



SIGNATURE PAGE

Country: ERITREA

UNDAF Outcome: Assist and Promote the Strengthening of an efficient and effective Civil Service

Expected Outcome (SRF): Improved efficiency and equity in the delivery of public services

Expected Outcome Indicators: Computerized personnel and other appropriate data for planning and decision developed and reward system refined

Expected Output (s):

- System in place to Monitor the implementation of position classification.
- System in place to Monitor performance evaluation.
- Management audit system put in place.
- Clear standards of conduct and performance identified made known to all staff and enforced.
- Each CSA department established and functioning in accordance with its mandate.

Implementing partner: Civil Service Administration

Other Partners:

Programme Period:	2004 - 2006
Programme Component:	Public administration reform and anti-corruption
Project Title:	UNDP Support to Capacity Building in the Civil Service Administration
Project Code	00039574
Project Duration:	28/08/04-27/08/06

Total budget:	918,716.00
Allocated resources:	918,716.00
Government	
Regular	893,716.00
Other: <i>(including in-kind contributions)</i>	
Gov	25,000.00
Donor	_____
Donor	_____
Unfunded budget:	-

Agreed by **Name** **Title** **Date**
(Government): _____

Agreed by
(Implementing partner): _____

Agreed by
(UNDP): _____

Government of Eritrea

United Nations Development Program

Support to Capacity Building in the Civil Service Administration

The project will provide support in (i)assisting the implementation of CSA's internal structure, mission and objectives according(ii)familiarizing line Ministries with the new civil service laws through workshops and seminars(iii)developing a system that enables to measure the performance of civil servants and other government institutions. (iv)assessing and refining principles and standards for position classifications required to fulfilling the functions of line ministries and other governmental organisations.(v)assessing refining the new salary scale introduce with highest and lowest grades, and horizontal periodic increment(vi)developing training programs for employees in the civil service and (viii)developing and operationilizing a new Management Information System

August 20, 2004, Asmara

Support to Capacity Building in the Civil Service Administration

Government of the State of Eritrea

With Support of the

United Nations Development Programme

Abbreviations

APR	Annual Project Report
CCA	Common Country Assessment
CCF	Country Co-operation Framework
CPA	Civil Personnel Administration
CSA	Civil Service Administration
GOE	Government of Eritrea
NPC	National Project Coordinator
SRF	Strategic Results Framework
UNDP	United Nations Development Program
UNDAF	United Nations Development Association Framework

Part I- Situational Analysis

A protracted war of liberation lasting over three decades and intermittent droughts severely damaged Eritrea's infrastructure, development institutions and productive capacity. Eritrea became formally independent following an internationally supervised referendum in April 1993.

After liberation, the new Government of the State of Eritrea (GOE) concentrated on resuscitating the war ravaged economy by reconstructing and rehabilitating essential infrastructure, pursuing policies and strategies that promote private-sector-led rapid economic development, establishing the legal and regulatory framework, and developing essential institutions.

Following liberation and independence the Government of Eritrea issued Legal Notices No. 23/91 and No. 14/93 and established the Central Personnel Agency (CPA), this institution was later re-structured and amalgamated with the Budget Office, to form the Office of Management & Budget, however this office was never operationalised. In 1998, the Central Personnel Agency was placed under the Ministry of Finance, and subsequently, in accordance with Article 57 of the Constitution of Eritrea the Civil Service Administration (CSA) was established with a mandate of administrating human resources issues of the civil service. Article 57, of the constitution; 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 civil servants"*

Civil Service Administration (CSA), is responsible for the personnel administration of more than 34,000 (22,000 permanent and 12,000 contractual) civil servants employed by the Government of the State of Eritrea. However, at present, CSA needs to be empowered to fulfill its mandate in accordance with the constitution and the Civil Service Proclamation. In order to accomplish its mandate, it should be equipped with modern equipment and qualified personnel. The key constraints to achieving the goal of quality civil service are:

- Lack of performance management and management audit.
- Merit systems is not well established.
- Salaries of civil servants are not based on position classification.
- Lack of trained manpower and professionals for training and development of personnel.
- Computerisation systems are not updated and modernised

Part II - Strategy

UNDP has the mandate to assist program countries to achieve sustainable human development. Good Governance (i.e. the development of a transparent, predictable and well functioning Civil Service Administration) is a key component of achieving sustainable human development. Promotion of democratic governance is one of the three focal areas under the UNDAF and CCF (2002-2006).

Within the context of the Government of the State of Eritrea/UNDP country co-operation framework (CCF) support will be provided” *to build capacity of Civil Services Administration.*”

With this in mind, and consistent with the priorities of the CSA, the current project will provide support in the following areas:

- Assisting the implementation of CSA’s internal structure, mission and objectives according .
- Familiarizing line Ministries with the new civil service laws through workshops and seminars.
- Developing a system that enables to measure the performance of civil servants and other government institutions.
- Assessing and refining principles and standards for position classifications required to fulfilling the functions of line ministries and other governmental organisations.
- Assessing refining the new salary scale introduce with highest and lowest grades, and horizontal periodic increment.
- Developing training programs for employees in the civil service.
- Developing and operationilizing a new Management Information System

The expected outputs of this project are:-

- Reliable data is available on all currently employed civil servants
- Synchronized personnel records with payroll
- Integrated ICT work system in place for CSA
- System in place to Monitor the implementation of position classification
- System in place to Monitor performance evaluation
- Management audit system put in place
- Clear standards of conduct and performance identified made known to all staff and enforced
- Each CSA department established and functioning in accordance with its mandate

During the term of this project, UNDP assistance will focus on strengthening the capacity of CSA to perform its function efficiently, and where agreed will support the efforts of CSA to mobilize resources from other donors and partners in support of civil service

administration by performing the function of a co-ordination function. UNDP will also facilitate the development of partnership between the CSA and other partners.

Part III - Management Arrangements

The Project will be implemented by the designated agency, CSA. The UNDP rules and procedures for National Execution modality will apply to the execution and implementation of this project. The CSA will be responsible for achieving the results expected from the Project, and in particular for ensuring that the outputs are produced through effective process management and use of UNDP funds

The CSA will appoint a person as National Project Coordinator (NPC) for the UNDP funded project. This person shall be at a level that will ensure swift resolution of implementation policy issues. In addition, CSA will recruit a project manger fully funded by the project.

The NPC shall establish a co-coordinating mechanism with UNDP and other development partners involved in the implementation of the project. This shall include quarterly meetings to review reports and discuss future plans.

UNDP will appoint a focal point (Program Officer) that will be responsible for liaising with the NPC on matters relating to this project.

Part IV - Monitoring and Evaluation

a) Monitoring

Monitoring will be done at two levels as follows:

Outcome monitoring through a continuous and systematic process of collecting and analysing data to measure the performance of UNDP interventions towards the achievement of the objectives of the capacity building project. Outcome monitoring will focus on a set of projects within and beyond UNDP's assistance that contribute to the project outcome. Outcome monitoring will be done through tracking key outputs from both UNDP and partner projects and measuring their contributions to outcomes by assessing the change from baseline conditions and indicators. Project visits, meetings and other barometer tools working from the established baseline indicators will be used, as appropriate, in monitoring outcome achievement. **An annual review** meeting will be held to assess progress towards results (outcomes and outputs). All key stakeholders to the outcome will be invited to attend the annual review.

Project monitoring level where the focus will be on trends towards set objectives of the UNDP-funded support as measured by the indicators as stated in the annexes. This will be monitored through progress reports and other means of verification, including field monitoring reports and surveys. The project annual work plan will be the basic

framework for yearly monitoring which will focus on progress towards intended outputs reported by the Project Office and Departments to use lessons from monitoring for learning and improving the Project strategies.

b) Evaluation/Review

The Project will be subject to an outcome. The project outcome is, Improved efficiency and equity in the delivery of public services evaluation, to validate the status of achievement of results in line with UNDP guidelines for outcome evaluations. The evaluation will be combined with an independent evaluation of the project. The evaluation team will be identified by the MND and UNDP. Representatives of the Government, UNDP and partners will review the Evaluation and Terminal Reports of the project jointly.

After 12 months and at the end of the project period, the project will be reviewed jointly by representatives of the Government and, UNDP and such development partners as the Government and UNDP may agree should be involved

c) Reporting

In respect of the outputs described in this document, the CSA will submit to UNDP Annual Project Reports (APRs). The CSA will also be responsible for the preparation of half-year progress reports.

The Annual Project Report (APR) will be due on 30 November of each year. The APR should be an analytical document analysing the factors that have contributed to the progress or lack of progress of the project. The APR shall provide accurate updates on the project results identify major constraints and propose future directions.

d) Accounting

Disbursements of funds under the project will be made quarterly by UNDP to the CSA. This will be based on specific work/activity plans and required inputs developed or approved by CSA and UNDP. CSA will be accountable for the use of funds advanced to it according to the agreed upon work plans/projects. CSA will be expected to professionally maintain books of accounts, in accordance with NEX accounting and reporting guidelines. CSA will, whenever required, ensure that the books of accounts are readily available for monitoring by UNDP. CSA will open a separate bank account for this project.

Reporting on the use of funds by CSA will be in accordance with the financial and technical reporting guidelines and the activity/plan/time schedule formats. Financial reporting to UNDP by the CSA on quarterly advances will be done through Quarterly financial reports received at UNDP by the 15th of the first month of the following quarter.

e) Auditing

This Project will be audited once after the end of each year by the Audit Services Corporation or by a private auditing firm and should be submitted to UNDP before 31 March of each year. The audit will be done in accordance with the UNDP NEX Audit guidelines, which, among others, focus on:

- (a) The rate of delivery;
- (b) Financial accounting, monitoring and reporting;
- (c) Systems for recording and reporting on resources;
- (d) Equipment use and management; and
- (e) Management structure, including the adequacy of internal control and record keeping.

f) Procurement

Procurement of goods and services for the project will be done using Government Procurement Procedures so long as these are consistent with UNDP procurement policies, which relate to competitiveness, transparency and multilateralism. UNDP procedures is an option when the situation warrants it.

g) Sources of funding

UNDP will fund this project from core resources. However, UNDP in collaboration with the Government will make efforts to mobilize additional resources from other partners, if needed.

Part IV - Legal Context

This Program Document shall be the instrument referred to as such in the Agreement between the United Nations and the Government of Eritrea signed on 11 June 1994.

Part V – Annual Work Plan

Annual Work Plan – Annex 1

Intended Outcome : *Improved efficiency and equity in the delivery of public services*

Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:

Programme Objectives: To develop computerized personnel and other appropriate data for planning and decision

Project Title and Number: Capacity Building in civil Service Administration

Objective	Outputs	Output Targets	Activities	Inputs	Budget		
					2004	2005	2006
<p>Strengthening ICT and Computerization Program to facilitate the work of the CSA including the following:</p> <ul style="list-style-type: none"> Preparation of reports; Planning, formulation of policy and decision making; 	<ul style="list-style-type: none"> Reliable data is available on all currently employed civil servants 	<ul style="list-style-type: none"> Individual civil servants identified and classified according to approved classification system and computerized 	<ul style="list-style-type: none"> Develop a database of all civil servants 	<ul style="list-style-type: none"> National/ International expertise to transfer data and develop new data base 	15,000	10,000	
			<ul style="list-style-type: none"> Train identified personnel on the use, maintenance and update of the database of civil servants 	<ul style="list-style-type: none"> Training of staff CSA on ICT - database 	10,000	20,000	
	<ul style="list-style-type: none"> Synchronized personnel records with payroll 	<ul style="list-style-type: none"> All registered and classified civil servants paid their salary according to their position classification 	<ul style="list-style-type: none"> Computerize the CSA payroll system and link the database of all civil servants to the payroll system; 	<ul style="list-style-type: none"> Computers, printers, server, and other accessories 	30,000	140,000	30,000

Intended Outcome: <i>Improved efficiency and equity in the delivery of public services</i>							
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:							
Programme Objectives: To develop computerized personnel and other appropriate data for planning and decision							
Project Title and Number: Capacity Building in civil Service Administration							
Objective	Outputs	Output Targets	Activities	Inputs	Budget		
					2004	2005	2006
Strengthening ICT and Computerization Program to facilitate the work of the CSA including the following: <ul style="list-style-type: none"> • Preparation of reports; • Planning, formulation of policy and decision making; 	<ul style="list-style-type: none"> • Integrated ICT work system in place for CSA 	<ul style="list-style-type: none"> • Newly designed ICT system put in place 	<ul style="list-style-type: none"> • Assessment of CSA computer needs and Design of CSA computer network (to be integrated with workflow) 	<ul style="list-style-type: none"> • Experts/Subcontracts 	20,000		
			<ul style="list-style-type: none"> • ICT specifications prepared based on the assessment 	<ul style="list-style-type: none"> • Experts to prepare specifications 	10,000		
			<ul style="list-style-type: none"> • Assessment and preparation of training plan on ICT 	<ul style="list-style-type: none"> • Experts to prepare training plan 	10,000		

Intended Outcome: <i>Improved efficiency and equity in the delivery of public services</i>							
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:							
Programme Objectives: Refinement of reward system and Capacity building in the CSA							
Project Title and Number: Capacity Building in civil Service Administration							
Objective	Outputs	Output Targets	Activities	Inputs	Budget		
					2004	2005	2006
Strengthening the operational, regulatory; and institutional and human capacity of CSA	Regulatory <ul style="list-style-type: none"> System in place to Monitor the implementation of position classification 	<ul style="list-style-type: none"> Positions identified, classified and implemented accordingly 	<ul style="list-style-type: none"> Study on Labour market conducted – cost of living standard assessment conducted 	<ul style="list-style-type: none"> National / International experts for Labour Market 	10,000	10,000	
			<ul style="list-style-type: none"> Identify government abilities to pay 	<ul style="list-style-type: none"> Experts to identify government ability to pay 	10,000	10,000	
		<ul style="list-style-type: none"> Clearly defined missions, objectives and outputs for all ministries and other government organizations 	<ul style="list-style-type: none"> Orientation of Ministries on the implementation of position classifications 	<ul style="list-style-type: none"> Training of CSA staff on job classification and implementation 		10,000	10,000
	<ul style="list-style-type: none"> System in place to Monitor performance evaluation 	<ul style="list-style-type: none"> Position classification methods developed and implemented; 	<ul style="list-style-type: none"> Review position classification methodology 	<ul style="list-style-type: none"> National/ International experts 	10,000	10,000	
			<ul style="list-style-type: none"> Training of trainers on position classification 	<ul style="list-style-type: none"> Training of Trainers 	10,000	10,000	
			<ul style="list-style-type: none"> Workshops and seminars to familiarise all line ministries with and other government offices with CSA 	<ul style="list-style-type: none"> Workshop facilitators and venues 	5,000	10,000	

Intended Outcome : <i>Improved efficiency and equity in the delivery of public services</i>							
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:							
Programme Objectives 1: Refinement of reward system and Capacity building in the CSA							
Project Title and Number: Capacity Building in civil Service Administration							
Objective	Outputs	Output Targets	Activities	Inputs	Budget		
					2004	2005	2006
Strengthening the operational, regulatory; and institutional and human capacity of CSA	<ul style="list-style-type: none"> Management audit system put in place 	<ul style="list-style-type: none"> Performance evaluation methods guidelines/regulations drafted; 	<ul style="list-style-type: none"> Develop pay and performance strategies that are fair and transparent; 	<ul style="list-style-type: none"> Experts to design performance evaluation and management audit 	25,000		
		<ul style="list-style-type: none"> Performance indicators and targets set and monitored for all key public services; 	<ul style="list-style-type: none"> Training of trainers managing performance, management audit 	<ul style="list-style-type: none"> National/International trainers performance evaluation etc.. 		30,000	30,000
			<ul style="list-style-type: none"> Training of Ministries on performance evaluation 	<ul style="list-style-type: none"> Training of line ministries and other government institutions on performance evaluation and management audit 		25,000	
	<ul style="list-style-type: none"> Clear standards of conduct and performance identified made known to all staff and enforced 	<ul style="list-style-type: none"> Code of conduct developed and service guidelines/regulations developed 	<ul style="list-style-type: none"> Develop civil service code of conduct and regulations; 	<ul style="list-style-type: none"> National/International experts 	15,000	10,000	

Intended Outcome : <i>Improved efficiency and equity in the delivery of public services</i>							
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:							
Programme Objectives ²: Refinement of reward system and Capacity building in the CSA							
Project Title and Number: Capacity Building in civil Service Administration							
Objective	Outputs	Output Targets	Activities	Inputs	Budget		
					2004	2005	2006
Strengthening the operational, regulatory; institutional and human capacity of CSA		•	• Civil Service guidelines/ regulations prepared	• National and International experts	10,000	5,000	
		•	• Training of trainers CSA proclamation and other guidelines and regulations	• Workshops		6,000	
			• National and International trainers of senior CSA staff	• Workshops/Courses	20,000	40,000	20,000
	Operational (i.e. internal CSA) • Each CSA department established and functioning in accordance with its mandate	• Efficient streamlined business processes in place	• Assessment and designing of CSA workflow (such workflow to integrate with computerization)	• Experts to assess CSA workflow	30,000	30,000	
				Training of CSA on the new CSA workflow		20,000	

Intended Outcome : <i>Improved efficiency and equity in the delivery of public services</i>							
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:							
Programme Objectives ³: Refinement of reward system and Capacity building in the CSA							
Project Title and Number: Capacity Building in civil Service Administration							
Objective	Outputs	Output Targets	Activities	Inputs	Budget		
					2004	2005	2006
		<ul style="list-style-type: none"> Appropriate and affordable staffing levels in place 	<ul style="list-style-type: none"> Review and implement position descriptions 	<ul style="list-style-type: none"> Office furniture and sundries 	30,000	25,000	
				<ul style="list-style-type: none"> One Vehicle 	30,000		
				<ul style="list-style-type: none"> Workshops 		5,000	
		<ul style="list-style-type: none"> HRD plan in place 	<ul style="list-style-type: none"> Preparation of HRD Program 	<ul style="list-style-type: none"> Experts to prepare the HRD Program 	10,000		
Strengthening the operational, regulatory; institutional and human capacity of CSA	Operational (i.e. internal CSA) <ul style="list-style-type: none"> Each CSA department established and functioning in accordance with its mandate 	<ul style="list-style-type: none"> Effective training and development policy 	<ul style="list-style-type: none"> Formulation of training and development plan 	<ul style="list-style-type: none"> Experts to prepare the National training and development policy. 		30,000	
			<ul style="list-style-type: none"> Workshops, seminars and training on the development policy and others 	<ul style="list-style-type: none"> Workshops/training 	5,000	10,000	5,000
			<ul style="list-style-type: none"> Recruit National Project Manager 	<ul style="list-style-type: none"> National Manager 	2,953	8,857	5,906
Total					317,953	474,857	100,906

Intended Outcome : *Improved efficiency and equity in the delivery of public services*

Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:

Programme Objectives 4: Refinement of reward system and Capacity building in the CSA

Project Title and Number: Capacity Building in civil Service Administration

Objective	Accounts	Inputs	Budget		
			2004	2005	2006
Strengthening ICT and Computerization Program to facilitate the work of the CSA including the following: <ul style="list-style-type: none"> • Preparation of reports; • Planning, formulation of policy and decision making; 	71400	<ul style="list-style-type: none"> • National and International expertise to transfer data and develop new data base 	15,000	10,000	
	72100	<ul style="list-style-type: none"> • Training of staff CSA on ICT - database 	10,000	20,000	
	72800	<ul style="list-style-type: none"> • Computers, printers, server, and other accessories 	30,000	140,000	30,000
Strengthening ICT and Computerization Program to facilitate the work of the CSA including the following: <ul style="list-style-type: none"> • Preparation of reports; • Planning, formulation of policy and decision making; 	71400	<ul style="list-style-type: none"> • Experts/Subcontracts 	20,000		
	71400	<ul style="list-style-type: none"> • Experts to prepare specifications 	10,000		

Intended Outcome : <i>Improved efficiency and equity in the delivery of public services</i>					
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:					
Programme Objectives ⁵: Refinement of reward system and Capacity building in the CSA					
Project Title and Number: Capacity Building in civil Service Administration					
	71400	• Experts to prepare training plan	10,000		
Strengthening the operational, regulatory; and institutional and human capacity of CSA	71400	• National and International experts for Labour Market	10,000	10,000	
	71400	• Experts to identify government ability to pay	10,000	10,000	
	72100	• Training of CSA staff on job classification and implementation		10,000	10,000
	71400	• National and International experts	10,000	10,000	
	72100	• Training of Trainers	10,000	10,000	
	72100	• Workshop facilitators and venues	5,000	10,000	
Strengthening the operational, regulatory; and institutional and human capacity of CSA	72100	• Experts to design performance evaluation and management audit	25,000		
	72100	• National International trainers performance evaluation etc..		30,000	30,000
	72100	• Training of line ministries and other government institutions on performance evaluation and management audit		25,000	
	71200	• National and International experts	15,000	10,000	
	72100	• Training of Trainers CSA proclamation and other guidelines and regulations		6,000	
	72100	• Training of senior CSA staff	20,000	40,000	20,000

Intended Outcome : <i>Improved efficiency and equity in the delivery of public services</i>					
Applicable Strategic Area of Support (from SRF) and TTF service lines if applicable:					
Programme Objectives 6: Refinement of reward system and Capacity building in the CSA					
Project Title and Number: Capacity Building in civil Service Administration					
Strengthening the operational, regulatory; institutional and human capacity of CSA	71200	<ul style="list-style-type: none"> Experts to assess CSA workflow 	30,000	30,000	
	72100	<ul style="list-style-type: none"> Training of CSA on the new CSA workflow 		20,000	
	72100	<ul style="list-style-type: none"> Experts 	5,000	10,000	
	72200	<ul style="list-style-type: none"> Office furniture and sundries 	30,000	25,000	
	72200	<ul style="list-style-type: none"> One Vehicle 	30,000		
	72100	<ul style="list-style-type: none"> Workshops 		5,000	
	72100	<ul style="list-style-type: none"> Experts to prepare the HRD Program 	10,000		
Strengthening the operational, regulatory; institutional and human capacity of CSA	71200	<ul style="list-style-type: none"> Experts to prepare the National training and development policy. 		30,000	
	72100	<ul style="list-style-type: none"> Workshops/training 	5,000	10,000	5,000
	71400	<ul style="list-style-type: none"> National Project Manager 	2,953	8,857	5,906
Total			317,953	474,857	100,906
Grand Total					893,716