Management of Human Resources in Eritrea

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1. GENERAL BACKGROUND

Throughout its last more than one hundred years of modern history, Eritrea had been in succession colony of Italy (1889-1941), a military administrative mandate of Great Britain (1941-1951), a federal state with Ethiopia (1952-1962), an annexed region of the Ethiopian Empire (1962-1991), and a fully independent state. In all this times, there had been, and still is in some form or another a "personnel administration" for the Civil Service of the Country.

In the last years since the annexation of Eritrea into the Ethiopia empire, and most markedly during the "dergue" regime in Ethiopia, the personnel administration suffered from lack of funding attention and interest of the part of the central authorities. Thus what has been a forwarding, autonomous, professional civil service administration (during federal era) lost most of its strength and professionalism.

When Eritrea became independent, the Govt. established several departments with specific functions and powers. (Legal Notice No. 4/1993). However, establishing, ministries, commissions, and department was not enough., change was necessary, in order for the Civil Service to provide efficient and effective services to the public. The long years of colonial legacies, practices, need to be abolished, and thus the need of the Civil Service Reform.

2. THE CIVIL SERVICE REFORM

In 1995/96, the Eritrean Govt. undertook a Civil Service Reform. The overall aim of the reform was to build and efficient and effective public sector that is accessible and capable of serving the needs of the masses of Eritrea. To do this the intention was, and is, to create an efficient and effective public service characterized by customer orientation, little red tape, courtesy, responsiveness, flexibility and facilitation.

To meet this challenge, a task force was established (in 1995) to study the internal structure of each ministry, on the basis of function review, and cabinet decision and to determine what staff would be needed based on new structure. It was only when this was completed that downsizing began. About 10,000 staff (of the total 25,000) were retrenched, mostly messengers, cleaners and secretaries below executive level, and other clerical staff. Refreshment has also been carried out in parastatals and the Asmara Municipality. Unlike other such programmes in Africa, this was not voluntary. Retrenches were paid six month pay, plus any pension entitlement. Substantial salary increments were granted to those who remain, in most cases double the existed salary.

The Eritrean experience with down sizing is unusual in Africa, because of its home grown and the speed of action, the process took less than a year (UNDP Reconceptualizing Governance, 1997). The only external factors were the UNDP support and govt. wide functional review and study, Civil Service laws, salary scales. Even these had only catalytic role, though important.

In Eritrea, the current govt. assumed power after winning a long liberation war. With victory came self confidence, popular support in form of national consensus, peace and stability. These conditions have provided Eritrea with a long lasting and momentum in its nation building. It is not only this victory, however, that brought this. The commitment, dedication, determination and integrity that the govt. inherited from many years of struggle for independence to achieve a vision and strategies of implementation were equally important.
3. PUBLIC SERVICE MANAGEMENT

AIMS AND OBJECTIVES
As outlined above, the aims/objectives of Civil Service reform was, and is, to enhance efficiency and effectiveness in the public sector. Staff had been retrenched; and for those who remain salaries increments were granted. These were are part of over all objectives to make the Civil Service efficient and effective.

The component objectives of enhancing efficiency and effectiveness include:

- Ensure that the Public Service makes the best possible use of available resources;
- Ensure that public services are well targeted, appropriate and perform to a set/ suitable standard;
- Ensure that the Public Service is an effective agent for implementing Government policy.

To achieve its main objectives, the Govt. is considering on how to introduce and implement results oriented management, under take efficiency studies, and has already introduced decentralization, and privatisation policies. Today few enterprises remain under state control.

HRM : OBJECTIVIES AND ACTIVITIES
OVER ALL OBJECTIVES
- Ensure that the Govt. and the public get the best value for money from the public servants;
- Enable the Civil Service to recruit motivate and retain best talented;
- Provide a satisfying and rewarding career structure;
- Ensure that civil servants possess the necessary knowledge, skills, and abilities for positions/ jobs they are required to perform;
- Clarify HRM responsibilities;
- Develop internal and external networking to develop policies and best practices in HRM;
- Establish a culture within the Civil Service where good discipline exist to make substantial contribution to the effectiveness and efficiency of the Civil Service.

ACTIVITIES
- The pay reform introduced is considered to be good by the standard of the country;
- The Govt. has issued policies to enhance HRM effectiveness; e.g. the Constitution, Macro Policy and Privatization and Decentralization policies;
- Labour codes have been introduced, and new labour code has been prepared; and is expected to be progulated soon. The Civil Service Laws have long been drafted; and are waiting approval on the bases of the Constitution, Article 57;
- Ministries internal structures have been determined following functional reviews undertaken in 1995/96 Today, every ministry's internal structure has been delayed, to four levels (i.e. Minister, D.G, Director and Unit Head);
- Ministries are mandated to initial policies relating to their sector, set programme to achieve their objectives, set standards to monitor and evaluation the objectives, and enhance their man power capacity by strengthening their training and developing unit;
- Central organs, such as CPA have been established to oversee, whether HRM policies of the Govt. are actually implemented according to desired goals;
- Management training centres, such of EIM have been established to up grade Civil Servants skills;
• Computerization programmes in areas of HRM, such as computerizing personnel data and accounting systems have been undertaken.

**HRM CHALLENGES**

• Multiple challenges facing the Civil Service today are, adaptability (ability adjust changing circumstances), commitment (the degree to which employees identify themselves with organisations goal), competence (the extent to which employees possess the knowledge, skills and abilities to perform job tasks well), discipline integration (the extent to which HR policies and practices are integrated with organizational goals so that to ensure efficient and effective use of HR, motivation, and other HRM tools).

• Many HRM literatures prescribe that employees should be treated as precious resources, and therefore must be cherished, rewarded, developed and incorporated in to the organisations culture IM The hard view also exist that employees like other organizational resources, should be used as effectively and profitable as possible. How and what extent these prescriptions reconcile?

• Finally HRM does not operate in isolation. HRM is affected by others factors in the organisation, as well as by other factors in the environment, which include legal requirements (age, skill, gender, etc.) workforce characteristics, technological change, politics, and societal values and, public attitudes.

4. **STRATEGIC PLANNING AND HRM**

**OBJECTIVES**

Strategic planning is a process in which organisations define their mission (what they exist to do), establish goals that are consistent with their missions, and environmental realities, and pursue their goals strategically and proactively.

**STRATEGIES**

In Eritrean Civil Service, the strategic planning begins with high ranking officials (ministers and director generals, including human resource managers, establishing organizational goals and strategies (as stated in the Blue Paper of Macro policy) for achieving them. Once organizational goals and strategies are established, the strategic planning process moves to lower level of the organization. Line managers and personnel officers in each agency, for example, may meet to forecast human resource needs and plan how to obtain or develop them, evaluate the level of employee morale and how to raise it and assess work performance, and how to improve it. In the areas of HRM, its primary goal is to insure that human resource policies and programmes and practices are systematically linked to the strategic needs of the organization. Different strategies may be adopted for different purposes. Inducement strategies, for example, rely on economic rewards to increase employee productivity, investment strategies seek to increase employee competence and commitment by developing their skills and satisfying their needs and involvement strategies aim at increasing employee commitment by providing with greater work autonomy and delusion making authority.

**CHALLENGES**

• Despite the apparent benefits of linking HRM with strategic needs of the organisation strategic planning has been constrained in many ways For e-g. strategic planning is requiring considerable time, clarity on vision strategies to be taken skill and commitment. It also derailed by political pressures, or changes in the environment, the present border conflict with Ethiopia, for example.

• HRS involve an attempt to produce a mater between key strategic priorities and the organizational processes, and also a fit with Civil Service strategies as a whole. But how are
these to be achieved? Experiences show it is difficult, to achieve these, taking the civil service realities in to considerations the civil service in Eritrea has yet to be re-established according to the constitution Article 57. This means organizational mission, goals, objectives may need to change to cope with environmental challenges.

5. COMPONENTS OF HRM AND STRATEGIES

EMPLOYMENT AND LABOUR MARKET IN ERITREA (An overview)

THE LABOUR FORCE

- According to the data obtained from the Ministry of Labour and Human Welfare, the labour force in Eritrea is estimated at 700,000, out of which 65% live in rural areas. Of the total labour force, 25% are estimated to be women. As in the rest of the world (especially in Africa) occupational segregation by sex is extensive. Women usually dominate occupations such as secretary, teaching, nursing, typing, and other clerical jobs. While men are in better positions. In rural areas men are engaged in ploughing the land, irrigation, well digging, constructing micro dams, generally those which require physical force. While women are engaged in child caring, food preparation, poultry, home gardening, weeding, tending, basket marking, weaving etc.

- In urban areas in general, and manufacturing and service industries in particular, men work as managers, professional and technical experts. This, however does not mean women are represented. For e.g. there are three women ministries and several director generals, and directors. In the National Assembly women make a third of the total. The Govt. has embarked on several strategies to strengthen the capacities of women.

- The type of jobs performed in the informal sector are wide and varied. For e.g. some of the main activities that are categorized in manufacturing and service industry include: furniture making, carpentry, broom production, metal works, push cart, horse cart camel/car rent, restaurant, brewing local drinks, etc.

SIZE AND COMPOSITION OF THE CIVIL SERVICE

- According to CPA Annual Statistical report, (Dec. 1999) there were about 26,000 permanent and contractual employees, out of which about 20,000 were permanent employees. 54.97% of the permanent employees were classified in sub - professional service, which include teachers, and nurses and 35% of permanent employees had 9-12 grade educational level; about 10% had University degrees and above.

THE LABOUR MARKET (General)

- At independence Eritrea inherited a large number of unemployed, because of Ethiopia’s command management. Today, though the situation is different, unemployment remains high, especially among the youth. In Eritrea it is difficult to talk of unemployment, the problem is more of a choice rather than employment. Many job seekers, especially, the youth are reluctant to be employed in manual, trade & craft service. The trend, however is changing.

- According to Ministry of Labour and H.Welfare, in 1998 there were 26,736 job seeker out of which 6,306 (24%) got employed. It seems, according to the data available, the level of education is directly related to the percentage of employment. Those with higher academic level, are generally better in finding employment. On the average about 1 0,000 job seekers join the labour market annually.
6. RECRUITMENT AND PROMOTION

OBJECTIVES
A Develop policies and practices for recruitment and promotion that are both fair and transparent, and result in the best person being appointed to the post. The main objectives are to introduce open, fair and merit based recruitment and promotion systems in the Civil Service.

STRATEGIES
- Recruitment channels include advertisement through the mass media, or in house recruitment in order to attract pool of candidates. Successful applicants depending on the type of jobs are selected through structured interviews, written exams and practical testing. There are assessment centres, especially for secretarial jobs. However, studies are underway to develop professional selection processes using assessment centre technique which might include presentations, group discussions and psychometric testing. Recruitment is also carried out through agencies, such as the Labour Office and CPA. These agencies maintain data base and recruiting through them many times is preferred. (especially for recruiting unskilled employees). Head hunting is also widely practiced especially to recruit high skilled, professional employees, mostly professionals residing abroad. e.g. lecturers, consultants, lawyers, engineers are usually head hunted.
- Today, the main strategy for recruiting individuals remain the KSA strategy were applicants job performance is predicted from the degree of match between skill, knowledge and abilities (KSA) that particular job requires; and the individual. However this approach has been increasingly challenged. The need for person organisation fit, i.e. organizational culture is getting momentum. Studies are underway to introduces other strategies such as work sample strategy, including in basket exercises, role play's etc.

CHALLENGES
- In process of selecting candidates, some are selected, while others are rejected, can a process that is essentially discriminatory can also be fair? Again how do you justify fairness? The public attitude to fairness and societal values are fundamental, issues that need to be considered.

OBJECTIVES
- One of the main objects of HRM in Eritrea, are to provide a satisfying and rewarding career structure comparable to the private sector in Eritrea.

STRATEGIES
- As discussed above the Govt. has introduced a pay scale that enable to attract and retain the best talent. In many cases, Civil Service Salary scale is slightly higher when compared to many organisation in the private sector.
- Studies have been undertaken towards the evaluation of jobs, using point rating evaluation methodology. This when approved, will enable to fair and transparent pay and grading structure to be established. In turn, this will enable high calibre of staff to be recruited, motivated and retained without wasting resources.
- Prior to the evaluation of jobs, job analyses, and job descriptions have been carried out. Today, every job in the Civil Service has job descriptions. Job descriptions are written format . designed and provided by CPA. The main topics covered by job descriptions include job title, main tasks, super-vision exercised, supervision received, working
conditions, and KSA required. However, job descriptions have to be revised in order to reflect current realities of each organisation in general; and job content in particular. These in turn will affect the job hierarchy in organisations or the Civil Service as a whole.

- The Govt. recognizes that sustained superior organizational performance is not only a matter of getting the right structure, reward system, appropriate behaviour, but it also involves getting the workforce to accept and act on the strategy, and to do so employees commitment, energy is necessary. Therefore, in long term strategy, motivation would likely focus on identification of employee needs. However, the Govt. also recognizes that work assignments and objectives should reasonably fulfill the needs of the employees.
- It is also recognized the need of explicit standards of conduct and performance identified make known to all employees and the procedure for their enforcement, and strengthened. The development of a performance appraisal scheme which both measures performance objectively and identifies individual development needs also becomes necessary.

CHALLENGES

- Compensation issues hold enormous implications for employee recruitment, retention, motivation and performance. Because these factors affect organizational productivity and effectiveness in important ways; maintain an acceptable balance among the potentially competing goals of internal, external, performance-related and pay equity, in the Civil service need to be addressed.
- The need to relate reward strategies to other factors, such as the culture and structure of the civil Service, and whether performance reward can bring desired results are subject of concern.

7. FINANCIAL MANAGEMENT

PLANNING AND BUDGETING

OBJECTIVES

- The main objectives are to develop the planning and budgeting of: ihe cost effective and efficient manner. It also includes to improve budgetinc, and accounting system so that top managers in the Civil Service are better able to relate inputs to the main outputs of their organisations.

STRATEGIES

- Today, the planning and budgeting, process involves, establishing service objectives for the planning period, timetable for preparation, submission & distribution, decision making and allocation.
- Though preparations are underway for budget law proclamation, the strategy in budget preparation, Dept. of Budget issues directives. There are documents identifying sources and categories of budget data. resource allocation guidelines and criteria budget procedures for revenue and development expenditure, costing outputs, providing alternative scenarios; and monitoring and reviewing procedures including reports.

BUDGET MANAGEMENT

OBJECTIVES

- To formulate budget in terms of fiscal policy; to analyse allocation of funds to sectors, allotment of resources between recurrent and capital budget, project preparation and approval of budget.
STRATEGIES

- Ministry of Finance was established (Legal Notice 14/93) with Budget Department as one of the line functions. Accordingly, Ministry of Finance issues guidelines as to the budget process. A Debt management unit was established, which incorporated all grants and loans. Classification of revenue and expenditure categories have been introduced and revised on the basis of major and sub codes.
- A budget call have been on exercise in order for ministries to submit their annual recurrent and capital budget request. Ministries submit their budget requests, provide financial information such as physical input requirements, sources and mode of financing regional distribution of projects, etc. Budget hearing is conducted in the presence of concerned departments.

CHALLENGES

- the budget law is not yet approved, without which is difficult to operate.
- lack of skilled manpower, and equipments (e.g. computers).

8. DECENTRALIZATION, SALARIES AND WAGES

CENTRALIZED FINANCIAL MGT
Ministry of Finance has not decentralized its function, though the Govt. committed to decentralization of govt. functions. Recurrent budget constitutes 54% of the expenditure; and the rest (44%) is capital budget expenditure.

SALARIES
Current Civil Servants salaries are generally better then compared to many public enterprises. This does not mean, however, all civil servants get salaries enough to satisfy their needs. Inflation, is as in many countries, is a problem. Besides motivating employees through extrinsic rewards to enhance performance, is becoming increasingly becoming difficult, as discussed above

9. INFORMATION TECHNOLOGY AND HRM

OBJECTIVES
Provide Civil Service managers and decision makers with complete, accurate, timely and relevant information on service delivery performance, personnel, and other relevant data. Ensure, secure, storage and efficient retrieval of official information and documentation

STRATEGIES
The Govt. has established Eritrean Information System Agency (EISA) to assist in computerizing the operations of govt. Although some govt. agencies operations have already been computerized, to do this at a large scale, organisations have already finished the ground work.

In near future (possibly late next year) a number of activities are expected to take, especially in areas of HRM. CPA; and other govt. department will start computerizing personnel records. Some have already done so; and many are on process of computerization.

Computerization of personnel and payroll systems will enable:
- Effective controls in place over recruitment and staffing of the Civil Service.
- Complete, accurate and up-date staff lists and authorized establishments published for all ministries, Departments and Regions.
- A complete and accurate Civil Service payroll, with effective management systems and controls in place.
• Accurate, relevant and adequate personnel information available on all Civil Servants.

NETWORKING OBJECTIVES:
• There no policies relating to networking. However it is recognized networking is important aspect of HRM. Therefore, objects of networking are assumed to be formal mechanisms for joint working with other major public and private sector employees; to create formal links with relevant academic institution. In fact many organisation, directly or indirectly have links with many academic institutions, inside or outside the country.

STRATEGIES
• The strategy could include awareness and recognition as being necessary pre requisite for organisations long term health. Working with other organisations broadens the mind and exposes people to new experiences and ways of doing things. In particular links with market oriented private sector would be particularly useful in developing best practice in HRM.
• Though there are professional associations of Managers, Pharmacists, Nurses, Teachers, similar professional association for HRM does not exist at present. Therefore, there is a need of a professional body within Eritrea for HR professionals which would help set standards and develop best practice in HRM

LEGAL ASPECTS OF HRM
STATUTES OF THE CIVIL SERVANTS
• There are two types of employment categories, excluding the political appointees. These are permanent and contractual employees. Permanent, employees generally are more privileged, for e.g. leaves, training opportunities, and job security. However, contractual employees generally receive better pay, especially the professionals.

CODE OF CONDUCT AND ORG, CULTURE
• Though code of conduct for civil servants has to be defined by law, according to the existing CPA regulations, employees are expected to be courteous in dealing with the public- totally uninfluenced by personal friendship, family affiliation, ethnic, religion or gender deviating from the norm results in disciplinary penalties, e.g. written waning, even dismissal.
• The draft Civil Service Laws provide for code of conduct for Civil Servants which generally deal with performance, availability, respect for the law, royalty, obedience to supervisions, honesty, discretion, and confidentiality.
• Today, it is widely believed that there are links between culture and performance. Generally, strong organizational culture is recommended. Therefore, the establishment of a culture within the Eritrean Civil Service that embraces business like at all times in relationships with both customers and colleagues, and which recognizes that time is a finite source, certainly help to increase performance.

CHARTER OF CIVIL SERVANTS
THE CONSTITUTION
• The Constitution of Eritrea states that the Civil Service in Eritrea shall have efficient, effective and accountable administrative institutions, dedicated to the service of the people. It also states that all administrative institutions shall be free from corruption, discrimination and delay in the delivery of efficient and equitable public service. Eritrea is described as having corruption free culture, its biggest asset (Pool Nielson EU Commissioner for Development and Humanitarian Aid press interview, October 14,2000).
The Constitution, Article 57 provides that "There shall be established a Civil Service Administration which shall be responsible for the recruitment, selection and separation of Civil Servants as well as for determining the terms and conditions of their employment, including the rights and duties and the code of conduct of such Civil Servants".

The new ideal enunciated in the Constitution is designed to establish and promote a homogenous Civil Service with certain desired positive results. Among these would be a Civil Service that promote equal pay for equal work based on recognized classified positions, and defined salary scales introduces a sustainable merit system in recruitment and promotion processes.

THE MACRO POLICY

The Macro Policy, (1994) stresses the need for efficient and effective HR. also the need for introducing decentralized and democratic administrative set up.

THE LABOUR CODES

The Labour Law and Civil Service Laws (though in draft form) carry provisions relating to HRM, such as rights and duties of employees, recruitment and selection, reward systems, labour, relations, etc. Eritrea has recently ratified seven ILO conventions (87,98,105, 100,111,138).

LABOUR RELATIONS

THE RIGHT TO FORM ASSOCIATIONS

The right of public employees to form and join trade unions has been recognized in many countries. Article 2 of convention No. 87, 1948 (in which Eritrea notified recently) authorizes the Freedom of Association. However, this convention has not been implemented in the Civil service. Studies are underway, on how 'to deal with labour relations in Eritrea, according to the Constitution, and Labour Codes of the country, Assuming that public servants are allowed to form or organize an association the question often raised is, should public service employees be allowed to join unions?

UNIONIZING CIVIL SERVANTS, How AND TO WHAT EXTENT?

Some countries require public servants to organize in trade unions separate from those of workers outside the public service with the idea not to dilate their interest by broader trade union considerations. But they allow them to join confederation with trade unions in other sectors (K, Zerom, etal, Nov., 1999). In Eritrea, there are no specific regulations that deal with the Civil Service though CPA administers minor discipline caries. CPA managers say, this issue will be dealt with when Civil Service Administration Office/ Commission is established according to the Constitution Article 57.

Once the public service is authorized to form a union, then the question becomes, how should the public service employer be represented? In other words who should represent the employer?. In practice, in many countries, bargaining for govt. is usually given to the Ministry of Finance, or Treasury, Ministry of Interior or Home Affairs. And if bargaining is allowed how to resolve the most sensitive issues such the right to strike and pay determination require legislation.

As mentioned above in Eritrea there are no specific legislations that deal with labour relations in the Civil Service, CPA, dose exist but its powers have been very much reduced, and yet there are no clear mandate conferred upon it. It attempts to solve labour disputes in consultation with concerned Ministries. Appeals regarding dismissal, payments are normally lodged to the Secretary of the Task Force (within the Ministry of Local Govt. ). CPA, however has prepared Civil Service Laws; and according to these draft laws, it is recommended that an Administrative and Merit Protection Board be established to deal with appeals( Article 113 of the Draft Civil Service Laws).
10. RECOMMENDATIONS
If Eritrea is to develop; and if the Civil Service is to become efficient and effective, then a culture change may be necessary. K.Zerom, etal, remind that a healthy labour relations in public service sector is important, and among other things recommend the following:

- Freedom for the establishment of association,
- Legal recognition of the association to represent the employees.
- Clear standards for performance evaluation,
- Performance related pay,
- Democratic work atmosphere;

These recommendations and other labour relations issues are under discussions; in fact a workshop were key stakeholders are to participate has been scheduled to take place on 26-27 October, 2000. Following the workshop, we assume, the recommendations will be submitted to concerned department of the Govt. were it needs approval for eventual legislation or implementation.

11. TRAINING AND HUMAN RESOURCES DEVELOPMENT
OBJECTIVES
Especially focus has been given on the training and development of civil servants in Eritrea. Eritrean Govt. believes, its people one the main assets. And it has recognized Eritrea will not advance without skilled manpower. Therefore, the objects in training and career development include:

- The establishment of the Civil Service as a "learning" organisation within which the continuous development of individuals is seen as a key change agent.
- The identification of activities other than training that support individual development.
- The development of training policies programmes and plans which are properly funded.

STRATEGIES
To improve the quality of its public servants with modern management techniques, the Govt. has conducted training needs assessment, designed course programmes and conducted training for national purposes and tailored made ministries and administrative regions at training centres established for these purposes. The Govt. also established a computer centre to assist in computerizing the operation of certain key institutions involved in the delivery of services to the public. An important institution whose operations have been computerized is the Business License Office. Now it takes only half an hour to get a license, where as in the past it used to take from three to five months.

In 1994, the Government conducted a study to assess the training needs of public servants, in developing programme for such training, and in recommending the establishment of a training centre for such public servants, i.e., The Eritrean Institute a management (EIM) in Enbatkalla EIM is basically an in service training centre for public servants. The various ministries also provide training that is peculiar to their staff, some of them also conduct training needs of their staff before providing the training, public servants are also sent abroad for study fours or on fellowship to expose them to foreign experience in their area of specialty.
12. THE POSITION OF WOMEN IN THE CIVIL SERVICE

COMPOSITION
About a third of the Civil Servants in Eritrea are women. Women generally are to be found in low level job categories, such as secretaries, typists, computer operators, and other clerical jobs. There are many teachers and nurses. 37% of the teachers; and 60% of the nurses in the country are women. 30% of the National Assembly seats are reserved for women, and women constitute about 10% of the police Force.

STRATEGIES
It is true that the position of men is better than women. This does not mean, however women are not represented. There are two women ministries, and one commissioner, constituting about 17% of the top govt. Executives. There are women D.Generals, and Directors; and women Ambassadors. The Govt. is continuing to enhance the advancement of women. A note has to be taken, during liberation struggle, about a third of EPLF's combat forces were women.

13. CONCLUSIONS
Human resources management primarily deals with the people aspects of management. Though the components of HRM may differ from country to country, depending on number of factors such as political, social and administrative set ups; HRM main tasks may include: strategic planning and policy making, position management, staffing, performance management, and supportive work fore relations. In Eritrea, the management of human resources in the Civil Service has been hampered by successive colonial rule. What has been regarded as forwarding, autonomous, and professional civil service has lost its position in subsequent years.

It was only in post independence era, that the Civil Service Administration began to revitalized. The govt., after assuming power established departments to deal with public service delivery. In 1995/96, a Civil Service reform was undertaken. The aim of the reform was to create efficient, effective, transparent accountable civil service. It is at this point that the Govt. decided that ministries focus only on formulation of policies, evolving standards training and conduct research. The Govt. decided to transfer operational issues to regional administration, public enterprises or otherwise privatised. The Govt. issued policies or otherwise privatised. The Govt. issued policies and guidelines for the privatisation of public enterprises. Based on these policies and guidelines, the Govt. has privatised several public enterprises.

The reform process, however, is not yet complete and much more remains to be done to support govt. objectives. In particular there is a need to improve cost effectiveness to improve service delivery, and to ensure that the size and structure of the Civil Service reflect govt. priorities. The Govt. has learned much from experience in the past four years, and these lessons should help to reformulate the reform strategy in the areas of HRM for years to come. It is important to note that the Constitution of Eritrea states that the Civil Service of Eritrea shall have efficient, effective and accountable administrative institutions, dedicated to the service of the people. It also states that all administrative institutions shall be free from corruption, discrimination and delay in the delivery of efficient and equitable public service. As indicated above civil service reforms, are not static; and reform process is dynamic. Experiences in the Civil Service has shown, the problem is not with design but implementation. This has been increasingly constrained by many factors, including lack of skilled manpower, appropriate culture and structure. How to motivate employees, increase performance productivity, monitoring and evaluation, so that in order for organisations to attain stated goals, needs more that rules and regulations. Commitment, dedication, integrity and professionalism are important vehicles to enhance efficiency and effectiveness in the Civil Service.