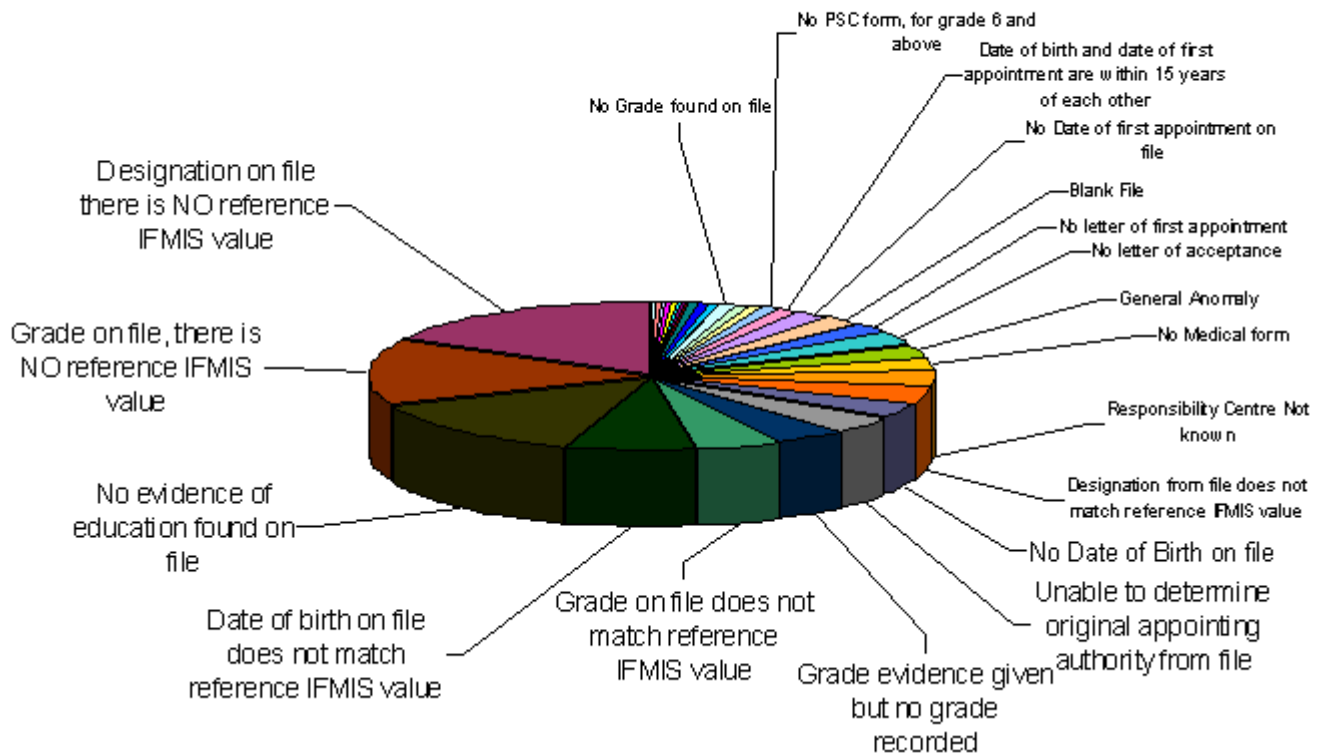
	All staff	%	Authenticated	%
Total	2000		1766	
All closed	1860	93.00%	1679	95.07%
Some closed	49	2.45%	33	1.87%
None closed	32	1.60%	4	0.40%
Staff with no anomalies	59	2.95%	47	2.66%

Note that the ‘All Closed’ figure for all staff is 93% since less effort has been made to address anomalies for staff who failed to be authenticated. In practice these anomalies have been closed as the staff members were simply removed from the payroll and their file archived. 97% of authenticated staff saw some or all of their anomalies closed. These figures are different from the percentage closure of all anomalies as they represent the percentage of staff affected and are therefore not subject to the effects of exceptional incidence of anomalies for individuals.

Anomalies per staff	
Max	13
Average	3.29

Breakdown of Anomalies by Type

Anomalies by type



Breakdown of initial anomalies by type (lower incidences removed for clarity)

Anomalies are recommended for closure at interview, and this recommendation is confirmed by review of the evidence now available on file. Discrepancies with between file data and IFMIS are corrected by upload of reviewed data to IFMIS. Anomalies with a persons file also are also closed when the authentication process results in the individual being suspended from the payroll; in this case the file is updated and archived. The summary figures for the anomaly closure are as follows;

Total Anomalies in Subset	6586
Total Anomalies Closed	6473 98.3%

Note earlier reports give 6645 records in the anomalies database, these include 59 place holder records for staff for whom there were no anomalies, therefore there are 6586 actual anomalies in the original data that needed attention.

Findings and Recommendations

Obtain Key Stakeholder Backing

One of the key factors in the success of the pilot has been the substantial backing it has received from senior government stakeholders. Mandating staff to attend interviews and removing staff who do not attend is a politically sensitive issue and requires robust support at the ministerial level. A key factor in the success of the pilot was the backing from the Ministry of Finance, Accountant General, Establishment Secretary, Permanent Secretary for

Health and Sanitation and the Sub-Committee on Payroll. This backing was sought through regular consultation, both at formal minuted stakeholder meetings and through regular informal discussions.

As part of the consultative process, individual stakeholders were invited to review and revise the process at the start of the verification process and then were consulted regularly for advice and direction as the process developed. The result of this emphasis on communication and consultation was a high-level of ownership and understanding by the stakeholders and also more widely in the governance community.

Future implementations of this methodology should allow sufficient time and resource to maintain the stakeholder connection

Get ownership and backing for the process from the outset from the key government stakeholders.

Post the payroll on the wall of every responsibility centre.

Get robust stakeholder backing.

Review the Payroll with Senior Staff at Each Location

The target of the verification process was to ensure that there were reliable and complete records for the employees on the payroll who did exist and to remove those who did not. An unexpected impact of the process was the large amount of additional information collected about management issues, for example information about staff who attended interview and were on the payroll but were not working or were working for other organisations. Many of these staff attended work for the day of the interview, prompting the senior matron at one hospital to say that she had 'never seen so many nurses in the wards in pristine white uniforms'.

The Team conducted a review of the payroll list with the senior staff at each major site and in this way identified many discrepancies that they were able to take up with their ministry authorities. The authorities noted repeatedly that one of the major reasons for that this had not been done consistently was the lack of the necessity to do regular checks following the change from cash payment of staff salaries to payments by bank transfer.

Review the payroll list with the senior staff at each site.

When planning a future verification exercise of this type ensure time is provided to review the payroll with the senior staff of each main responsibility centre

A Self-Cleaning Payroll

As only a subset of staff at a given site were to be interviewed, a list of those staff scheduled for interviews was posted in a public location at each site a number of weeks before the interview team arrived. Staff members were encouraged by the visibility of the list and availability of a private interview to provide details of staff known not to be working.

It was beyond the scope of the project to act upon this information, but it was collected impartially and passed on to the Establishment Secretary for action. Many staff stated that they had never seen the payroll list and had no idea that so many people were supposed to work at a site. They indicated that they had assumed that staff had left to attend training, were on study-leave or had left the service. There was a real passion and enthusiasm for getting the record straight.

The Accountant General provides a list of who is on the payroll to every ministry every month. It is recommended that this be posted on the wall of every responsibility centre with a contact number to call if staff notice any discrepancies.

Invitation Mechanism

The pilot programme needed to interview only certain persons from each location, and so a mechanism was necessary to ensure that the correct people were interviewed. Interview lists were produced for each location using the raw data of staff lists at a location drawn from ministry data. The lists were posted at the sites prior to interview.

However it became apparent that these lists were only 60% accurate, and that many of the staff invited to attend at one location were actually based in another. Indeed one whole location (Macaulay Street Clinic) had been closed for refurbishment for at least six months and had no staff.

When considering a subset approach in future the method of generation of who is to be interviewed should be more carefully considered, however this is likely not to be a factor when interviewing 'everyone' since there is no need to publish a list of people to be interviewed; anyone on the payroll must come to be interviewed.

Records Office Improvements

At the final review of completed subset files it was discovered that 318 files from the subset were no longer present in the records office. Many files were recalled from the Ministry, and a thorough search was made for the others. This resulted many of these files being returned, blank holding files have been created for the reminder. It is recommended that further strengthening of security and procedures at the Records office be undertaken.

Improve security at the records office

Office procedures are better than they were but improvement of security and procedures at the Records Office would be beneficial

Equipment Improvements

The Microsoft branded fingerprint readers used initially were found to have difficulty in obtaining results for people with darker skin, older skin, scarring on fingers, low blood pressure or similar problems that lowered contrast. Interviewers were trained to try each finger until one was found that could be read consistently three times. Later, an improved reader, the SECUGEN Hampster III was acquired and tested. It provided far better results, with an accurate reading the first time in almost every instance.

The quantity of documentation that some people brought to interview was surprising. The original scanner and printer combination could only just cope, and so two small photocopiers were purchased. These provided a much improved copy speed and quality but placed too high a load on the generators and could not be used where there was no power.

The capture of photographs was performed with stand-alone digital cameras, and the images that these produced were later matched manually to the pin number. If each interviewer can be provided with a 'bound' camera that can be driven from the interview software and the image captured and allocated automatically this would lessen potential errors and reduce overall effort.

A high-quality fingerprint reader should be used; the Secugen Hampster-III provides improved performance over the cheaper Microsoft fingerprint reader and warrants the additional cost.

Use better copiers and fingerprint readers in a future exercise.

A small, robust and portable photocopier not a separate printer and scanner combination should be used, with due regard to available power and space in a vehicle to transport it.

The type of camera used needs to be reviewed.

Locations Visited

The Team began its interviews at Princess Christiana Maternity Hospital on 26 February 2008 and visited larger sites as a priority. The aim was to ensure that the highest possible percentage of staff was interviewed as early as possible in the programme to allow time for anomaly resolution and for contacting those who missed appointments. Two interview teams worked in geographical areas covering roughly the east and west of Freetown, allowing the project to visit up to four sites a day (small sites could be covered in a morning or and afternoon). Some larger sites, for example Connaught Hospital, required the attendance of both teams. The teams followed the schedule of site visits detailed below:

Date	West Team		East Team	
	AM	PM	AM	PM
25-26 February 2008	PRINCESS CHRISTIAN MATERNITY HOSP.	PRINCESS CHRISTIAN MATERNITY HOSP.	PRINCESS CHRISTIAN MATERNITY HOSP.	PRINCESS CHRISTIAN MATERNITY HOSP.
26-27 February 2008	PRINCESS CHRISTIAN MATERNITY HOSP.	PRINCESS CHRISTIAN MATERNITY HOSP.	PRINCESS CHRISTIAN MATERNITY HOSP.	PRINCESS CHRISTIAN MATERNITY HOSP.
28-29 February 2008	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
4-6 March 2008	HEADQUARTERS YOUYI	HEADQUARTERS YOUYI	HEADOFFICE PMO	HEADOFFICE PMO
10-13 March 2008	CONNAUGHT HOSPITAL	CONNAUGHT HOSPITAL	CONNAUGHT HOSPITAL	CONNAUGHT HOSPITAL

17-18 March 2008	GODERICH SATELLITE CLINIC	GODERICH SATELLITE CLINIC	ROKUPA HEALTH CENTRE	ROKUPA HEALTH CENTRE
19 March 2008	CENTRAL MEDICAL STORES	CENTRAL MEDICAL STORES	WELLINGTON HEALTH CENTRE	WELLINGTON HEALTH CENTRE
25 March 2008	MEDICAL ENTOMOLOGY - NEW	MEDICAL ENTOMOLOGY - NEW	KISSY MENTAL HOSPITAL	KISSY MENTAL HOSPITAL
26 March 2008	NATIONAL SCHOOL OF NURSING	NATIONAL SCHOOL OF NURSING	KISSY HEALTH CENTRE	KISSY HEALTH CENTRE
27 March 2008	NATIONAL SCHOOL OF NURSING	NATIONAL SCHOOL OF NURSING	CONNAUGHT HOSPITAL	CONNAUGHT HOSPITAL
31 March 2008	HEADQUARTERS YOUYI	Office	HEADOFFICE PMO	HEADOFFICE PMO
01 April 2008	LUMLEY HEALTH CENTRE	LUMLEY HEALTH CENTRE	HEADOFFICE PMO	HEADOFFICE PMO
02 April 2008	LUMLEY HEALTH CENTRE	LUMLEY HEALTH CENTRE	ROSS ROAD HEALTH CENTRE	
03 April 2008	MACAULEY STREET SATELLITE	MACAULEY STREET SATELLITE	GINGER HALL HEALTH CENTRE	
07 April 2008	KING HARMAN SATELLITE CLINIC	KING HARMAN SATELLITE CLINIC	HASTINGS HEALTH CENTRE	WATERLOO HEALTH CENTRE
08 April 2008	HEALTH EDUCATION DIVISION	HEALTH EDUCATION DIVISION	GEORGE BROOK HEALTH CENTR	
09 April 2008	REGISTRATION OF BIRTHS & DEATHS	REGISTRATION OF BIRTHS & DEATHS	YORK HEALTH CENTRE	
10 April 2008	GODERICH HEALTH CENTRE	NATIONAL LEPROSY & TB CON	TOMBO HEALTH CENTRE	NEWTON HEALTH CENTRE
14 April 2008	KROO BAY HEALTH CENTRE		ALLEN TOWN HEALTH CENTRE	SONGO HEALTH CENTRE
15 April 2008	EXPANDED PROGRAMME ON IMM	WILBERFORCE HEALTH CENTRE	REGENT HEALTH CENTRE	GRAFTON DISPLACED CAMP HE
16 April 2008	LUNGI GOVERNMENT HOSPITAL		LEICESTER HEALTH CENTRE	
17 April 2008	LIMB FITTING HEALTH CENTRE		Ad-Hoc Interviews / PMO	Ad-Hoc Interviews /PMO
21-24 April 2008	Ad-Hoc Interviews / Youyi Building	Ad-Hoc Interviews / Youyi Building	Ad-Hoc Interviews / PMO	Ad-Hoc Interviews / PMO

How the Subset Was Derived

In October, 2007, when the subset was developed, the IFMIS data contained a region code of 'WA' for staff in the Western Area, which was consistently available for all Ministry of Health and Sanitation staff. It therefore was possible to derive a list of 2000 PIN numbers based within the Western Area. The MOHS staff in the western area numbered 3127, of which 1226 were Grade 1. To meet the target of 2000 staff with grades as high as possible, the subset was constructed from the 1901 staff who were at Grade 2 and above plus a random sample of the Grade 1 staff to make up the 2000 benchmark. The benchmark list, and the description of its derivation was provided to the stakeholders in the RMIP_Subset.doc project document, dated 12 November 2007.

All 2000 staff were invited for interview, and one of the findings is that the location and responsibility centre information in this core data was only about 60% reliable, meaning that many staff in the subset were invited to attend at inconvenient locations and also the delivery of invitations to interview was difficult.

Interview Results

Number of people interviewed	2022 includes all staff members for smaller sites,
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	this is unique people interviewed some staff returned for interview with additional documents.
Subset staff not attending interview	234

An interview team consisted of three interviewers, a team leader/ photographer and a driver, they were observed and assisted by two roving observers allocated from the ESO and AG staff. Every member of the subset was invited for interview, and where a site had less than 20 staff all staff were invited to avoid having to return to smaller sites in future reviews.

On average an interview took 14 minutes 36 seconds, during which time the interviewer performed five key activities:

Five Key Stages of a Verification Interview	
1	Verification of existing data, capture of additional data and supporting documentation; photocopy documents.
2	Verification of existing photo and age, where available; 85% of staff had an existing photo on record.
3	Identification of colleagues; interviewees were asked to identify and name staff with similar location and or designation.
4	References; interviewees were asked to name their manager and two other colleagues on the payroll.
5	Capture of biometrics; fingerprint and photo.

Colleague Identity Statistics

Staff being interviewed were asked to identify pictures of colleagues from the existing list of photographs. Every laptop was pre-loaded with 8Gb of staff images which were indexed by location, grade and designation. Staff at interview were shown images of people with the closest match for their designation, location and grade; for example SECHN Nurses were shown lists of other nurses, starting with those at the same location. Each photograph was shown with a list of 4 randomly selected real names of other colleagues who match the criteria and a 'not known' option. Interviewees were asked to try to find and name 3 or more colleagues they recognised.

Random guessing would give between 25% and 33% (by intelligent analysis of the names they had been presented); greater than 50% was regarded as a 'pass'. The actual statistics were:

Persons Interviewed making any choices	1954	
Persons Identifying > 50% of colleagues	1356	69%
Of which those identifying 100%	1102	56%
Persons failing to ID 50% of colleagues includes those making no attempt	666	49%
of which those failing to ID any	417	38%

One of the advantages of this approach is that each correct choice validates that both the person doing the choosing and those who are chosen are working at the location or are at least known at the location. From the interview database, it is possible to identify a list of 1345 staff it is available for further analysis.

Verification of Existing Photograph

When the exercise began, there already was a database in the ESO containing photographs for over 85% of staff on the payroll. This was used to verify the interviewee's identity and also to establish the accuracy of the existing database. The interview software presented the stored picture (when it was available) for the Interviewers to confirm whether or not the photograph matched the appearance of the person being interviewed. In addition, if the date of birth was available from the file, the interviewer was asked to check whether the age in the photograph bore a reasonable relationship to the photograph and the age of the person being interviewed. This secondary question was introduced mid-way through the pilot, and so the results are inconclusive. However, the interviewers reported it helped them in their date/age discussions where there were anomalies in this area. The statistics were:

Staff completed identity questions	1957
Photograph verified at interview	1859

Of the 1954 staff who completed the identity questions 1859 were seen by the interviewer to be the same person as the photograph that was presented. The remaining 95 were primarily where no existing photo was available. No further analysis of this data has been conducted, but it has been captured and is available for further analysis.

Collection of References

Every person interviewed was asked to name three people on the payroll as references. The three were ideally the line manager and two colleagues. The interview software a search of the entire reference payroll by partial name and surname matches and showed the designation and a confirmation photograph where available to ensure the accuracy of the selection. The statistics were:

Staff completed identity questions	1957
Staff unable to supply a reference	108
Staff providing three or more references	1110

One hundred and eight people were unable to supply any reference, while 1110 were able to supply three or more. No further analysis of this data has been conducted, but it has been captured and is available for further analysis.

Collection of Fingerprints

The interview team was instructed to scan the fingerprints for every person interviewed. Interviewers were trained to try each finger until one was found that could be read consistently three times and where all three scans matched.

The Microsoft branded fingerprint readers used initially were found to have difficulty in obtaining results for people with darker skin, older skin, scarring on fingers, low blood pressure or similar problems that lowered contrast. Later, an improved reader, the SECUGEN Hampster III was acquired and tested. It provided far better results, with an accurate reading the first time in almost every instance:

Staff completed identity questions	1957
Fingerprint provided at interview	1851

Of the 1954 staff interviewed, 1851 (95%) staff provided fingerprints, the primary reason for failure being the inability of the reader to produce an image from any finger. No further analysis of this data has been conducted, but it has been captured and is available for further analysis, such as finding lists of possible duplicate attendance at interview.

Photographs

Every person attending an interview was photographed twice; once holding a paper indicating the PIN number and once without to provide a 'clean' image for later use. These photographs were taken on 3 mega pixel digital cameras and then subsequently manually assigned to the pin numbers. The manual matching process and separation of the photograph taking from the interview meant that in 134 cases photographs were not taken or were taken and were un-attributable to the individual. One of the findings of the pilot is that this part of the process needs review and improvement. Every photograph taken, together with the database indexing them to the PIN numbers has been delivered to the ESO.

Collection of NASSIT Reference Numbers

Each person attending interview was asked to present their NASSIT card to provide evidence of their enrolment in the NASSIT pension scheme. The SSN was captured at interview and 490 staff were found not to be able to present an SSN number. The list of captured SSN numbers has been delivered to the Establishment Secretary's Office.

Recommendation of Closure of Anomalies at interview

The key measure of the records-based approach is the closure of anomalies. Anomalies arise where data is missing from a file, where it is inconsistent between the file data and the payroll or where it is inconsistent within the file itself. An anomaly cannot be closed at interview, but is only closed if the information collected at interview is reviewed and verified by a second team member and where the file and the payroll are updated. During

the interview, each anomaly recorded for the staff member was discussed, and any recommendation for resolution was captured for later review. The statistics were:

*234 people from the subset did not attend interview.
11.7%*

Initial number of anomalies	6586
Recommended closed at interview	4704
Final number of closed anomalies	6473

Some anomalies were between different records on the file, and these were not always subject to closure by interview. The final list of close anomalies is provided in a later section. Non-attendance at interview resulted in the closure of anomalies for the individual concerned as they were removed from the payroll.

Two hundred and thirty four of the 2000 person subset targeted for interview did not attend an interview during the pilot phase. At the outset of the exercise, the Establishment Secretary had indicated in a letter to all staff in the subset that they were required to attend and that his office would take non-attendance very seriously. Following the completion of the interviews, a list of non-attending staff was compiled and reviewed by the ESO and the Ministry of Health and Sanitation. The following actions were taken to try to ensure attendance:

- Reminder letters were prepared and sent to the individuals' last known responsibility centre.
- A list of staff who had not attended interviews was posted for three weeks in three major sites: Connaught Hospital (Central Freetown location), Ministry Headquarters in the Youyi building (Western Freetown Location) and PMO (Office of the Principal Medical Officer, Eastern Freetown location) in Cline Town. The notice asked friends and colleagues of the staff members involved to contact them and let them know that they needed to report for interview.
- Radio announcements were made on five major radio stations alerting people to the location and nature of these lists, including final appeals.
- Newspaper editorial was commissioned to sensitise people to the start of the project and nature of the interviews.
- Further newspaper editorial was commissioned to alert people to the fact that people had missed interviews and should make every effort to attend.

During the time between the creation of the subset list and the completion of the interviews, 13 members of the staff were removed from the payroll for usual operational reasons. It may or may not be the case that the publication of the subset list hastened the

removal any some these staff on the March payroll, but in any case, they are included in the list of staff who failed to attend interview.

Upon receiving the results of the exercise, the Establishment Secretary instructed the Accountant General’s Department to suspend the staff who did not attend an interview from the payroll. It may be expected that some suspended staff will have legitimate cause to appeal and have their pay restored, but the initial impact of this was to reduce the payroll by 54,017,855 Le per month, or approximately £9,300. (using March payroll figures)

These direct savings were not the objective of the exercise, but they are a measurable headline figure for the impact of the review. The larger longer-term benefits arise from the less-tangible improvements:

- The ability to manage the payroll effectively from a basis of good records.
- The ability to measure and predict the cost of retirements.
- The ability to coordinate retirement with NASSIT.

The presence of good quality physical personnel records, along with the capture and verification of the key details from those files on computer, will enable a whole raft of further improvements, including the evidence required to plan and manage a retrenchment programme. Overall, the establishment of a solid records base for the payroll, and an ongoing cleaning toolkit, will provide a foundation for an effective ongoing reform programme.

Result Analysis

Closure of Anomalies by Type

The following is a breakdown of the status of the anomalies from the subset by the type of anomaly. “Closed” is anomaly resolved or investigation found that resolution is beyond government control, see later sections for detailed discussion.

Key Documentation Anomalies				
Type Code	Description	Initial Count	Remaining	% closed
1	No letter of first appointment	156	5	97%
2	No letter of acceptance	174	23	86%
3	No PSC form	66	11	83%
4	No Medical form	225	0	100%
9	No evidence of education found on file	905	0	100%
99	Blank File	149	33	98%
Anomalies Affecting Key Payroll Dates				
Type Code	Description	Initial Count	Remaining	% closed
5	No Date of Birth on file	233	17	92%

6	No Date of first appointment on file	142	12	91%
7	Date of birth and date of first appointment are within 15 years of each other	75	1	98%
11	Date of birth greater than retirement age	17	0	100%
44	Evidence on file that person should be retired (date of birth inspection stage)	14	0	100%

Minor Administrative Anomalies

Type Code	Description	Initial Count	Remaining	% closed
16	Responsibility Centre Not known	225	0	100%
8	Unable to determine original appointing authority from file	248	0	100%
10	PIN Number not in original IFMIS July reference.	16	0	100%

Procedural Anomalies Generated Within the Project

(always closed by checking and review)

Type Code	Description	Initial Count	Remaining	% closed
12	Date of the Evidence for grade was before the date of first appointment	36	0	100%
13	Date of the Evidence for acceptance letter was before the date of first appointment	57	0	100%
14	Date of the Evidence for Designation was before the date of first appointment	36	0	100%
24	Invalid date of birth (>100 years old) taken from worksheet	7	0	100%
25	Invalid date of birth (<15 years old) taken from worksheet	15	0	100%
26	Grade Evidence, date given but description missing	6	0	100%
27	Grade given but no evidence details recorded	37	0	100%
28	Grade evidence given but no grade recorded	265	0	100%
30	Designation Evidence, date given but description missing	7	0	100%
31	Designation given but no evidence details recorded	24	0	100%
32	Letter of promotion date given but no description entered	6	0	100%
33	Pension letter date given but no description entered	2	0	100%

Anomalies Between File and Reference IFMIS Payroll

Reference Payroll was July 07 - closed by bulk upload of checked Grade, Designation, DoB and DoFA to IFMIS

Type Code	Description	Initial Count	Remaining	% closed
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17	Designation from file does not match reference IFMIS value	232	0	100%
18	Designation available on file, there is NO reference IFMIS value	1109	0	100%
19	Grade on file does not match reference IFMIS value	333	0	100%
20	Grade available on file, there is NO reference IFMIS value	956	0	100%
21	Date of birth on file does not match reference IFMIS value	492	0	100%
22	DOB on file, no IFMIS reference value or default reference value (2005)	59	0	100%
23	DOB on file gives day & month information for 'default' IFMIS value (1/1/Year)	8	0	100%
42	Name on file differs from reference IFMIS value	17	0	100%
98	Invalid PIN number	13	0	100%
29	No Grade found on file	49	0	100%
Other Anomalies				
Type Code	Description	Initial Count	Remaining	% closed
0	Manual anomaly, a manually detected and entered anomaly not classified elsewhere	175	5	97%
Totals				
		Total anomalies	Total remaining	% closed
		6586	113	98.3%

Closure of Anomalies En Masse

Certain types of anomalies can be addressed as a whole rather than individually, for example differences between payroll (IFMIS) data and file data were corrected by the upload of the approved list of corrected values to IFMIS. The list of types for which such closure was made is given here.

Type	Description	Auto closure reason
4	No Medical form available after interview and exhaustive search	If the medical form at time of absorption is not available from any source and historical medical status is beyond government ability to generate. File updated with "No certificate found or presented at interview" and anomaly closed.
8	Unable to determine original appointing authority from file	This data was initially requested but subsequently deprecated by the stakeholders as absorption is proven by the presence of PSC form not other evidence.
9	No evidence of education found on file	File updated with No certificate found or presented at interview
10	PIN Number not in original IFMIS July reference.	Reference July payroll of anomalies database did not match 100% with October based subset - each pin

		was verified and worksheets prepared for them if required.
11	Date of birth greater than retirement age	ES has instructed AG to proceed with retirement in all cases.
12	Date of the Evidence for grade was before the date of first appointment	Letters can precede appointment date, this anomaly is closed when this fact has been verified or the on-database dates have been corrected
13	Date of the Evidence for acceptance letter was before the date of first appointment	Letters can precede appointment date, this anomaly is closed when this fact has been verified or the on-database dates have been corrected
14	Date of the Evidence for Designation was before the date of first appointment	Letters can precede appointment date, this anomaly is closed when this fact has been verified or the on-database dates have been corrected
16	Responsibility Centre Not known	This data was initially requested but subsequently deprecated as location is not currently expected to be held on master file
17	Designation from file does not match reference IFMIS value	Verified data uploaded en-masse to IFMIS payroll to close
18	Designation on file, there is no reference IFMIS value	Verified data uploaded en-masse to IFMIS payroll to close
19	Grade on file does not match reference IFMIS value	Verified data uploaded en-masse to IFMIS payroll to close
20	Grade on file, there is NO reference IFMIS value	Verified data uploaded en-masse to IFMIS payroll to close
21	Date of birth on file does not match reference IFMIS value	Verified data uploaded en-masse to IFMIS payroll to close
22	DOB on file, no IFMIS reference value or default reference value (2005)	Verified data uploaded en-masse to IFMIS payroll to close
23	DOB on file gives day & month information for 'default' IFMIS value (1/1/Year)	Verified data uploaded en-masse to IFMIS payroll to close
24	Invalid date of birth (>100 years old) taken from worksheet	'Impossible' date on file, always closed when data on file has been checked and file updated if necessary
25	Invalid date of birth (<15 years old) taken from worksheet	'Impossible' date on file, always closed when data on file has been checked and file updated if necessary
26	Grade Evidence, date given but description missing	Minor anomaly requiring a check that file data matches computer data: all checks of this type were completed in the records office
27	Grade given but no evidence details recorded	Minor anomaly requiring a check that file data matches computer data: all checks of this type were completed

		in the records office
28	Grade evidence given but no grade recorded	Minor anomaly requiring a check that file data matches computer data: all checks of this type were completed in the records office
30	Designation Evidence, date given but description missing	Minor anomaly requiring a check that file data matches computer data: all checks of this type were completed in the records office
31	Designation given but no evidence details recorded	Minor anomaly requiring a check that file data matches computer data: all checks of this type were completed in the records office
32	Letter of promotion date given but no description entered	Internal anomaly requiring Integrity check : all checks of this type were completed in the records office
33	Pension letter date given but no description entered	Minor anomaly requiring a check that file data matches computer data: all checks of this type were completed in the records office
42	Name on file differs from reference IFMIS value	Verified data uploaded en masse to IFMIS payroll to close
44	Evidence on file that person should be retired	ES has instructed AG to proceed with retirement
98	Invalid PIN number	ES has instructed AG to suspend these staff, all staff with invalid PIN numbers were reviewed and have been recommended.

Measuring Anomaly Resolution

During the pilot project the files were repeatedly checked and updated as new information was received and anomaly closures checked. In many cases additional anomalies were discovered or even created by this activity, for example the provision at interview of new evidence that contradicts existing documents. Wherever possible these 'new' or emergent anomalies were addressed and closed, but they are not recorded in the benchmark closure results, which measure the closure of the original set of anomalies.

For example: The anomaly "Blank file" where no documents at all were present was identified as being more serious and a separate category of anomaly than having one or more missing 'important' documents. If one or more were found or presented at interview then this anomaly was closed. Anomalies are created for the important documents which are still missing but NOT included in the benchmark of the original anomalies. The final report details exactly which documents are available for each staff member.

Files are in constant use and are updated on an ongoing basis, so decisions made about the state of the file or values contained within it may become invalid in the light of new information.

At the end of the pilot stage every file in the subset was reviewed and the anomalies, interviewer recommendations and new information received were assessed. A worksheet was prepared giving the final approved values which were to be sent to the payroll and used in future electronic management of these records. This “approved value worksheet”, along with the sheets detailing interview actions and initial anomalies were placed on file to provide a verifiable record of the anomaly resolution and data capture.

Appendix A: Interview status for subset

The status, interviewed or not, for every member of the 2000 subset is given here, more information is available from the project team but it is not included in this report document as it contains personal information on staff members.

EMPID	Attend	EMPID	Attend	EMPID	Attend	EMPID	Attend	EMPID	Attend	EMPID	Attend
101173	Yes	102447	No	104073	Yes	120035	Yes	120120	Yes	120206	Yes
101348	Yes	102458	Yes	104074	Yes	120037	Yes	120125	Yes	120207	Yes
101661	Yes	102465	Yes	104076	Yes	120038	Yes	120126	Yes	120208	Yes
101708	No	102471	Yes	104077	Yes	120039	No	120128	Yes	120211	Yes
101761	Yes	102484	Yes	104079	Yes	120042	Yes	120129	Yes	120212	Yes
101773	Yes	102494	Yes	104085	Yes	120045	No	120134	Yes	120213	Yes
101797	Yes	102496	Yes	104086	Yes	120046	Yes	120137	Yes	120217	Yes
101803	Yes	102498	Yes	104087	Yes	120048	Yes	120139	Yes	120219	Yes
101808	Yes	102499	Yes	104102	Yes	120050	Yes	120143	No	120220	Yes
101830	Yes	102540	Yes	104104	Yes	120052	Yes	120146	Yes	120224	Yes
101911	Yes	102541	Yes	104106	Yes	120055	Yes	120151	Yes	120236	Yes
101927	Yes	102544	No	104144	No	120058	No	120154	Yes	120237	Yes
101989	No	102549	Yes	104175	Yes	120060	Yes	120158	Yes	120239	Yes
102014	No	102552	Yes	104176	No	120061	Yes	120159	Yes	120240	Yes
102077	Yes	102562	Yes	105100	Yes	120062	Yes	120164	No	120242	Yes
102112	Yes	102580	Yes	107530	Yes	120065	Yes	120165	Yes	120243	No
102160	Yes	102586	Yes	107557	Yes	120066	Yes	120167	Yes	120245	Yes
102164	Yes	102591	Yes	120002	Yes	120069	Yes	120170	Yes	120246	Yes
102179	Yes	102593	Yes	120003	Yes	120072	Yes	120172	Yes	120255	Yes
102184	Yes	102612	Yes	120004	Yes	120074	Yes	120174	Yes	120256	Yes
102186	Yes	102632	No	120005	Yes	120075	Yes	120179	Yes	120261	Yes
102187	Yes	102679	Yes	120015	Yes	120084	Yes	120180	Yes	120265	Yes
102188	Yes	102682	Yes	120016	Yes	120093	Yes	120181	Yes	120266	Yes
102195	Yes	102683	No	120017	Yes	120094	Yes	120184	Yes	120267	Yes
102196	Yes	102703	Yes	120018	Yes	120096	Yes	120185	Yes	120269	Yes
102197	Yes	102737	Yes	120019	Yes	120099	Yes	120186	Yes	120272	Yes
102198	Yes	102788	Yes	120020	Yes	120101	Yes	120187	Yes	120273	Yes
102199	No	102789	Yes	120024	Yes	120102	Yes	120188	Yes	120276	Yes
102207	Yes	102826	Yes	120025	Yes	120104	Yes	120193	Yes	120278	No
102217	Yes	102834	Yes	120026	Yes	120106	Yes	120194	No	120283	Yes
102254	Yes	102878	Yes	120027	Yes	120108	Yes	120195	Yes	120285	Yes
102255	Yes	102901	Yes	120029	Yes	120111	Yes	120196	Yes	120286	Yes
102295	Yes	102911	Yes	120030	Yes	120112	Yes	120197	Yes	120294	Yes
102296	Yes	102927	Yes	120031	Yes	120113	Yes	120198	Yes	120297	Yes
102306	Yes	102968	Yes	120032	Yes	120114	Yes	120199	Yes	120301	Yes
102358	Yes	102993	Yes	120033	Yes	120119	Yes	120200	Yes	120312	Yes

EMPID	Attend
120314	Yes
120319	Yes
120321	Yes
120327	Yes
120328	Yes
120332	Yes
120333	Yes
120336	Yes
120349	Yes
120353	Yes
120354	Yes
120355	Yes
120362	Yes
120372	Yes
120373	Yes
120374	Yes
120379	Yes
120380	Yes
120383	Yes
120384	Yes
120385	Yes
120387	Yes
120388	Yes
120389	Yes
120391	Yes
120392	Yes
120393	Yes
120399	Yes
120400	Yes
120401	Yes
120411	Yes
120412	No
120413	Yes
120414	Yes
120416	No
120417	Yes
120418	Yes
120419	Yes
120420	Yes
120422	Yes
120427	Yes

EMPID	Attend
120429	Yes
120433	Yes
120434	Yes
120435	Yes
120437	Yes
120442	No
120443	Yes
120444	No
120445	Yes
120446	Yes
120447	Yes
120449	Yes
120451	Yes
120452	Yes
120454	Yes
120456	Yes
120457	Yes
120458	Yes
120462	No
120463	Yes
120466	Yes
120467	Yes
120468	Yes
120471	Yes
120473	Yes
120476	Yes
120478	Yes
120481	Yes
120482	Yes
120483	Yes
120484	Yes
120485	Yes
120502	Yes
120522	Yes
120525	Yes
120548	Yes
120553	Yes
120557	Yes
120558	Yes
120560	Yes
120571	Yes

EMPID	Attend
120572	Yes
120574	Yes
120575	Yes
120576	Yes
120578	Yes
120581	Yes
120583	Yes
120584	Yes
120585	Yes
120588	Yes
120589	Yes
120590	Yes
120594	Yes
120595	Yes
120597	Yes
120601	Yes
120608	Yes
120613	Yes
120616	Yes
120617	Yes
120618	Yes
120620	Yes
120621	Yes
120622	Yes
120623	Yes
120625	Yes
120626	Yes
120628	Yes
120629	Yes
120632	Yes
120633	Yes
120636	Yes
120639	Yes
120641	Yes
120645	Yes
120646	Yes
120648	Yes
120651	Yes
120653	Yes
120654	No
120656	Yes

EMPID	Attend
120662	Yes
120665	Yes
120675	Yes
120676	Yes
120677	Yes
120678	Yes
120682	Yes
120683	No
120687	Yes
120688	Yes
120689	Yes
120700	Yes
120701	Yes
120702	Yes
120703	Yes
120704	Yes
120705	Yes
120707	Yes
120708	Yes
120709	No
120710	Yes
120711	Yes
120713	No
120716	Yes
120717	Yes
120720	Yes
120721	No
120722	Yes
120724	No
120726	Yes
120727	Yes
120728	Yes
120729	No
120730	Yes
120732	No
120733	Yes
120734	No
120735	Yes
120736	Yes
120737	No
120739	Yes

EMPID	Attend
120743	Yes
120745	Yes
120748	Yes
120749	Yes
120750	Yes
120751	Yes
120753	Yes
120754	Yes
120755	Yes
120765	Yes
120767	No
120768	Yes
120769	Yes
120770	Yes
120771	Yes
120773	Yes
120776	Yes
120777	Yes
120778	Yes
120780	Yes
120782	Yes
120783	Yes
120784	Yes
120788	Yes
120790	No
120791	Yes
120792	Yes
120794	Yes
120795	Yes
120796	Yes
120798	Yes
120799	Yes
120800	Yes
120801	Yes
120802	Yes
120803	No
120807	Yes
120808	Yes
120809	Yes
120810	Yes
120811	Yes

EMPID	Attend
120812	Yes
120813	Yes
120814	Yes
120815	Yes
120816	Yes
120817	Yes
120819	Yes
120821	Yes
120825	Yes
120826	Yes
120829	Yes
120833	Yes
120838	Yes
120839	Yes
120842	Yes
120843	No
120844	Yes
120850	No
120851	Yes
120852	Yes
120855	Yes
120856	Yes
120859	Yes
120862	Yes
120863	Yes
120864	Yes
120866	Yes
120869	Yes
120873	Yes
120874	Yes
120876	Yes
120878	Yes
120879	Yes
120882	No
120883	Yes
120885	Yes
120888	Yes
120889	Yes
120890	No
120891	No
120892	Yes

EMPID	Attend
120894	Yes
120896	Yes
120898	Yes
120899	Yes
120900	Yes
120901	Yes
120902	Yes
120903	Yes
120905	Yes
120906	No
120910	Yes
120911	Yes
120917	Yes
120921	Yes
120922	Yes
120923	Yes
120924	No
120925	Yes
120927	No
120931	Yes
120934	Yes
120935	Yes
120936	Yes
120938	Yes
120940	Yes
120941	Yes
120943	Yes
120944	Yes
120946	Yes
120948	Yes
120949	Yes
120955	Yes
120956	Yes
120957	Yes
120966	Yes
120969	Yes
120971	Yes
120972	Yes
120973	Yes
120974	Yes
120976	Yes

EMPID	Attend
120977	No
120978	Yes
120979	Yes
120980	Yes
120981	Yes
120984	Yes
120986	Yes
120988	Yes
120991	Yes
120994	Yes
120995	Yes
120996	Yes
120997	No
120998	Yes
120999	Yes
121000	Yes
121001	Yes
121005	Yes
121006	Yes
121008	Yes
121010	No
121011	Yes
121012	Yes
121013	Yes
121014	Yes
121015	No
121016	Yes
121018	Yes
121021	Yes
121022	Yes
121023	Yes
121024	Yes
121028	Yes
121029	Yes
121030	Yes
121031	Yes
121033	Yes
121035	Yes
121036	No
121039	Yes
121041	No

EMPID	Attend
121042	Yes
121050	No
121051	Yes
121053	Yes
121054	Yes
121055	No
121056	Yes
121057	Yes
121058	Yes
121061	Yes
121064	No
121067	Yes
121068	Yes
121070	Yes
121073	Yes
121074	No
121075	Yes
121076	Yes
121078	Yes
121080	Yes
121081	Yes
121082	Yes
121084	Yes
121085	Yes
121086	Yes
121087	Yes
121091	Yes
121092	Yes
121095	Yes
121096	Yes
121098	Yes
121099	Yes
121100	Yes
121104	Yes
121106	Yes
121107	Yes
121109	Yes
121114	Yes
121115	Yes
121117	Yes
121118	Yes

EMPID	Attend
121119	Yes
121125	Yes
121127	Yes
121133	Yes
121135	Yes
121136	No
121137	Yes
121138	Yes
121139	Yes
121141	Yes
121145	Yes
121147	Yes
121148	Yes
121149	Yes
121155	Yes
121158	Yes
121160	Yes
121161	No
121163	Yes
121165	Yes
121166	Yes
121168	Yes
121169	Yes
121171	Yes
121176	Yes
121179	No
121181	Yes
121182	Yes
121188	Yes
121190	Yes
121193	Yes
121194	Yes
121195	Yes
121202	Yes
121203	Yes
121204	Yes
121205	Yes
121208	Yes
121209	Yes
121210	Yes
121212	No

EMPID	Attend
121214	Yes
121217	Yes
121218	Yes
121219	Yes
121222	Yes
121224	Yes
121227	Yes
121228	Yes
121231	Yes
121233	Yes
121235	Yes
121237	Yes
121241	Yes
121244	Yes
121245	Yes
121247	No
121249	No
121250	Yes
121251	Yes
121257	Yes
121258	Yes
121265	Yes
121266	Yes
121271	No
121276	No
121281	Yes
121283	Yes
121284	Yes
121286	Yes
121287	No
121289	Yes
121291	Yes
121292	Yes
121293	Yes
121296	Yes
121297	Yes
121300	Yes
121304	Yes
121308	Yes
121311	Yes
121315	Yes

EMPID	Attend
121316	Yes
121317	Yes
121318	No
121323	Yes
121324	Yes
121330	Yes
121337	Yes
121338	Yes
121342	Yes
121345	Yes
121346	Yes
121347	Yes
121351	Yes
121352	Yes
121354	Yes
121357	No
121360	Yes
121364	Yes
121365	Yes
121366	Yes
121367	No
121368	Yes
121371	Yes
121383	Yes
121384	Yes
121385	No
121386	Yes
121388	Yes
121390	Yes
121395	Yes
121396	Yes
121397	Yes
121403	Yes
121410	Yes
121411	Yes
121412	Yes
121413	Yes
121414	Yes
121418	Yes
121420	Yes
121422	Yes

EMPID	Attend
121424	Yes
121429	Yes
121430	Yes
121432	Yes
121435	Yes
121437	Yes
121441	Yes
121443	Yes
121445	Yes
121447	Yes
121449	Yes
121450	Yes
121451	No
121452	Yes
121455	No
121456	Yes
121457	Yes
121459	Yes
121460	Yes
121461	Yes
121464	Yes
121465	Yes
121469	Yes
121474	Yes
121475	Yes
121477	Yes
121478	Yes
121479	Yes
121480	Yes
121481	Yes
121482	Yes
121483	Yes
121484	Yes
121486	Yes
121487	Yes
121488	Yes
121489	Yes
121492	Yes
121495	Yes
121496	Yes
121498	Yes

EMPID	Attend
121499	Yes
121500	No
121503	Yes
121507	Yes
121508	Yes
121514	Yes
121516	Yes
121517	Yes
121519	No
121522	Yes
121524	Yes
121526	Yes
121527	No
121530	Yes
121531	Yes
121532	Yes
121533	No
121534	Yes
121535	Yes
121538	No
121539	Yes
121540	Yes
121542	Yes
121543	Yes
121544	Yes
121545	Yes
121546	Yes
121547	Yes
121548	Yes
121549	No
121550	Yes
121551	No
121552	Yes
121553	Yes
121554	Yes
121555	Yes
121556	Yes
121557	Yes
121558	Yes
121559	Yes
121561	Yes

EMPID	Attend
121562	Yes
121563	Yes
121565	Yes
121566	Yes
121567	Yes
121568	Yes
121570	Yes
121573	Yes
121574	Yes
121582	Yes
121584	No
121586	Yes
121587	Yes
121589	Yes
121590	Yes
121592	Yes
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900286	No
900331	No
900332	No
900366	No

Appendix B: Report of the IFMIS observer

REPORT ON PAYROLL VERIFICATION EXERCISE CONDUCTED FROM 25TH FEBRUARY TO 30TH APRIL 2008

BACKGROUND INFORMATION

Over the years, there have been doubts regarding the integrity of the Government of Sierra Leone payroll covering various aspects including the existence of employees, the availability of complete bio-data of the respective employees and whether the grades and scales of employees are consistent with their present positions held. It is against this view that the Records Management Improvement Programme was assigned the task of conducting a verification exercise in a bid to rectify anomalies.

Personnel files were not created for non-established staff in the past. The Establishment Secretary's Office had files for only 6530 for the 16,000 names in the PIN database in 2005. Most of the files available did not include a complete set of documents, both as a result of the history of the ways records were created and of the way that they were managed in the past. Not all civil servants were appointed by the Public Service Commission, and over 50% were non-established staff without proper recruitment documentation.

Ministries, Departments and Agencies (MDAs), until 1992 had mandate to appoint staff directly, and as a result the payroll became and it became harder to monitor the orderly transfer and supervision of staff and pay from the centre to the districts and from one responsibility centre to the farthest and remotest centres.

The Records Management Improvement Team has been involved in an intensive effort to develop two thousands personnel files for each civil servant, one the master file in the ESO/HRMO and one in the MDA where the individual is employed. The Team aimed at to provide as complete as possible evidence of employment for supporting subsequent payroll verification and audit as well as for personnel management. The available evidence was supplemented through interviews during a physical verification exercise.

SCOPE

The exercise, which started on 25th February 2008, was limited to the Ministry of Health and Sanitation from which a sample of 2000 employees across all divisions in Freetown was randomly selected.

Areas Visited in the Western Area No. of employees interviewed

Princess Christian Maternity	354
Headquarter Youyi Building	116
Principal Medical Office	193
Connaught Hospital	374
Goderich Satellite Clinic	32
Central Medical Stores	73
Medical Entomology	41
National School of Nursing	50
Lumley Health Centre	44
Macauley Street Satellite	20
King Harman Satellite Clinic	19
Health Education Division	14
Registration of Birth and Deaths	37
Goderich Health Centre	5
National Leprosy and Tuberculosis control	3
Kroo Bay Health Centre	8

Wilberforce Health Centre 1
George Brook Health Centre 12

METHODOLOGY

Respective teams led by Messrs Muniru Kawa, Albert Moore, Sufian Cole and Santige Kamara also comprised Remielekeh Ibrahim-Cole, Lola Isaiah, Ernestina Wilson, Adama Koroma, Johannes Caulker, Lansana Shaw, Musa Kamara, Andrew Aruna, Musturr Sowa and Claudia Johnson.

The process was undertaken by using six laptop computers, two cameras and a photocopier.

Information regarding employees held in the IFMIS-HCA database and the Establishment Secretary's Office were used during the verification process. These were measured against those obtained from the interviewees.

Information requested from interviewees included:

Letter of first appointment - this verifies the employee's appointment date

Birth Certificate

Public Service Commission Form

Educational Certificates

National Social Security Insurance Trust No.

Letters of promotion (if any) following date of first appointment

Medical Certificate

ANALYSIS AND FINDINGS

Although a single team started the exercise, this was split into two teams as the exercise progressed in order to be able to complete within a reasonable period of time. The verification exercise was handled well although we faced some difficulties like names spelt wrongly, different date of first appointment, pay grade and so on. For example, the information presently in the government's database was different from what some of the interviews produced; some documents were missing in their files such as the letter of first appointment, public service commission form, medical, educational certificate and national social security insurance trust number. In view of the above, such documents when produced by interviewee were used to update their files although few of them couldn't produce all of the required documents.

The main anomaly that we encountered was dates of birth which was to some extent discovered conflicting or different from the information contained in the database.

Some interviewees who were unable to produce their personal documents for verification reported that such documents were destroyed during the civil war.

On the 25th and 26th February 2008 the interviews at the Princess Christian Maternity Hospital noted the following:

DEAD

WILLIAM BOYLE PIN-120906

DUE RETIREMENT

IRA'S S PALMER PIN- 121959

LETICIA E ROBERT PIN 122128 [VERY SICK]

FODAY KAMARA PIN 122163

On the 27th and 28th February 2008 the interviews at the Children's Hospital noted the following:

JAN ARABA BABOI PIN-126568[DUE RETIREMENT]
EVELYN JOHN PIN- 122483[SICK AND UNABLE TO WORK]
CHERNOR JALLOH PIN-125708 DEAD
PATRICIA MOKUNA PIN-122820 [OUT OF THE COUNTRY]
SARAH PALMER PIN-121179 [OUT OF THE COUNTRY]

The interviews from 4th – 6th March 2008 at Headquarter Youyi Building noted the following:

DEAD	DUE RETIREMENT
ALFRED A SANKOH PIN-120058	JOSEPH SAMAI PIN-120908
SAVAGE TEJAN PIN-122856	KAMANDA J SESAY PIN-123030
	JACOB WILLIAMS PIN-121099

The interviews from 4th- 6th March 2008 at Principal Medical Office noted the following:

DEAD
ABDUL KAMARA PIN-121502
MOHAMED FOFANAH PIN-121702
LAMIN SESAY PIN-121807
ISSA KAMARA PIN-121942 NOT REPORTING FOR WORK ACCORDING TO INFORMATION
THOMAS .K. PARKER PIN-121530[BLIND AND SICKLY]

The interviews from 10th-13th March 2008 at the Connaught Hospital noted the following:

DEAD
JOSEPH JUMA DAUDA PIN-121769
BASSIE MANSARAY PIN-120967
MOMOH KABBAH PIN-125221
PATRICK .S.S. JOHNSON PIN-121247

DUE RETIREMENT
SHIEKU HUMARR KHAN PIN-126394
AMIE KAMARA PIN-121012

NASSU AGNESS NGOMBU PIN-12357[OUT OF SERVICE]
HERBERT.E.K. FAULER PIN-121041[RESIGN]

It was further noted that Mrs Elvera Finday (Nee King) a State Enrolled Community Health Nurse (SECHN) had two PIN Nos. registered within the database. These are 900204 and 104384. Her designated pay grade is grade 3.

On the 17th and 18th March 2008 at Goderich Satellite Clinic it was noted that:

ISATU KAMARA PIN-122431 IS DUE RETIREMENT

On the 19th of March 2008 at Central Medical Stores:

ANNIE A.C JONES PIN-120442 WAS REPORTED DEAD

On the 8th of April 2008 at Health Education Division:

MORLIA KARGBO PIN-124030 WAS REPORTED DEAD

On the 9th of April 2008 at Health Education Division the team noted the following:
MATILDA A.I. SPENCE - PIN-120285 - SHE WAS VERY SICK AND UNABLE TO WORK.
JOYFORD .W. DOVE-NICOL PIN-121368 WAS ADMITTED AT THE CITY OF REST HOSPITAL
Both however reported for the interview.

On the 15th of April 2008 at George Brook Health Centre the following were reported:

SIIDIQUE KAMARA PIN-120255[DUE RETIREMENT]
ELIZABETH MUSA PIN-120243[OUT OF THE COUNTRY]
CHIRSTIANA CONTEH PIN-126862 NOT REPORTING FOR WORK ACCORDING TO INFORMATION

CONCLUSION

The exercise to a very large extent went on smoothly with fullest cooperation from the employees interviewed and the Ministry on the whole.

A comprehensive report is presently being prepared by the head of the Records Management Improvement Programme, Mr. Muniru Kawa.

IFMIS Observer Report Submitted by:

Claudia Johnson.