

# The Implementation of Civil Service Reforms in Ethiopia: The Woreda-Net as a Sole Promoter to Implement Civil Service Reform of Tigray National Regional State

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## Abstract

The initiative to reform the Ethiopian civil service accounts more than a century old which dates back to the Menelik II Era 1907. However, it was consolidated after the end of the Socialist Era since the early 1990s. The current Ethiopian government has conducted a continuous reform to restructure the civil service system objectively to introduce the multi-party democracy and market-driven economy. In contemporary CSR, like the other African governments, the Ethiopian government is trying to link the dynamics of ICT as a sole promoter to implement the CSRs and to provide quality service. However, it is evidenced that the implementation of CSR in Ethiopia in general and that of Tigray's in particular has poorly supported by ICT. Therefore, the objective of this article was to ascertain the implementation of CSR in Tigray national regional state with particular reference to the Woreda-Net as a sole promoter to implement CSR. To ascertain how the Woreda-Net was used as a sole promoter to implement the CSR and the provision of quality service in Tigray, pertinent data was gathered both from primary and secondary sources. Finally, the problems that inhibit the Woreda-Net to function as a sole promoter of CSR implementation were recognized and the discussion was concluded with, though, the regional government tried to narrow the gap between the urban and the remote rural areas by using ICT expansion, the ICT centers /Woreda-Nets were not centers of civil servants training to scale-up the civil servants skill to utilize computer technology which helps them to implement the CSR.

## 1. Introduction

The New Public Management (NPM) doctrine based public sector reform takes into account the dynamics of Information and Communication Technology (ICT) expansion as a major contributor to a new impetus of societal maturity and to an innovative insight of the optimal organizational arrangement and techniques of institutional management (Vidaek, 2000). As has discussed in many literatures, the agenda for reforming the civil service was to rearrange and create an efficient and effective public organizations so as to provide quality public services, establish democratic governance, assure better socioeconomic development, professionalize the civil service and create an information society (Polidano, 2001).

Taking the ICT revolution in to account, the global 3<sup>rd</sup> generation civil service reform (CSR) program (2000 to date) was all about quality service provision. The quality service provision that received more attention by the proponents of NPM was highly correlated with administrative decentralization (Green, n.d.). During the last decades of the 20<sup>th</sup> century, as asserted by Larbi (1999), there has been a remarkable change/reform in the roles of government in different societies as a shift from the ineffective traditional public administration to the newly emerged market driven model which is the NPM. Hence, as a denial to centralization, decentralization theory becomes a spectrum rather than a single state ranging from de-concentration to delegation and then to devolution (Weist, 2003). The central underlying principle of administrative decentralization is therefore moving governments closer to the people and brings civil service functions and decision in line with popular preferences. However, if the implementation of CSR is not supported by using ICT, Geographic factors are of the dominant challenges to implement CSR even to the developed nations. Geographic factors (like distance from the center) are of the widespread problems for the uneven distribution of professionals among and within nations worldwide and are longstanding and serious problems to implement government policies and strategies and to provide democratic governance (Dussault and Franceschini, 2006). All developed and developing countries report a large proportion of professionals concentrated in urban and wealthier districts than in rural and remote areas. The Imbalance allocation of professionals also contributed to great disparities in implementing CSR and its outcomes between the rural and urban population and created *Not enough there, too many here condition* (ibid). Therefore, in one way or the other, these were the factors that seriously affect the effective implementation of CSR in Ethiopia and particularly in Tigray regional state.

To bridge the gap in implementing the CSR and other government policies and strategies via technological

changes and to ensure the economic transformation of the country, the Ethiopian government placed ICT policy to “develop, deploy and use information and communication technology to improve the livelihood of every Ethiopian, and optimize its contribution to the development of the country” (Ethiopian ICT policy document, 2009). According to Baldersheim (2001) cited in Karyeija (n.d.), *Institutions or Systems imposed from the National or International levels do not take roots by themselves, but rather, they need soil in which to grow.* Therefore, civil servants who are the lifeblood of the implementation of CSR may put forward the kind of soil that is needed. This is because the CSR implementation and other government policies and strategies are largely rest on the audacity and enthusiasm of the civil service. Hence, if the principal implementers are supported by a new technology, they can willingly serve the public.

Taking in to consideration this initiative, the researcher aimed to assess the contribution of *Woreda-Net* as a sole promoter to implement the CSR in Tigray National Regional State. Based on this major objective, the Article tried to address the research questions:

1. What is the legal ground to implement ICT as a supporting strategy for CSR in Tigray?
2. How functional is the *Woreda-Net* as a sole promoter to implement the CSR in Tigray?
3. How accessible is computer technology in the Tigray civil service organizations?
4. What is the skill of civil servants to use computer technology in Tigray?

The overall objective of reforming the civil service is to improve the efficiency and effectiveness of the public sectors. Therefore, regarding to the significance of the study, the connectivity of the *Wored-Net* cannot be discussed in separation from the government ICT policy and strategy. This is because, ICT in campuses all local, national and international connectivity including telephone and Mobile Network, Internet, Video-Conferencing, Emailing among others. However, in many instances, lack of access and skill to use computer technology and poor ICT infrastructures are among the critical challenging factors that impede local connectivity and quality service provision, and to the implementation of CSR. Therefore, this study was an attempt to contribute towards filling the gaps in access and skill to use computer technology, and *Woreda-Net* to promote implementation of CSR. Methodologically, the Article was conducted on a case study method and pertinent data was collected both from primary (questionnaire) and secondary (documents) data sources.

## **2. The Good Fit of ICT to Implement Civil Service Reform**

### **2.1. Information and Communication Technology**

In the contemporary world today, young professionals and the informed society is becoming high demander of fast and reliable public service. Hence, governments recognized the ICT as a good fit to respond public interest and since the 1990s, the ICT revolution has changed the way government works and how government bodies and civil servants interact with each other and with the public at large (Christensen and Laegreid, 2008). ICT is making the entire world as closer as to human scale and nowadays it is becoming a hot government agenda. Currently, the ICT revolution is determining our globe, public and private sectors, created a new playing field for worldwide competition, it has made it possible to capture and deploy information for all kinds of activity and it has also put innovation more than ever at the heart of smart development (Pigato, 2001).

However, disparity of access to ICT has created a gap between the civil servants. The gap has always been there between those who can make effective use of ICT technology and those who cannot. This gap caused by the failure in technology development to sufficiently consider democratic accessibility and adoption of products and services. Now, more than ever, unequal adoption of and access opportunities to ICT exclude many from benefiting the advantages related to the introduction of technologies (Labelle, 2005). Generally, developing countries lag behind in terms of access and use of such technology. In this regard, in the base year 2000, there were 1.2 billion people who living under one dollar a day, of which about 70% are located in Sub Saharan Africa and South Asia. The two poorest regions of the world are also those with the lowest access to Information and Communication Technologies (Pigato, 2001). Pigato also affirmed that, in the same year, out of 304 million people with Internet access in the world, only 2.6 million were in African countries.

This implies that, though information is power in day to day activities, most African countries are still suffering to access ICT and related services. According to ECA (2003), this was due to the inadequate telecom infrastructure, poor supply of electricity to make the ICTs work, skill to keep the technology working, money to buy or access the ICT and related activities. Besides, Thurston and Cain (1997) avowed that, the consequences of lack of access and skill to use ICT leads to poor database management and insufficient provision of quality information for decision making. This in turn results mismanagement in human, financial and material resource as well as poor strategic planning of the professionals and managers that are the ills of CSR implementation and to support the civil service in quality service provision.

### **2.2. ICT as Enabler to Implement the Civil Service Reform**

The comprehensive CSR implementation is to execute public policies as effective as possible which in turn calls for technological support. In need of administrative decentralization and to modernize the public administration system, governments in developing nations including the Ethiopian government were trying to provide

democratic governance and quality service by establishing local connectivity. Similarly, as asserted by Dussault and Franceschini (2006), government bureaucracies were claimed by centralization and less considerations to geographical distant from the center (remote rural areas). Societies in those areas travel long distance on the hope rather than the actual to get quality service. However recently, the ICT revolution emerged as enabler to implement government policies and strategies, and the CSR more effective and efficient than before.

The agenda for ICT provision in most governments were aimed at creating an information society. Such government interests are also highly related with ‘*light for all*’ visioning like the Pakistan’s program to establish Village Information and Communication Technology Center (Pakistan VICTC, n.d.) and the Ethiopian Rural Electrification Program. The World Summit for Information Society (WSIS) forum was created by the international community in response to the growing importance of digital literacy and a series of regional planning meetings were held in 2002 and 2003 in various countries around the world (Barry, 2006) and was true in Ethiopia. As affirmed by the International Telecommunication Union (ITU) the WSIS was introduced with the great dream:

*.....to bridge the gap of digital divide and make sure the provision of information access to all. Development targets set by WSIS for 2015 in the action plan include connecting villages with ICTs and establishing community access points connecting local health centers and hospitals, adapting all primary and secondary school curricula to meet the challenges of the information society and encouraging the presence of all world languages on the Internet. The plan also calls for ensuring more than half the world's inhabitants have access to ICTs (ITU, 2013).*

This international dream to interlink the glob via ICT is very comprehensive which encompasses societal socioeconomic development, shortening administrative cost, provision of quality service and democratic governance, creating an information society, modernizing public organizations and the professionalization of public servants. The implementation of CSR is therefore, becomes effective and efficient if supported by ICT. Because the communication technology helps, to enhance top management systems, ensure merit based human resource management, provision of quality public service, develop transparent, efficient and effective expenditure management and control, and to shorten administrative bureaucracy and create professional ethics which are the central themes of CSR.

### **2.3. Information and Communication Technology Infrastructure in Ethiopia**

Now more than ever, Ethiopia is becoming of the fastest growing African nations. As indicated in the Ethiopian Growth and Transformation Plan (GTP), during the implementation of a Plan for Accelerated and Sustained Development to End Poverty (PASDEP) from 2005/6-2009/10, high and sustained economic growth and significant social and human development results were realized. The economic growth of the country was grown on average at 11% per annum. As a result, Agriculture, Industry and Service have registered on average annual growth rate of 8.4%, 10% and 14.6% respectively (MoFED, 2010/11). At the center of this economic growth, civil servants who are the lifeblood of CSR and other government policies take the larger share. By sustaining the current economic growth over the next five year period, the government aimed to achieve the MDG target by 2015, and its longer term vision of being a middle income country by 2020-23 (Ethiopian GPT, 2010/11).

Similarly, the fundamental objectives of WSIS were taken in to account and the Ethiopian government introduced ICT program as a supporting strategy to socioeconomic growth. Hence, the program for Rural Electrification in Ethiopia enabled the rural Ethiopia and the underserved remote districts to be fashioned via the public access points. The Ethiopian government also provided *Woreda*-Nets free-of-charge to held court systems through Video-Conferencing among others and it shortened the administrative bureaucracy (MoCIT, 2013). Therefore, the geographic factors are remarkably reduced. Likewise, the government commitment to have an information society was by large shown in the national ICT Policy. The Ethiopian government established ICT policy with-intent “to improve the social and economic wellbeing of the people of Ethiopia through the exploitation of the opportunities created by the ICT, to vitalize and ensure the establishment of sustainable democratic system and good governance, achieving sustainable and rapid socioeconomic development” (Ethiopian ICT policy, 2009).

As a significant departure from the over-manned bureaucratic system, the Ethiopian government dedicated to improve public sector efficiency and effectiveness by reforming the civil service. Government administrative systems were also re-engineered to play the development games both in the internal and external environment. Hence, as clearly stated in the Ethiopian ICT policy, the broad objectives of e-government initiative was to:

*Improve administrative efficiency, effectiveness and productivity, and information provision and service delivery at federal and regional government level, reduce administrative, operational and transactional costs and unnecessary paperwork, increase the ability of federal and regional governments, bringing government closer to the people and making it easy for citizens to obtain services and interact better with government machinery and agencies at all level, develop information and communications infrastructure to support intra and inter-agency electronic service delivery and information exchange at federal and regional levels, provide access to*

*information and government services by the public and enhance good governance and strengthen the democratic process* (Ethiopian ICT policy, 2009 ).

The real intention behind the ICT expansion in Ethiopia is therefore to create an information society and working towards satisfying the public interest.

#### **2.4. The Woreda-Net in Ethiopia**

The Ethiopian administrative level is basically divided as Federal, Region, *Woreda* and Kebele. The district level administrative decentralization in the country gives a special attention and power to the *Woredas*. *Woreda* is the 2<sup>nd</sup> smallest administrative unit of government in Ethiopia above the Kebeles. Thus the Ethiopian *Woreda-Net* was intentionally designed to connect all the 711 *Woredas* in the country through information technology. To support local administrative powers and the commitment to have an informed society, the central government projected the ICT program since 2002. The primary objective of the *Woreda-Net* is to provide ICT services like Video-Conferencing, Mailing and Directory services, and Internet connectivity at the federal, regional and the lower levels of government and it is a terrestrial and satellite-based network (Aman, n.d.).

The intention of local connectivity in Ethiopia was also aimed to fasten the flow of information both between the *Woredas* and the regional and federal governments, and to avail internet connection and services to all *Woreda* administration offices (Ethiopian ICT policy, 2009). According to Ministry of Communication and Information Technology (2013), the *Woreda-Net* encloses a National Data Center, 11 regional Data centers and 611 *Woreda* centers located at the main towns of each *Woreda*.

The long term dream of the Ethiopia government through the *Woreda-Net* ICT network is not only to bridge the digital divide between urban and rural communities, provide knowledge and information to citizens, build organizational capacity at all levels of government, provide the lowest level of government with accurate and timely information, but also, to build an information society, to have economically powerful and sustainable country with democratic and good governance practitioner society that can able to compute in the world market (Ethiopian ICT policy, 2009).

#### **2.5. Results and Analysis**

##### **2.5.1. The Legal Ground to Implement ICT as a Supporting Strategy for CSR in Tigray**

In the dynamic and interlinked information age today, ICT has become a sole promoter and powerful tool to implement the CSRs, to have IT specialists and provision of quality services, to fight against poverty and sustain socioeconomic development, and to provide good governance and democracy (Gerster Consulting, 2008). In developing countries like Ethiopia, nowadays, governments are trying to create an information society. The creation of informed society refers to the freedom to access and use ICT at all levels of locality. The Ethiopian government in general and that of Tigray's in particular initiated ICT to support the ongoing democratization and sound governance agenda. The ICT revolution in Ethiopia is intentionally to strengthen the implementation of CSR, justice and the district level decentralization among others. As part of the Ethiopian GTP, the Ethiopian government launched objectively the ICT to ensure all citizens have equal access to government services and evenhanded access to knowledge and information (Adam, 2009/2010).

The legal ground to implement ICT as a supporting strategy for CSR in Tigray was ensured in the regional government vision on ICT. Structurally, the ICT department is under the regional civil service bureau. The regional government vision is to improve the socioeconomic well-being of the Tigray people by utilizing the opportunities created by ICT to attain fast and sustainable socioeconomic and political development as well as to promote democratic system and good governance in the region. Besides, the regional government focuses on promoting the use of ICT to modernize the civil service to enhance public service delivery effectiveness and competency (Tigray *Woreda-Net* directive, 2010).

The regional government commitment was also shown in establishing ICT access-point in each *Woredas*. In Tigray, there are 52 *Woredas* including the city administrations and there are ICT centers equivalent to each *Woredas* and City administrations (Annual report of Tigray ICT Process owner, 2013). The same document also reveals that, the Tigray ICT network has reached even the most remote areas of the region which are found up to three days walk from the nearest road or three days drive from the regional capital city Mekelle. However, since, the researcher's objective was not to look into the overall ICT movement in Tigray region, but, was to see some instances of the ICT functions as a supporting strategy to implement the CSR, the role of ICT in implementing the CSR will be rational to discuss in relation to access and skill to use computer technology, and the function of *Woreda-Net* as a sole promoter to implement the CSR in Tigray Region.

##### **2.5.2. The Woreda-Net: As a Sole Promoter to Implement the CSR in Tigray**

In Ethiopia, *Woreda* is an administrative subdivision with an average population of 100,000. The Ethiopian district level decentralization gives more power to the *Woredas* to administer the local community and the name *Woreda-Net* is derived from the *Woreda*. The *Woreda-Net* in Ethiopia in general and in Tigray in particular is a global and satellite-based network which intentionally intended to supply the ICT services like Video-Conferencing, Message-Exchanging, Internet Connectivity and other service with the *Woredas*, Regions and Federal level government bodies.

In Tigray region, government network infrastructure were in place as a supporting strategy to implement the CSR and the School-Net, Health-Net, Agricultural-Net and *Woreda-Net* as well as Development Data Base (DDB), Integrated Budget Administration and Government Expenditure (IBEX) among other things were in practice (Tigray GTP document, 2010). The government initiative in doing so was remarkable. In contrary, Aman (n.d.) stated that “most of the services and users are concentrated in towns while majority of the Africans are living scattered in small communities spreading out across the vast rural areas with a very limited diffusion of telecom networks and the irregular or non-existent electricity supplies are a common features and a major barrier to use ICTs, especially outside the major towns.” However, though the living condition of the Tigray people shares with Aman’s statement, the ICT revolution in Tigray nevertheless indicates some interesting improvements even in the remote rural *Woredas*. The principal researcher observed ICT centers at remote rural *Woredas* working by diesel generators and electricity.

For this reason, the Ethiopian rural electrification program shades a great deal to have ICT nodes and to use the ICT service even in the remote rural *Woredas*. To this regard, civil servants need to use this technology to support their daily activities and to update themselves. Therefore, whether the healthy network of this technology helps the implementation of the CSR or not was accessed and the crosstab table 1 below summarizes this condition.

Table 1. Sex \* How do you evaluate the connectivity of *Woreda-Net* in your *Woreda*/sub city? Cross-tabulation

			Connectivity of the <i>Woreda-Net</i>				Total
			Very good	Good	Poor	Very Poor	
Sex	Male	Count	11	70	61	50	192
		% within Sex	5.7%	36.5%	31.8%	26.0%	100.0%
	Female	Count	2	35	37	28	102
		% within Sex	2.0%	34.3%	36.3%	27.5%	100.0%
Total	Count	13	105	98	78	294	
	% within Sex	4.4%	35.7%	33.3%	26.5%	100.0%	

Source: *Field Survey, 2013/14*

The Tigray government initiative to institutionalize the ICT program and the trail to support government programs through technology was notable. As has demonstrated in crosstab table 1 above, 40.1% of the respondents were appreciated the effectiveness of *Woreda-Net* connectivity and the government effort in doing so. However, in making it fully functional by creating a healthy networking ICT system, the regional government lacks consistency. As the above table evidenced, 59.8% of the respondents were rejected to accept the healthy connectivity of the *Woreda-Net* and replied as it was poor. Besides, a significant number of the male (57.8%) and female (63.8%) contributors were also heard pronouncing the poorness of the *Woreda-Net* connectivity in their locality. The rationale behind this discussion was therefore, even though, some remarkable practices in introducing and making the ICT functional in Tigray, there still problems observed in relation to the establishment of healthy network around the *Woreda-Nets* to support the implementation of CSR in Tigray region.

### 2.5.3. Access to Computer Technology in Tigray Civil Service Organizations

As indicated in many literatures, governments reform their civil service organizations to shorten the administrative bureaucracy and to provide quality service among others. However, the CSR agenda, if not supported by ICT technology it may not be as successful as expected. Therefore, to implement the CSR effectively, civil service organization should have an access to computer technology. The cross-tabulation table 2 below also supports this condition.

Table 2. Sex \* How accessible is computer technology within departments in your Woreda/Sub City? Cross-tabulation

			Accessibility of computer technology				
			Very good	Good	Medium	Poor and unfair	Total
Sex	Male	Count	27	42	68	55	192
		% within Sex	14.1%	21.9%	35.4%	28.6%	100.0%
	Female	Count	9	19	37	37	102
		% within Sex	8.8%	18.6%	36.3%	36.3%	100.0%
Total		Count	36	61	105	92	294
		% within Sex	12.3%	20.7%	35.7%	31.3%	100.0%

Source: *Field Survey, 2013*

It is worth mentioning that, the discussion on ICT is also a talk-of accessibility of computer technology because without it no more to talk about ICT. The main objective of ICT in Tigray is to provide Video-Conferencing and to link sector offices with internet connection and making exchanges easier. In doing so, sector offices were also expected to make their department easily accessible for computer technology. In this regard, the civil service organizations in Tigray were fairly equipped with computer technology. As indicated in table 2 above, 33% of the respondents were accepted the goodness of computer accessibility within departments in their organization and 35.7% of civil servant respondents replied the accessibility of computer technology inter departments in their institution were medium. However, a significant number (31.3%) of the civil servant contributors were opposed the situation and indicated the poorness of the departments to access computer technology in the civil service institution of the study area.

#### 2.5.4. Skill to Use Computer Technology in Tigray Civil Service Organizations

The Tigray regional government once introduced the ICT program; it also set a clear objective when and how civil servants train in the ICT center. During the implementation of CSR to provide quality service and ensure civil service productivity, it will be sound if civil servants are supported to access computer technology and acquired skill to use it. However in the study area, though there was a fairly distributed computer technology within departments in the civil service organization, the civil servants skill to use that technology was poor. The following crosstab table 3 recapitulates the situation.

Table 3. Sex \* What is the level of civil servants skill to use computer technology in your Woreda/sub city? Cross-tabulation

			Level of civil servants skill to use computer technology				
			Very good	Good	Poor	Very Poor	Total
Sex	Male	Count	9	76	76	31	192
		% within Sex	4.7%	39.6%	39.6%	16.1%	100.0%
	Female	Count	5	35	44	18	102
		% within Sex	4.9%	34.3%	43.1%	17.6%	100.0%
Total		Count	14	111	120	49	294
		% within Sex	4.8%	37.7%	40.8%	16.7%	100.0%

Source: *Field Survey, 2013/14*

Though the regional government has tried to create an ICT centers at all urban and rural *Woredas* as supporting strategy to implement the CSR and to capacitate the civil servants among others, the cross-tabulation table 3 above indicates that, 57.5% of the civil servant contributors were refused the civil servants skill to use computer technology and responded as it was poor. Though, this needs a serious attention, nevertheless, 42.5% of the survey respondents were confirmed the goodness of the civil servants skill to use computer technology in the civil service organizations of Tigray region. The poor skill to use computer technology in the civil service organizations was highly observed by female civil servants. For this reason, 60.7% of the female contributors were replied the civil servants skill to use the technology was poor. Though, the highest rate was observed by female respondents, it was also had an equal share to the male civil servants because 55.7% of the male respondents rejoined to answer the poorness of the workforce to use computer technology.

According to Hanna (2010), to facilitate the effective implementation of CSR and to provide quality service, building the civil service to access and use Information and Communication Technology is imperative. This is

because e-governance has the potential to improve service delivery and customer satisfaction. However, as Tigray Bureau of Finance and Planning (2010) in its GTP indicated, the process of implementing the ICT in the region was affected by lack of technical experts, lack of access to and the skill to use the technology, lack of understanding the technical contribution of this technology by leadership from top to the bottom, BPR is poorly supported by ICT and the *Woreda-net* is not using ICT fully. The same document also depicts that, the enhancement of service delivery by using ICT in government bodies and monitoring the security of ICT is 20% and 39% respectively. The other serious problem was the awareness to utilize ICT in the civil servants was still 34% and in the public, it was 7%.

## 2.6. Conclusion

In today's world, thousands of billions of dollars are spent for reforming the civil service and to create an information society all over the world including in Ethiopia. The rationale behind is to modernize the public institutions and to exertion to satisfy the public interest. ICT is of the fundamental tools of how to function modern society. In recognition of the effective exploitation of ICT opportunities, the Ethiopian government ICT policy formulation has given Ethiopians to enjoy ICT related services.

The Tigray regional government initiative in creating the ICT access points in each *Woreda* centers and City administrations and at large the regional ICT center as a supporting strategy to implement the CSR and the School-Net, Health-Net, Agricultural-Net and *Woreda-Net* as well as Development Data Base (DDB), Integrated Budget Administration and Government Expenditure (IBEX) among other was very impressive.

In contrary, as illustrated in the discussion, the overall movement of the *Woreda-Net* to support the implementation of CSR and other government programs was negatively influenced by poor network in the ICT system and lacks consistency. On the other hand, though, the implementation of CSR to provide quality service and ensure civil service productivity calls for capable civil servants and informed professionals, however, the civil servants access to computer technology in Tigray was not as such impressive.

The other serious problem observed was the poor skill to use computer technology of the civil servant. For this reason, in addition to the primary data in the discussion, the secondary data from the Tigray GTP document also depicted that, the awareness to utilize ICT in the civil servants was still 34%. Generally, we can conclude that, though, the regional government tried to narrow the gap between the urban and the remote rural areas by using ICT expansion, the ICT centers /*Woreda-Nets* were not becoming centers of civil servant training to scale-up the civil servants to utilize computer technology which helps them to implement the CSR.

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