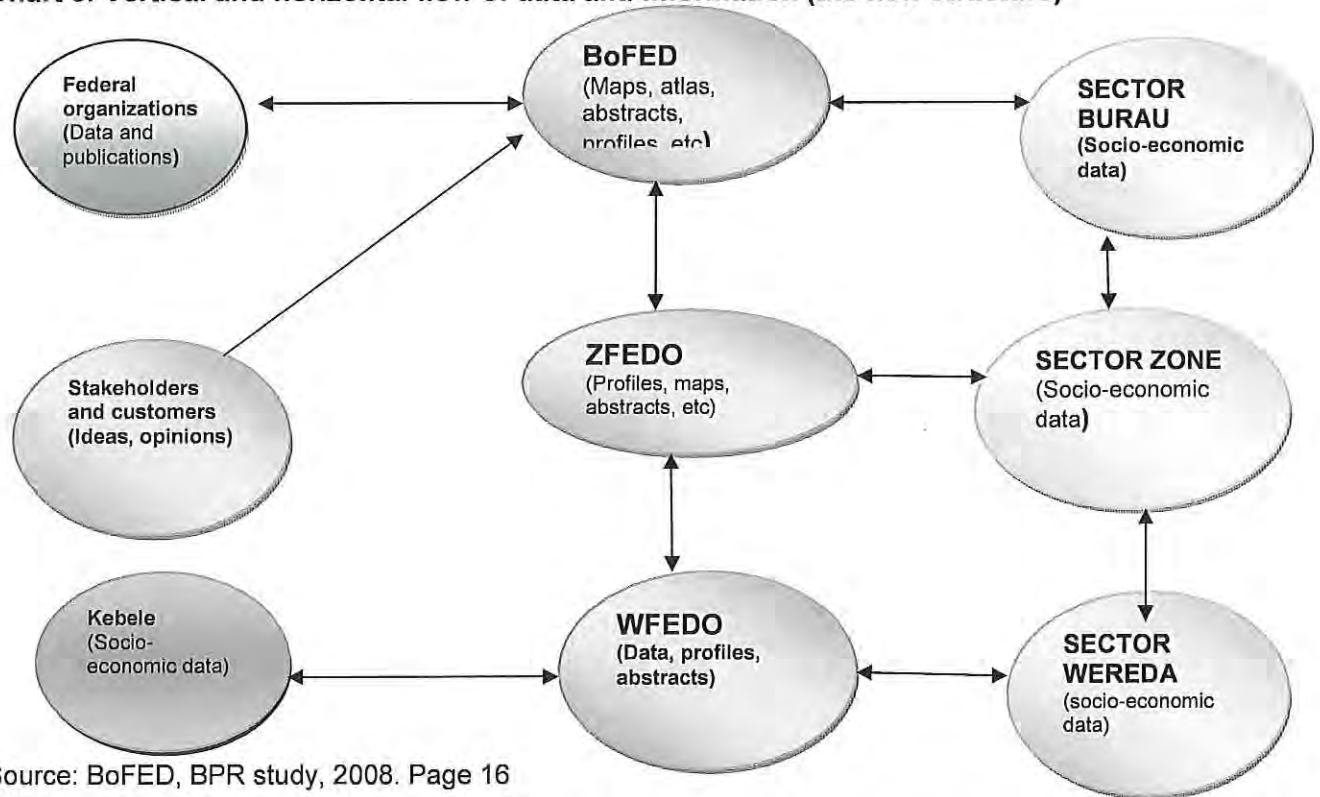


**Chart 5: Vertical and horizontal flow of data and information (the new structure)**

Source: BoFED, BPR study, 2008. Page 16

In general, the sources of data for all outputs of the center are secondary information from the kebele to the regional and national level. The fundamental aim of data and information management is to feed adequate, timely, reliable and consistent data important for comprehensive regional economic planning, policy formulation and efficient utilization of resources. For comprehensive regional economic and social planning not only secondary but primary data are essential particularly in recent years with decentralization of planning activities to the wereda and kebele level and the adoption of household or community based development programmes and projects such as poverty reduction, food security, primary health care, education and others. None of the secondary data collected and compiled by the center enable to identify and research on the status of these fundamental millennium development goals and regional economic performance indicators. The utilization of already collected primary data (raw data) by various organizations such as CSA, for example on demography and housing census, various sample surveys on welfare monitoring, agriculture, services, industry and manufacturing, employment and others is not common. Secondary data are also inadequate in quality and reliability. Data from wereda level are estimates or figures of either plans or implementation figures from annual progress reports, which are based on estimates of staff at wereda level. Some basic information on natural resources, agricultural production, livestock population and others are also mere estimates with no proper and known estimation or data collection methodologies. These data are not only reliable but also inconsistent. The zonal level profiles and other outputs as well as raw secondary data also suffer from similar problem of poor reliability, inconsistency, timeliness and poor quality. Some data are either, which were collected or compiled some 10 or more years by some organizations as part of some development programmes or socio-economic studies. Land use and land suitability



classifications, soil distributions, and some other geo-information data are those organized by Ministry of agriculture and FAO in 1984.

Similarly, the data for annual planning and general-purpose use vary significantly in time, level of detail and comprehensiveness, scope and quality. Planning by its nature is a professional estimations, visions and understanding and interpretation of the outcome of an event over time. The data needed for annual planning is not necessarily actual but the nearest proximate of the reality because the planning period in Ethiopia starts early May when planned activities of the previous years were not fully completed. The proximate estimates of the nine month progress reports are the starting point or bench mark for the next year planning. In the medium and long term, planning trends over several times should be analyzed to estimate correlates and the probable goal of certain indicators over the planning period. In this case the data used for estimations over the coming five or 10 years should be accurate/reliable, consistent and thus fill into the demands and objectives of the data and information management of the Bureau. Previous and current practices however could not enable the integration and reconciliation between the works of the data and information management and that of the planning and budgeting requirements. The procedures and processes of the data and information management system is continuous while that of the planning should end by June 30 Ethiopian Fiscal Year<sup>10</sup>. Planning needs a disaggregated data, comprehensive and detail information. While the data and information from the center is general, level of disaggregation is either zone or other sector based aggregations. The need of disaggregated data becomes very important for participatory and local economic development planning. In the region while the planning and budgeting functions are delegated to the wereda and kebele level, the available data is aggregated by zone, region, or sectors. Some vital millennium development as well as regional development indicators is not part of the data compilation and production of the center. Except for very few sectors, such indicators were not disaggregated into wereda level indicators except for those which data are available either because the source have disaggregated data on wereda level or there is sketchy estimates for the weredas.

#### **5.4.2 Procedures and Processes of Information Management**

The data collection process starts with production and dissemination of data collection formats by the regional center of information. These formats include demographic and socio-economic section, economic, social and cultural sectors, natural resources and physical geography (climate), service sectors. The formats are more or less standardized, comprehensive, and produced by the socio-economic team in the core process of regional data and information management center. The secondary data collection formats are sent to the zonal offices with a brief orientation on the method of data collection, organization of the formats and schedules for completion and submission of the zonal information to the region. The zonal offices in turn adopt the same step and submit the formats to the wereda with a brief orientation. The wereda Finance and Economic Development Offices disseminate the formats to the wereda sector offices, and the kebeles. Finally, the kebele and wereda sector offices collect the necessary data and submit to the WoFED for compilation, analysis and submission of the compiled information to the ZoFED. The ZFEDO, also compile, analyze and organize the data from the weredas and zonal sector offices and produce statistical abstracts, maps, profiles and other data outputs and submit to the Regional Data and Information Management Center.

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<sup>10</sup> Experiences show that the statistical abstract or wereda profile may be completed, at least, between September and December, where the first quarter progress report is completed and submitted to the concerned bodies



The regional data and information management center further analyze and compile the zonal outputs, data and information from Ministries (CSA, National Meteorology Agency, MoFED, MoARD, ETC, EEPCo, and regional sector bureaus and others) and finally produce the required quality of profiles, statistical abstracts, atlases and others (BoFED, 2008d). These procedures cover at least 18 steps from the preparation of secondary data collection formats to the dissemination of one output (profile). The procedures for production of zonal and regional profiles will follow similar flow channel of information and its final output will consume 14 procedures from dissemination of data collection formats to the completion and dissemination of profiles. Other outputs such as maps and geographic studies of the center also require at least more than 10 procedures. For details, please refer the Business Process Re-engineering document of the BoFED and the center, 2009

The procedure of data collection and compilation is too long, centralized, and resulted in the extreme aggregations and lack of disaggregated, area specific and objective information. The regional information and data center received only aggregated and compiled final outputs of zones, which is more or less manipulated repeatedly to ensure consistency. The wereda level disaggregated data will not reach the regional bureau because of its structure and mandate as well as power sharing practices. The weredas are not linked with the bureau so that the data flow channel is single and with no scope of comprehensiveness at region or the zone. The weredas have inadequate information management system, processing facilities (computers, for example), and skill (inadequate training in data collection, analysis, production and inadequate professional composition). Though current civil reform tries to solve these problems, in reality the intention to improve consistency, reliability and comprehensiveness of the data are not in place. For effective and usable flow of information, linkages must be established between various levels without compromising the decentralization and power sharing practices between weredas, zones and region. It is also worth noting that the structure of zone as data center is not justifiable in view of the need for timely and comprehensive as well as reliable data and information that are needed for achieving the intended objectives of the regional data and information management center. Linking weredas with region directly will reduce the overall time required to processes the profiles, atlas and statistical abstracts. Furthermore, the linkage between weredas and region capacitate the professional efficiency and capacity of wereda staff, improve the availability of consistent, reliable, and usable information that will be used for studies, planning and budgeting, income accounting at weredas, zones and the region. The data base system is not established and organized at all levels. The center has no systems of database at all. The study made on this issue and the discussion made with relevant experts of the center show that database means the existence of all types of data from one center. However, these data are available among the concerned experts in the center in separate forms unsupported by the unified known database and server systems.

The center is also mandated with socio-economic studies, which in reality culminated into production of wereda profiles, and statistical abstracts or maps and atlases. The common understanding is that all are secondary sources of information and an input to further detail research, but they are not studies by their own. Studies or research investigates new ideas, new working practices, that lead to better planning, formulation of policies and recommendations that enable to fill gaps and forward reliable solutions to solve development or social problems. Furthermore, the recent BPR study of the Bureau granted the responsibility of regional income accounting studies for the data and information management process team separate from the macro planning, regional planning and budgeting functions. With the shortage of comprehensive, reliable and consistent data, weak capacities and skills in economic dynamics the center may suffer from further inefficiencies and fail to achieve its desired goal of feeding



information to the planning and budgeting functions of the bureau and fulfill the intended demands of the customers and the clients.

### **5.4.3 Expectations and Gaps in Information Management**

There are some changes and structural transformation of the data and information management of the bureau. These changes are believed to improve the information flow, the quality, consistency and reliability as well as the usability of the data and outputs of the center. Its role as inputs for strategic and policy study, annual, medium and long term plans could also be challenged particularly the empowerment of the kebeles and weredas as well as modernizing the data processing and production technology, improving linkages with various sources and modification of processes and methods of data collection techniques. Eventhough, there are many wishes and strategies since the study (BoFED, 2008d) current situation is unsatisfactory and no meaningful achievements in the performance of the center. Many of these constraints have been stated in various parts of this topic. The following are few of the main gaps in the data and information management of the team of the bureau:

1. Inadequate attention, poor constancy and reliability of data are still the major problems. Eventhough many recommendations are highlighted in the BPR of the center, means and methods of controlling the reliability and quality are not in place;
2. The required capacity building activities and structural organizations at wereda and kebele levels were not adequately established to improve the frequency and speed of data and information flow from all levels and sector offices. Most of the weredas have no computers, internet connection or other improved means of communication that enable them to improve their performance better than the pre-reform periods. Skilled manpower is inadequate and training on information and data management is lacking.
3. The linkages and communication between different levels and structures of the bureau with regard to data and information management is not well established in the study and as a result, the center tries to focus on a single line of information flow, which is almost similar to the administrative hierarchies. The opportunity and options to obtain detailed data directly from the kebeles and weredas is constrained by the poor structural linkages with the sub zonal levels.
4. The center still relies only on secondary and aggregate data despite significant decentralization of activities to sub zonal levels and transformation of development options to more community and household level intervention. Some critical regional indicators, which are also important in development planning, are lacking, such as food security basic indicators, poverty dynamics, vulnerability indicators and indicators of population dynamics.
5. Manuals, guidelines, improved and comprehensive data collection formats, basic and vital indicators, and other necessary means to develop experiences of the sub zonal staff and staff of the regional data and information management center are inadequate. Training needs is very high yet there is no training manuals, guidelines and modules on data management and information methods and processes.



6. The number of human resources required, according to the new structure is about 21 with different professional composition. Current staff number is, however, 12 or almost half of the total requirements. Of the currently available staff six are staff of Atlas, Geographic Information, GIS and socio-economic study team (only two third of the requirement) and the rest are staff of regional statistics, and Income account team (only 63% of the requirement). At zonal and wereda levels, three and two staff members are required respectively; yet, the number of these staff is limited. They are also occupied by various planning, monitoring and evaluation activities with few dedications on data collection and analysis. The structure of the kebele level, data and information management worker, is not clear and his accountability and answerability is not yet known. Skill development training is also limited. At regional level in-service and occasional training is more or less adequate even though not frequent depending on the demands on the various data analysis methods and the emergence of new data and information technology. Of the total available manpower at regional level about two third have got some sort of training opportunities. At wereda and zonal levels, the number of staff trained in various principles and practices of data and information management is either not known or inadequate.
7. At the regional level every technical staff has a desk top computer and some laptop, and also access to internet and e-mail services, telephone connections, GIS gadgets and software, adequate office equipment and furniture. However, the GIS technologies and software and other methods are outmoded and in need of replacement. At sub-regional level, however, every logistic supply is scarce and at wereda level, it is very critical. Transport facilities are lacking at all levels and as a result, staff mobility for either data collection or provision of technical support is limited.
8. The low attention given to data and information, collection, compilation and storage in other sector offices and bureaus, which are sources of data for the center, is a major cause for the poor quality, inconsistency and unreliability of data. The poor capacity of the planning, monitoring and evaluation teams in the bureaus also contributed to the poor performance of information flow and sharing between levels of government organization and the center. The usability of the data, coverage and scope, level of aggregation, comprehensiveness, methods and purpose determine the strength and frequency of linkages between institutions. Yet, the limitation of the data sources and extreme aggregation, lack of purpose and methods in data collection, and other reasons not only limited to the linkages but also contributed to the publishing of too many unusable data and information. However, the modern use of data base management system, the scope, level of aggregation, consistency, reliability and quality of the data and human resources working in data management of the education bureau will be a model and deserves appreciation. Other bureaus, however, suffer from significant data management problems. The major constraints are lack of proper technical linkages with grassroots hierarchies, absence of data management systems, low attentions to the details and information, inadequate trained manpower and lack of communication and data processing technologies. Without capacitating these institutions, it is difficult to build the center on sustainable and reliable grounds as a data source of the region. The incapacity and inefficiency of these institutions is also reflected in every sphere of planning, budgeting, monitoring and evaluation, project identification and programme design, as well as implementation of programmes and projects. In general, reliable and consistent information and data are core ingredients in economic and social development policy decision making.

#### **5.4.4 Technical Support for Other Sector Institutions**

Eventhough the sector has too many duties and responsibilities, its current capacity is inadequate to provide relevant technical support for other sector institutions. The shortage of skilled manpower, modern communication, transport facilities and other logistics are critical constraints for the overall performance of the center. The lack of skilled manpower at wereda and kebele levels not only constrained the flow of consistent and reliable data, but also posed significant capacity development needs. Currently, except few and inadequate trainings for wereda and zonal level staff of the bureau, technical supports that have been provided by the center is limited to development and dissemination of statistical data collection formats, orientation on the method and procedures of data collection and distribution. Even these supports are inadequate and conducted utmost one or twice per year. To strengthen the wereda level staff of WoFEDs and the information services of other sector offices from the region to the kebele levels, much capacity building is needed at all levels.



## 6. CORRELATION OF REVIEWED DOCUMENTS AND HEARING INVESTIGATION

The collection and documentation of various study, appraisal, monitoring and evaluation, information management and budgeting is one of the subsidiary tasks of this contract agreement. Based on this agreement the consultants tried to collect as much documents as possible on the four major functions of economic planning as well as on current business process re-engineering.

Based on the functions of the planning the following categories of document were collected from the regional finance and economic development Bureau, MoFED and regional and sectoral bureaus and ministries

### **Business Process Re-engineering Documents**

The main purpose of the business process re-engineering study and structural change in the planning institution (both federal and regional) is to improve the efficiency and effectiveness of the working process and procedures and to achieve policy and institutional strategic goals. The BPR study at the MoFED has been conducted in 2008 on seven different sections of the ministry: the public finance, debt administration, finance and procurement, general services, human resources development, macro- economic and budget, national accounts and policy planning core processes.

The studies cover broad areas of issues including the methods and relevance of the business process re-engineering, best practices, structural reforms and linkages within the different technical and administrative teams, the work process and procedures, standards and guidelines. The policy planning functions in MoFED, which is of relevance for this topic has been undertaken under four separate teams but with common objectives and goals prior to the business process re-engineering. The separation of these teams in to different teams and sections believed weakening the planning procedures, process, and effectiveness of the planning system in general. Under the current BPR study the former development planning and study, development project study and appraisal, medium term expenditure planning, annual expenditure planning teams/sections were unified under one core process and three sub/main processes with strong linkages and working relations in development planning, project appraisal and financing. The planning core process, though mandated to prepare and manage the short-term plan, medium and long-term plans, the MoFED dwells only on the preparation of annual and medium term plans since the economic reform in the early 1990s. Since the economic reform, the MoFED prepared five three year medium term plans. The first structural adjustment program (1993-1995 EC) aimed at stabilizing the macro-economic conditions using internal efficiencies and resources, the second structural reform covering a period of 1996-1998). Between 1995-1997, the sustainable development and poverty reduction strategy and program was executed. These three year medium term plans, eventhough brought some changes in the performance of the macro-economy they unable to attain fundamental economic transformation. One of the major reasons indicated in this document is that lack of long term planning which will enable to forecast basic economic indicators, resource flow and overall strategies for sustainable economic growth and transformation. The three-year medium term plans were inadequate and lack flexibilities in addressing global and economic volatility. As a result, the three year medium term plans have changed into the five year planning horizon, under "the plan for accelerated and sustained Development to end poverty (PASDEP)" covering a period of 2006-2010. The first structural adjustment programs served to bring policy reforms including limiting the government interventions in the economy, promoting private investment and



community participation, increasing the role of regions in economic development and improving the flow of external finance through various policy reforms (MoFED, 2008a).

The current “plan for Accelerated and Sustained development and to end poverty” is an extension of the SDPRP and a national policy plan with major shift from simple ordinary program planning of three years to more comprehensive five-year development plan. To MoFED, particularly the planning and budgeting core process plays a significant role in materializing the implementation of this plan and to prepare the second phase “Plan for Accelerated and Sustained development to end poverty” to meet the millennium development goals. As a result the business process re-engineering study, a component of the national civil service reform, has taken major steps to improve the human, material and institutional reforms of the previous department by margining different but complementary teams separately working under different departments to achieve the goals of PASDEP and to transform the planning horizon into long term indicative planning with long vision. The BPR study merged the four teams indicated above into one core process and three main sub processes including planning preparation and study, project study and appraisal and finance and budget. Besides this institutional restructuring, the study further detailed the accountability, standards, manpower requirements, process and procedures for different major tasks (long term, medium term and short term planning, project appraisal and study and budgeting) as well as the type and modalities of linkages in plan preparation, appraisal, approval from the house of federation down to the team level (MoFED, 2008a).

The regional business process re-engineering study was also undertaken in 2008 for the four major functions of economic planning and other support services. The study have brought dynamic institutional structure within the former BoPED who usually had four major departments, macro-economic planning, production sector planning, social and economic services planning and physical planning. According to this study, such departmentalization of the planning functions weakens the efficiency of planning and contributed to resource wastages. The current planning and budgeting functions therefore established from the mergers of various teams and sub teams from different former departments who have similar, complementary and supplementary functions in planning, budgeting, monitoring and evaluation and information management. The document detailed the duties and responsibilities, the goals and strategies, vision and mission, major problems and constraints in planning functions, the linkages and modalities, processes and procedures in planning (short, and medium term planning,) monitoring and evaluation, information management and budgeting. Standards and schedules, implementation steps, resources requirement and other basic issues important to improve the efficiency and effectiveness of the planning system were also included (BoFED, 2008a). One of the breakthrough of the BPR is that it separated the monitoring and evaluation functions from the planning and merged the budgeting and planning functions consistent with the unification of the former BoPED and Bureau of Finance (BoFED, 2008b). In addition, the former physical planning and statistics department attained the position of regional center for preparation, analysis and dissemination of data and information incorporating also the regional income account team of the former macro-economic planning department. The regional BPR study further detailed the structural organizations, mandates and responsibilities, linkages and resource requirements and standards (implementation standards) process and procedures for the zones, weredas and kebeles. According to this study, the kebeles are the basic unit of planning and zones are transitional institutions with a role of technical support and channels of information flow from weredas to the regions, who will be liquidated with improved capacity and planning autonomy of weredas. The future planning also envisaged the transition from annual and medium term sectoral planning to a mix of spatial and sectoral planning depending on the potential and development constraints within different parts of the region.



The regional BPR study and planning institutional reform is the extension of the federal MoFED whose difference are reflected in the mandates and responsibilities, scope of the mandate, the content of planning and limits to planning. The debt management, public finance, macro economic and fiscal framework, national economic accounts, external relations and financing are purely the responsibility and mandate of MoFED. While the regions are responsible for all economic planning within its jurisdiction and limited to regional sectoral development planning, grant and internal revenue management, regional income account and other studies limited in scope and content to geographic areas within the region. Though it is a national decentralization policy, kebele and wereda level planning is the responsibility of the BoFED while planning of MoFED limited to major sectors at national level such as ministries, national agencies, authorities and others. In terms of the BPR study, in terms of content and the structure of planning systems in general assumes the structure of the MoFED.

### **Development Planning Documents**

Since 1991, Ethiopia has prepared five three year medium term and one five year development plans. Though the first three-year development plan aimed at structural adjustment that lay strong emphasis on limiting the government role in economic activities, promoting private investment and role, promoting participation, increasing the role of regions in development and flow of external finance. This plan covered a period between 1992-1994. The second three-year plan still aimed at reinforcing the gains of the first plan period and further removing structural rigidities in the economy. This plan covered a period between 1995-1997. The overall objective of the structural reform plans of the two period, was to remove structural rigidity in the economy, institutional and policy reforms that enable the development of market oriented economic system.

Following the implementation of the structural adjustment program, the sustainable development and poverty reduction strategy was implemented since 1998. The comprehensive first sustainable development and poverty reduction strategy was implemented between 2003 and 2005 with the major focus on poverty reduction, institutional reforms, and others. With significant changes in economic growth, the first sustainable development and poverty reduction three year program was further extended to a five year medium term program " a plan for accelerated and sustained development to end poverty". The goal of this plan is detailed in various monitoring and evaluation policy matrix and in two volumes of detail plan documents. The plan document of PASDEP incorporated a detailed goal, objective and targets for about 17 major economic and social and cross cutting sectors and a number of sub sectors and activities. According to the plan, the population under the poverty line will decline from 39 to 29 percent, infant and child mortality rate from 123 and 77 to 85 and 45 per thousand between 2005 and 2010. The plan envisaged also that GDP would grow annually by 7%, with significant growth in primary, secondary and tertiary sectors. In addition, there will be marginal structural economic transformation explained in term of the share of the three major sectors in the overall GDP. The agricultural outputs share assumed to decline from 46.3% in 2005 to 43.9 % in 2010, the share of manufacturing will grow from 13.6 to 16.5 percent and that of the service sector from 40 to 39 percent in the same period. The 7% annual GDP growth in the period of five years also assumed to develop into the 3.9% annual growth of per capita income. The share of domestic revenue and export will also assumed to grow by an average of 19 and 9.3 percent in the same period (MoFED, 2006a)

The agricultural sector still got significant policy and strategic attentions to achieve the PASDEP and millennium development goals. Major strategies are improving crop and livestock



production, commercialization and diversification of production, adoption of area based strategies, improving extension and service provision, capacity building of rural institutions, sustainable natural resource use and management and other a number of rural development strategies.

Due to variability of agricultural production the agricultural GDP will grow at variable rate across the five years period and by the end of 2010, it will assumed to grow at annual rate of 6.9 percent. With a package of agricultural interventions and services production of major cereals, grains and oil seeds will grow almost by three, and double by the end of 2010. Export and cash crops such as coffee and tea production will increase from 301 to 420 thousand and from 5.6 to 6.9 million metric tons respectively. Livestock and livestock products will also grow at least by 1.5 times compared to the level of 2005. This agricultural output growth will be achieved by doubling and tripling productivity and marginal growth in cultivated areas (MoFED, 2006a and MoARD, 2006).

In line with the MDGs, the first cycle and second cycle primary school gross enrolment will increase from the current 103 and 53 percent to 118 and 100 percent respectively in the same planning period. This tremendous growth rate also assumes significant disparity reduction in gender gaps and dropout rates. Similarly, the gross enrolment rate for pre-preparatory schools will increase from 27 to 29 percent while the number of students expected to register in preparatory grades will increase from 45.6 to 212.8 thousands. This will be achieved through improving grade completion ratios and other qualitative aspect of educational system at all levels. As a result, grade five completion ratio will reach 122%, student teachers and student class room ratio for primary schools will attain a standard of 50 by the end of the planning period (MoFED,2006b).

Improving access to potable water supply in adequate quantity and quality is one of the major development goals of PASDEP. The strategies envisaged under this sector were construction, rehabilitation, upgrading and expansion of the existing and new water source development activities. Accordingly, by the end of the planning period, 85 percent of the population will have access to safe drinking water. It is also assumed that the proportion of population with access to safe drinking water within 1.5 km distance will increase from current 35 percent to 80 percent for rural and 80 to 93 percent for urban population (MoFED, 2006a, MoWR, 2006).

The health sector outcome indicator on the other hand was reduction in infant and child mortality rate from 77 to 45 and from 123 to 85 per thousand respectively and maternal mortality rates from 871 to 600 per 100,000. Improvement in vaccination, maternal and child care services and communicable disease control will contribute to improved mortality rates. Furthermore, contraceptive prevalence rate will increase from 15 to 60 percent, DPT coverage from 70 to 80 percent and professional delivery services from 9 to 32 and primary health care coverage from 70 to 100 percent (MoFED, 2006b).

There are also grand goals in HIV control and prevention, road infrastructure development, electricity and communication infrastructure and services, and other sectors.

The regional level “plan for accelerated and sustained development to end poverty” is similar to the national level in goals and strategies but varies in targets and components of the plan. The medium term plan of PASDEP for Oromia region covers a period between 2005/06 to 2009/10.

The agricultural sector plays a dominant role in the overall regional economy (accounted for about 65%) and a livelihood for almost nine in 10 households. The strategies for the five year



period are improving crop and livestock productivity, sustainable use of natural resources, commercialization and diversification of production, adoption of area based specialization, improving extension and institutional services, market development and other interventions.

The medium term plan gave significant attention for increasing agricultural production through expansion of cultivated land and intensification of production. According to this plan cereal production will grow at annual rate of 21.3 percent from 8.9 million tons to 23.4 million tons, pulses by 25.6 percent (from 0.8 to 2.5 million metric tons) and oil crops 20.1 percent (from 0.4 to 1.0 million metric tons) in the planning period. While the growth of production mainly assumed attributed to land expansion and yield growth. Excessive estimate however put on yield growth. The plan envisaged a yield growth of the major food crops from 14.6 to 30 quintal per ha within the period of five years. The productivity of cereals is extremely high and in the order of about three folds compared to the planning base year of 2005. Extremely high level of expansion of cultivated land was also assumed for coffee plantation, which is almost more than double between the same period. The cumulative outcome of the assumption of the agricultural sector plans was that food self sufficiency will be four times greater than the regional food demand. The net food crop production per capita will also assumed to increase from 3.2 to 7.6 quintals. Area under large, medium and small-scale irrigation will also estimated to reach from the current 169.8 thousand to 904 thousand hectare by the end of the planning period (BoFED, 2006).

The education services of the region will be improved through implementation of various strategic packages, such as expansion, rehabilitation and construction of current and new infrastructure and facilities and improving the quality of education systems. According to the regional plan (2005/06-2009/10), the gross enrolment ration for primary schools will increase from 85 to 114% and secondary education gross enrolment rate from 28 to 47%. The strategy for improving gross enrolment rate also considers the reduction in gender disparity and dropout rates. The educational quality indicators such as student teachers ratio, student classroom ration will be improved and grew at significant rate to achieve the stated education outcome indicators. The fundamental strategies to achieve these grand goals is also considered training and assigning qualified teachers, increasing the number of new primary schools 2522 and new secondary schools to 37 (BoFED, 2006).

The health sector is another pro-poor development sector aimed at improving access to preventive and curative health care services, reducing communicable diseases and epidemics, improving child and maternal health cares. The plan document however, did not show the outcome of the overall intervention in the planning period particularly the impact of the implementation of the plan on infant, child and maternal mortality rates and livelihoods of the population. However, the document stated the construction of seven hospitals and upgrading 30 health centers, 725 health centers (new and upgrading), and 5525 health posts. The cumulative impact of the overall construction and upgrading of the health services culminated into the growth of primary and curative health coverage from 62% to 100% by the end of the planning period (BoFED, 2006).

The regional government plan also envisaged to improve the proportion of population with access to safe drinking water from 43 to 70% with strategic interventions such as construction of 2375 deep and shallow wells and 1552 spring development projects and safe water supply for 57 urban areas. The anticipated result of such construction activities was improvement of access to water supply for rural and urban areas from 36 to 67% and 84 to 89 percent respectively.



In addition to significant improvement in education, water supply, and health sectors performance, the road construction and rehabilitation activities will also assumed to result with the outcome of increasing road density from 30 to 38 kms per thousand kms and per capita road concentration from 43 to 50 meters.

Other sectors included in the plan and with expectations of high growth and contribution to the regional economy are access to electricity, communication, capacity building, and others.

In general, eventhough the regional five year medium term plan of the region has a grand target to achieve in outputs, it is unclear by how much this plan can reduce poverty, increase per capita income, self sufficiency, GDP growth and fundamental economic growth indicators.

Table 3. Some of the basic outcome and output indicators of the nation and the region

Indicators	National		Regional	
	2004/05	2009/10	2004/05	2009/10
GDP growth	10.6	6.7	-	-
Per capita income growth	3.5	3.9	-	-
Population below the poverty line	39	29	-	-
Primary school enrolment	79.8	109.7	85	114
Secondary gross enrolment rate	27.3	39	28	47
Student teachers ratio (1-8)	66	50	78	50
Student class room ratio (1-8)	69	50	73	50
Preventive health care coverage	70	100	62	100
Maternal mortality rate (per 10000)	871	600	-	-
Infant mortality rate (per 1000)	77	45	-	-
Child mortality rate (per 1000)	123	92	-	-
Access to professional delivery service	9	32	8	45
Contraceptive prevalence rate	15	80	21	60
DPT coverage	61	80	66	99
Population with access to safe drinking water	42	84.5	43	70
Population with access to safe water rural	35	80	36	67
Urban population with access to safe water	80	92.5	84	90
Percent with access to sanitation services			15	80
Road density (km/000 km <sup>2</sup> )	33.2	54.1	30	38
Road concentration (km/000 population)	0.51	0.72	0.43	0.50
Total road network (km)			11172	13946
Agricultural GDP growth rate	12.0	6.9		
Share of Agriculture in total GDP	46.2	43.9		
Volume of cereal production ('000 tons)	12990	32250	8900	23350
Volume of pulse production ('000 tons)	1560	2130	796	2490
Volume of oil crops production ('000 tons)	510	980	359	953
Volume of coffee production ('000 tons)	301.3	419.6	171.23	313.1
Total production of major crops ('000 tons)	16700	38200	10055	26793
Yield of cereals (qt/ha)	14.35	34.84	15.7	34.1
Yield of pulses (qt/ha)	9.66	12.61	10.7	20.2
Yield of oil crops	4.17	7.88	7.6	11.0
Yield of major crops	12.7	29.0	14.6	30.0
Area under cereals, pulses and oil crops('000 ha)	11891	12189	6893.7	8943.9
Area under irrigation (ha)	247000	487000	169774	904148

Almost five planning years have passed since the inception and implementation of PASDEP phase 1. The PASDEP program is implemented based on the annual plans prepared for each



year. Up to the end of 2009, almost five multi-sectoral annual plans have been prepared with different outcomes over the past five years.

### **Budgeting**

Budgeting is part and parcel of the development planning process and as such difficult to separate budgeting from ordinary planning exercise both at the federal and regional level. A number of documents have been collected at both levels relevant for budgeting. Among the documents include the MEFF, the five year PASDEP plan and budget documents, the policy planning BPR (which also include budgeting, monitoring and evaluation), the midterm review of PASDEP at federal level and similar documents at the regional level. The detail assessment of the PASDEP progress over the mid-term period and annual performance reports were also part of the stock of documents collected at both levels on budgeting.

The source of budgets for financing the plan for accelerated and sustained development to end poverty are domestic revenues, external grants and loans, domestic loans and others at national level. At regional level, financial sources for funding annual and five year development programs include internal regional revenues, federal block grants, external loans and grants attached to financing bilateral and multilateral programs active in the region. The block grant however covers the largest proportion of program financing needs. Similarly, the weredas are financed from the block grants of the regional government, internal wereda revenue and community contributions and other sources. The block grant is allocated to the weredas based on flexible unit cost approach with formulas considering extension services, health, water supply, rural road, and education sector indicators (BoFED, 2006 and 2009).

Other documents are also collected and incorporated in the report. Readers are advised to check and read these documents for further information.

### **The Monitoring and Evaluation**

The monitoring and evaluation function unlike in the previous periods have been separated from the planning function and currently run by separate team organized under development planning and budgeting team both at federal and regional level. The monitoring and evaluation has two forms. On field monitoring and regular monitoring and evaluation reports from sector ministries and bureaus and the planning structures from the kebele to the regional level in case of regions. The regular annual plans includes quarter, bi annual and annual implementation reports which are actually substantiated with on field level assessment of progress of development projects and programs. On the federal level, regular monitoring and evaluation method (through report) is commonly used. While at regional level both methods are used to follow up the progress of the programs (MoFED 2008a, BoFED, 2008b). The major difference between the two levels is that monitoring and evaluation of the Region dwells mostly on output and input monitoring and that of MoFED is outcome and output monitoring. Furthermore, the monitoring and evaluation system at federal is supported by various data such as household welfare monitoring, household income and expenditure survey and mainly focuses on the impact of the programs on poverty, income growth and other macro-economic indicators.

In recent years, mid-term and terminal evaluation has been started particularly with the adoption of the five year medium term plan for accelerated and sustained development to end poverty. The midterm review of PASDEP has been accomplished in 2007 both at regional and federal level. According to the midterm review of PASDP, in almost all sector significant achievements have been registered despite some weaknesses and hurdles occurred in the



economy (MoFED, 2007). Similar to the national level the performance of all sectors have been encouraging at regional level with substantial growth in agricultural production, rural institutional building, water supply access and source construction, expansion of irrigated agriculture, educational facilities and enrolments, health facilities and services, road construction and rehabilitation, capacity building and civil reform and other social and economic sectors (BoFED, 2008c).

### **Information Management**

The information management (data collection, analysis and dissemination) at federal level is a mandate of other institutions under the umbrella of MoFED. The central statistical agency collect a number of relevant data on annual basis on sample survey of agricultural production, welfare monitoring, price survey results, annual statistical abstracts and others on regular basis to satisfy the demands for planning data. National Meteorological Agency, Ministries, national bank, private banks, manufacturing establishments and others feed the MoFED. There are also a number of studies and national level surveys designed for further policy research, outcome and impact monitoring and these surveys and studies were already included in the PASDEP five year program.

At the regional level separate center have been established to facilitate, coordinate, prepare, analyze and disseminate relevant secondary data in form of abstracts, maps, profiles and other forms to the customers (BoFED, 2008d). Unlike at federal level primary data collection and large scale surveys that can contribute to policy design, program formulation, monitoring and evaluation were not included either in the annual or medium term development plan of the region except some survey works for road and water resources development. Most of the available documents on information management both at regional and federal level were annexed in the report and readers are advised to refer to these documents for detail information.



## 7. HUMAN RESOURCES, LOGISTICS AND FACILITIES, NGO AND CAPACITY BUILDING PROGRAM

### 7.1 Human Resources

Data on human resources of the BoFED is inadequate and may need revision. However, the available sources indicated that the BoFED has currently about 175 technical and support staff with wide composition of professional experience, and educational qualification. Of the total technical and support staff available in the Bureau, about 60.5 percent are males and the remaining 39.5 percent are females. Similarly, about 69.4 percent of the staff of the bureau has a professional experience of more than 10 years, 8.1 percent between five and ten and 22.5 percent less than five years.

With regard to education qualification, 8.6 percent are second degree graduates (MA/MSC), 46.9 percent BA/BSC/LLB, 28.4 percent diploma and the rest 16 percent certificate and other qualification. Furthermore, the bureau has staff educational qualifications consisting of about 45 streams. About 22.2 percent are economists, 27.8 percent are accountants, banking and insurance, 5.6 percent are geographers and graduates of geography and environmental sciences, 2.5 percent demographers and graduates of population studies, 1.9 percent are engineers, 6.8 percent are computer science and information management and the rest are graduates of other streams (agriculture, statistics, secretarial sciences and others).

The details of age and professional composition, work experience and sex of the employees at the bureau level is presented in table below:

**Table 4: Manpower of the bureau by experience, profession, salary and sex, 2009 (%)<sup>11</sup>**

Indicator	sex		Total	
	male	female		
Experience	< 5 yrs	25.0	18.8	22.5
	5-10	7.3	9.4	8.1
	>10	67.7	71.9	69.4
Salary	<1000	1.0	32.8	13.6
	1000-2000	38.8	60.9	47.5
	>2000	60.2	6.3	38.9
education level	MA/MSc	14.3	-	8.6
	BA/BSC/LLB	61.2	25.0	46.9
	Diploma	20.4	40.6	28.4
	others	4.1	34.4	16.0
Age	<35 yrs	37.1	48.4	41.6
	35-45	36.1	48.4	41.0
	>45	26.8	3.1	17.4
Total	100.0	100.0	100.0	

Source: BoFED, 2009. Softcopy

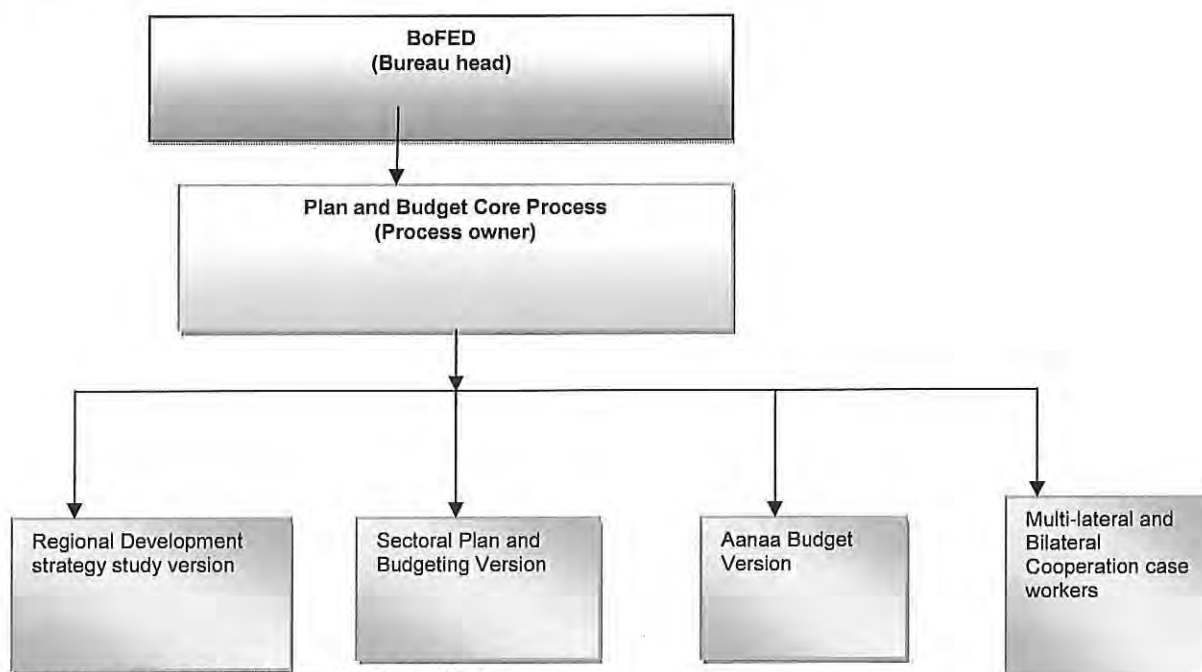
<sup>11</sup> The data from the human resources department/core process/ is different from that obtained from the concerned teams. Thus, the table only shows the proximate estimate of the nature of the staff available in the Bureau. Furthermore, the above figures are the output of the data of 162 staff members of the teams organized by sub teams, type of education, experience, profession and sex.



### 7.1.1 Human Resources for Planning and Budgeting

The planning and budgeting function of the bureau is organized under the plan and budget core process answerable to the bureau head. This core process has four teams including the regional development strategy and policy study team, sectoral plan and budgeting team, wereda budget allocation team and multilateral and bilateral case teams. The main function of the plan and budget core process is the overall social and economic planning and budget allocation consistent with the wereda expenditure and sectoral investment plans. The regional strategy and policy study team is responsible for the economic and social strategy and policy study though it is currently engaged in the development of indicators and targets. The sectoral plan and budget study is mandated for the overall sectoral planning and budgeting in the region and further divided into economic and social sector planning sub teams. Similarly, the wereda budget version of the core process works on wereda budget allocation, data collection and analysis as well as development of wereda block grant allocation criteria. The multilateral and bilateral case team on the other hand is responsible for the planning, budgeting and follow up of projects and programs funded by the multilateral and bilateral donor agencies. Each team has also horizontal linkages particularly in information sharing, planning and budgeting. At the zonal and wereda levels, these teams are unified as a team of planning, monitoring and evaluation (or the only technical arm of the offices at these levels) mandated to undertake the data and information management, planning and budgeting, monitoring and evaluation tasks. The organo-gram of the core process is shown below

**Chart 6: functional, technical structure of planning and budgeting**



Source: Planning and Budget team, BoFED, 2009.

According to the BPR document of the team and the Bureau, the planning and budgeting core process has 22 staff with various professional background and experience. Of the 22 staff of the



core process, 20 are male and two are females. The core process is also staffed with 13 different types of educational streams including economics, development studies, geography, demography and population studies, plant and animal sciences, agricultural engineering and agricultural economics, mathematics and regional and local development studies. Of these staff, about 15 have a professional total experience of more than 10 years, and the rest six staff have less than five years of experience. Furthermore, about 50 percent of those who have a total experience of more than 10 years, their experience is direct. According to the same study indicated above, the number of professional staff for planning and budgeting is adequate. However, there is critical shortage of skilled and experienced manpower at wereda and ZoFED. The experience, professional and sex composition of the existing staff of the planning and budgeting core process is indicated in table below

**Table 5: Current staff of the planning, budgeting monitoring and evaluation core process, 2009<sup>12</sup>**

Indicators	Teams				Total
	Regional development strategy study	Sector plan and budgeting	Wereda budget allocation	Bilateral and multilateral case workers	
Sex					
Male	6	9	2	2	19
Female	-	2	-	-	2
Total experience					
<5 years		4	2		6
5-10					
>10	5	7	1	2	15
Direct experience					
<5	2	5	3	1	11
5-10		2		1	3
>10	3	4			7
Level of Education					
MA/MSc	4		1	1	6
BA/BSC	2	11	2	1	16
Educational stream					
Economics/ related	2	5	2	1	10
Geography		1	1		2
Demography/ related	2	-			2
Engineering all	1				1
Agriculture		3			3
mathematics		1		1	2
Sociology		1			1

Source: checklist for hearing Investigation, August 2009.

With the decentralization and increasing cost of basic necessities, the salary of all government staff has been increased relative to the previous periods. The average monthly salary of the staff of planning and budgeting core process is about 2047 birr. Over 52 percent of the staff of the department earns more than 2000 birr while about 10 percent earn a monthly salary of less than 1000 birr consistent with their educational level and experience. Eventhough the salary scale of these staff increased relatively; there are no incentives to retain the most dynamic professional staff. Some of the available incentives include sporadic short-term trainings of less than or equal to one month. Of the total staff, almost one third has got a short term training in

<sup>12</sup> The table does not include the process owner (the head of the teams).



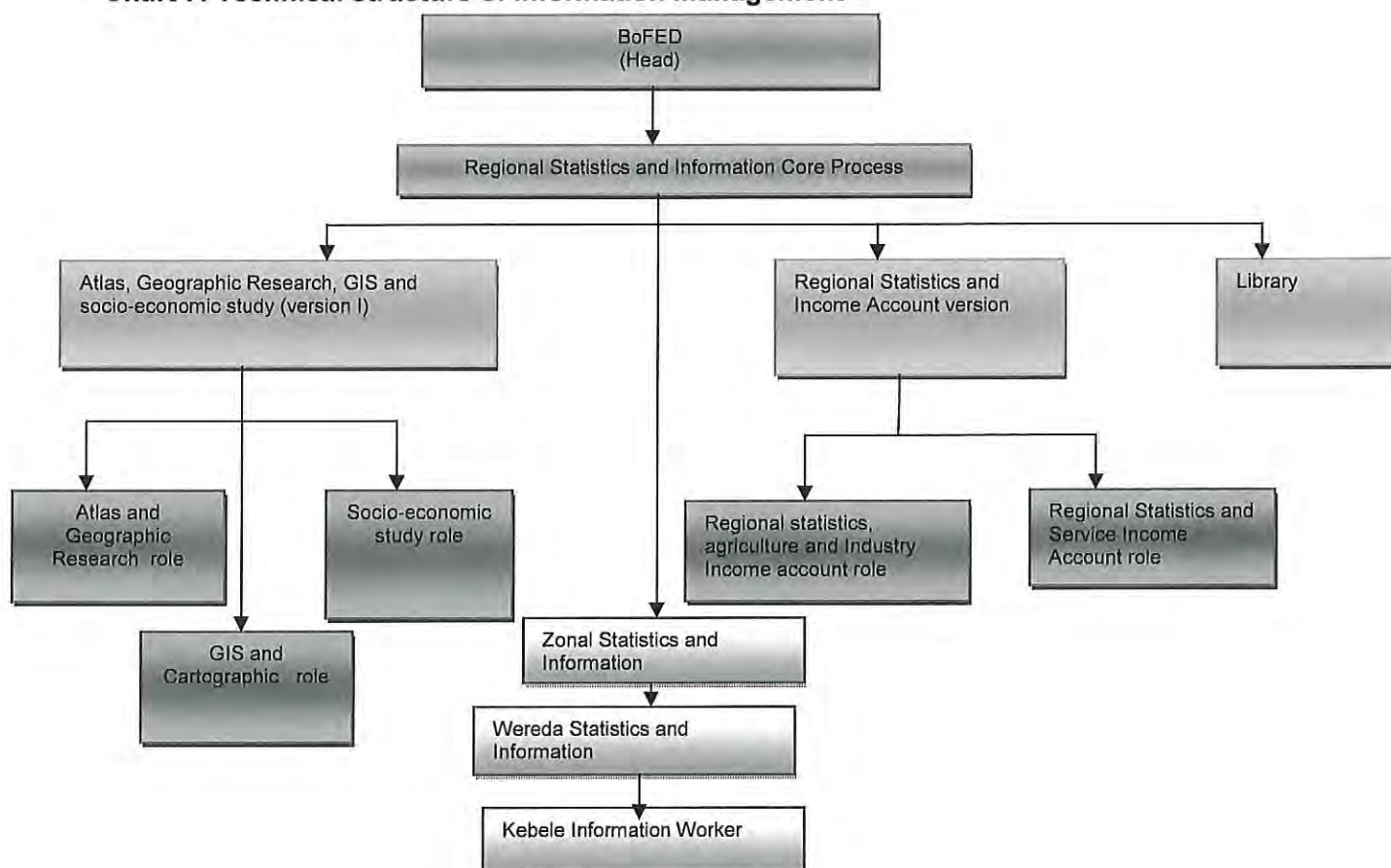
strategic planning and management, financial and public management; health sector financing, population integration into development; regional development; project planning and management, data collection and analysis.

In general, though most of the planning and budgeting staff are well experienced with adequate educational background, many of them lack skills and experience in some basic areas of economic and social development models, particularly project and program design, feasibility studies, participatory development planning, and regional development planning methodologies and indicator development relevant in participatory development planning, monitoring and evaluation. Planners in sectoral offices also suffer from skill gaps in many areas of development planning. At wereda and zonal levels, these skills are critical and quite a number of staff have inadequate experience in many areas of data analysis, project cycle management and planning, program design, planning methodologies and others.

### 7.1.2 Human Resources in Information Management

This core process is organized into two major versions: the Atlas, Geographic Research, GIS and socio-economic study version, Regional statistics, and Income Account version. The library is also organized under this core process. The first version has two roles while the other version has three roles, and linked with zonal and wereda statistics and information as indicated in the below organo-gram.

**Chart 7: Technical structure of information management**





The total number of support and technical staff necessary for the core process, according to the BPR study of the bureau and the team is about 21 with different professional and educational background as well as experience. As stated in table below, currently, only 57 percent of the total requirement has been fulfilled.

Of the total currently available manpower in the core team, about one third are geographers and economists, one third are statisticians, and the remaining are graduates of various disciplines. The existing staff have also a long experience in data and information management. Refer to table below.

**Table 6: Education, professional experience and sex composition of the existing staff of IM**

Indicators	Versions (main teams)		
	Version I	Version II	Total
<b>Sex</b>			
Male	5	5	10
Female	2	0	2
<b>Qualification</b>			
MA/MSC	1	1	2
BA/BSc	4	4	8
Diploma	2	-	2
<b>Specialization</b>			
Geography	2	-	2
Economics	2	2	4
Statistics	1	3	4
GIS	1	-	1
Drafting	1	-	1
Civil Engineering	1	-	1
Population study	1	-	1
<b>Experience (total)</b>			
<5 years	3	4	7
5-10	-	1	1
>10	4	-	4
<b>Direct experience</b>			
<5	3	4	7
5-10	-	1	1
>10	4	-	4
<b>Total</b>	<b>7</b>	<b>5</b>	<b>12</b>

Source: Checklist for Hearing Investigation, Information Management team, August 2009.

The mandate of the team is also to train and build the capacities of the wereda and the kebele level information and data gatherers. Incentive mechanisms are not in place similar to all levels of planning, budgeting, monitoring and evaluation functions of the bureau. As a result, even most of the staff who have got both short and long term training have left the bureau. The daily allowance is limiting for most of the staff members to work on the field temporarily. This has a direct and indirect negative impact on technical support, staff retention and staff development. Though the salary scale has somehow increased in recent years, it is inadequate to attract the most experienced and competent staff members in view of opportunities in other sectors and the increasing cost of living.



The available short-term training is also inadequate considering the arduous work of data collection and analysis, the need to develop confidence in one's capability, and to transform the work of information gathering into comprehensive, usable and critical research outputs that support policy and decision making in planning and development. At grass roots level or sub zonal levels, training is inadequate though there is a grand plan to train annually significant number of staff. The result was the backlash of outmoded working procedure, untimely and unreliable information and data flow from all horizontal and vertical structure of the planning system in the region. The lack of operational and technical guidelines at all levels adds a wound to scar.

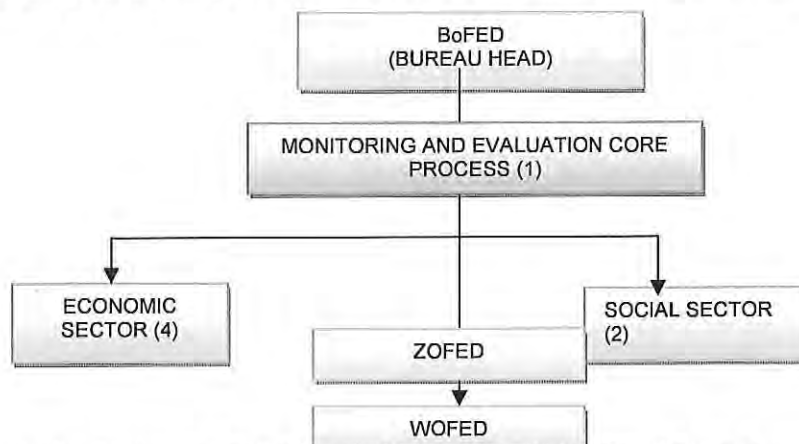
### 7.1.3 Human Resources in Monitoring and Evaluation Function

The monitoring and evaluation function of the bureau is organized as an independent team from the planning function and directly answerable to the head of the BoFED. The team has two technical and one support sub teams. The economic sector monitoring and evaluation team which is responsible for monitoring and evaluation of economic sectors (such as agriculture, industry, environment, irrigation, road, etc) and the social sector monitoring and evaluation team responsible for follow up, supervision, monitoring and evaluation of social projects (health, education, water supply, population programmes and others).

The staff of the monitoring and evaluation team at regional level has seven members of which four are working in economic and three are members working in social sector monitoring and evaluation. As indicated in table below, of the total staff three are economists, and the rest are graduates of development studies, applied geography and agricultural engineering. Furthermore, five staff members have an experience of more than ten years. With regard to level of education, six of the staff members are first-degree graduates and one second degree graduate in Development Studies,

Like in other teams of the bureau the human resources (technical and support) suffer from lack of adequate staff development, incentives and proper composition, inadequate attention for monitoring and evaluation, inadequate mobility, inadequate staff development programmes, weak decision making at all levels and other technical, managerial and administrative bottlenecks.

Chart 8: Organo-gram, structure, and human resources of monitoring and evaluation team



In general, the manpower requirement at bureau level for all teams are more or less adequate though there are some teams which still have some deficit for the efficient execution of their



duties and responsibilities. For almost all staff members of the bureau, teams and sub teams and experts, access to computers, internet services, telephone lines are satisfactory except for some teams (such as preparation, analysis and dissemination of data and information center of the region), which require high capacity computers, servers and data storage systems, access to fax, modern GIS technologies and data analysis software. For all teams, however, mobility and technical support is limited due to lack of team based and adequate transport facilities (vehicles at regional ,and zonal levels and motor cycles/vehicles for wereda and kebele staff).

Staff development and incentives were not planned in regular and sustainable manner and as a result, staff turnover is very significant which limited the transformation of the regional development planning from traditional and simple working procedures into modern and dynamic institution. Though the Bureau continues to train its staff annually, the training lacks depth, practical application and deficient of inculcating basic applicable techniques and practices. Training opportunities and frequencies at wereda and kebele levels is inadequate despite too many functions and responsibilities delegated to them with fiscal and political decentralization. The adoption of participatory integrated development planning (as envisaged in the BPR document of the bureau) requires continuous capacity building, empowerment of the grass roots institution, and training, continuous technical and logistic support. The lack of adequate working manuals, guidelines, modules and procedures on capacity building, training and staff development, resulted in poor planning, budgeting, monitoring and evaluation.



## 7.2 Logistics and Facilities<sup>13</sup>

To improve the efficiency, linkages and good working environment, the BPR study of the BoFED has worked out a detail needs for the capacity building (in terms of logistics and facilities) for all levels of planning structures and staff. According to this study, the following logistics and facilities will be available at all levels (BoFED, 2008b).

**Table 7: Logistics and Facilities Requirement for All Levels of Planning and Financing Institution**

No	Items	Levels			
		Region	Zone	Wereda/town	Kebele
1	Computers, calculators, furniture, shelf	For each expert	For each expert	For each staff	none
2	Printers	For all teams and versions	For both teams one each	One each for both teams	none
3	Network (LAN/WAN)	Yes	yes	yes	none
4	Telephone lines	For all versions	For both teams	For both teams	yes
5	Fax	For all versions	yes	yes	none
6	Internet access	For all workers	For all workers	For all workers	None
7	Vehicles	3 per 2 core teams	yes	yes	none
8	Motor cycles	None	yes	yes	yes
9	Common Documentation	Yes	yes	yes	None
10	Office space	Yes	yes	yes	yes
11	Type writer	No	no	no	yes
12	Furniture	Yes	yes	yes	yes
13	stationeries	Yes	yes	yes	yes

Source: BPR manual, Sept 2008. BoFED. Various pages (translation)

Eventhough it is difficult to evaluate the outcome of this study and capacity building activities at this time, except for regional bureau, the above logistics and facilities are inadequate<sup>14</sup>. At regional level, every expert has a desktop computer and some laptops depending on the nature of the workloads, and field trips for various works and technical backstopping. The office space is adequate except for some teams, which needs separate office and working rooms such as cartography and mapping sections. Similarly all have adequate furniture (regardless of the need for replacement because of obsolescence, including also computers in some sections), internet access, common documentations and library facilities, telephone lines and access to printer and fax machines. However, some teams have no access to fax and documentation services as stated in the BPR study of the regional BoFED. At the zonal level, except for very few most of the above facilities are inadequate. Vehicles are too old and serve at very high maintenance and operation costs. Computers are more or less available, but they are inefficient to handle too many data and GIS databases particularly for those who are working in data analysis, maps, statistical abstracts, storage and dissemination of too many information. At wereda level, most of them have no computers, printers, office spaces, internet access, fax and adequate telephone services and very few basic office furnitures, documentation facilities and other

<sup>13</sup> Detail data on the number, type and nature of the available logistics and services available at regional, zone, wereda and kebele level are not available to identify the level of gaps and proportion, at least in need of replacement. Thus, this section only deals with the plan and qualitative information collected from relevant staff of the bureau and available documents.

<sup>14</sup> The BPR document was completed in September 2008. Thus, it is only one year since the completion of this document and capacity building plan.



logistics stated in table above. However, the availability and gaps differ from wereda to wereda depending on their proximity to major towns and accessibility to various social and economic infrastructures. At the regional level, vehicles are used in pool system and staff mobility, particularly for those who are working on information management, monitoring and evaluation. Thus, communications between the regions, zones, weredas and kebeles are not only limited by lack of network connections and internet services, but also due to lack of transport services (vehicles and motor cycles) at each level of the structure of the Bureau.

### **7.3 NGO Coordination, Monitoring and Evaluation**

There are about 72 international and 214 local NGOs in Oromia region of which about two third are concentrated around Addis Ababa and three or four accessible zones. The NGOs, despite some technical, managerial and administrative problems, contribute a lot of financial resources, skilled manpower and expertise particularly in grassroots and participatory development approach. Eventhough there is inadequate data on the type of projects and annual fund invested in various projects, NGOs contribution is significant to support efforts in poverty reduction, HIV/AIDs, awareness creation, training and skill development, environmental protection and rehabilitation, food security and risk management, gender and to address other development problems.

The responsibility of coordination of NGOs, prior to the mid 2007 was that of the food security and disaster prevention and preparedness commission of the region. Currently, however, NGO coordination is a mandate of the BoFED. The team (NGOs coordination, monitoring and evaluation) is responsible for the overall NGOs activities in the region including signing the agreement, project appraisal, supervision, monitoring and evaluation, and other areas important for the establishment and success of NGOs. The team has six professional and four support staff at the regional level and three technical staff at zonal and wereda levels. Non-Governmental Organizations coordination is undertaken at three levels. Those with projects under three million total cost is the mandate of the WoFED. The office is responsible for appraisal of projects, follow up, monitoring and evaluation together with relevant sector offices in the wereda. The kebele adhoc committee is also responsible for monitoring and evaluation of NGO activities in their kebeles and reporting the outcomes on monthly and quarterly basis. NGO projects with the total costs of between three and five million and those which cover more than one wereda is the responsibility of the ZOFED. ZOFED together with the zonal relevant sector offices supervise, monitor and evaluate the progress of projects on regular basis. The BoFED (NGOs coordination, monitoring and evaluation team) considers projects with the total cost of over five million and activities include signing the agreement and memorandum of understanding, supervision, monitoring and evaluation, facilitating foreign procurements, project appraisal and preparation, and other functions important for the development and expansion of NGO activities(BoFED, 2008e).

The NGO coordination, monitoring and evaluation team is well coordinated and managed with good staff composition and experience. Unlike other teams in the bureau, the team has adequate manuals, guidelines, planning and monitoring formats including project proposal guidelines, project appraisal guidelines, monitoring and evaluation guidelines, project concept formats, quarterly monitoring and reporting formats, and customer comment formats.



## 7.4 Ongoing Programs/projects for Strengthening Woreda Planning Capacity Building

There are only two projects that are planned and/or on implementation of strengthening Woreda planning capacity building in Oromia region. These are the Ethio-Italian joint programme and the Public Service Capacity Building Program (PSCAP).

### 7.4.1 Ethio-Italian joint programme

There is an Ethio-Italian joint programme "Strengthening *the Regional Development Planning in Oromia Region*" designed in 2006 to strengthen and build capacity of the information center of the bureau. The project was expected to be a three year program extending from 2006 to 2008. However, for various reasons, **the programme was not started until the mid 2009**, with no further reform on previous mandates, resources and schedules. Currently, some procurement activities have been started to equip the information center of the bureau and capacity building in nine weredas in three zones (Jima, North Shewa and Arsi zones).

Technical, managerial and administrative problems are still significant and unresolved constraints. It needs revision to achieve the desired goal of capacity building. At current state, the project will not be expected to equip the stated weredas according to the previous schedules let alone to expand to other weredas and cover incrementally all weredas over years. Thus, the capacity building activities of this project is not expected to address the problems of the bureau within the time limits of another three years.

The project is part of the Ethio- Italian agreed Country Programme and will be sponsored by the Italian Ministry of Foreign Affairs.

A support in terms of Capacity building and institutional strengthening during a period of three years will be given at the Regional Bureau of Finance and Economic Development and at three Pilot Zones (Arsi, Jimma and North Shwa) and at 9 pilot weredas (the pilot woreds were not identified) in the third year of the project life.

The Global objective of the project is to achieve a regional and local development consistent with population needs and with resources availability and potential. The specific objective of the project is to achieve a rational budget allocation in Oromia and to set development priorities by taking advantage of the available and necessary data and information.

The end result of the project under consideration includes:

- Owners of (regional and federal) information, linked in order to share and to efficiently disseminate it to users,
- Availability of a consistent information system and of a set of procedures applied by BOFED to better manage the information,
- Enhanced use of information analysis methodologies to plan Regional development,



- Trained human resources at regional level as well as at some pilot zones and weredas supported in a different measure by an external advanced technical know-how, etc.

At the regional Level, as indicated in the document the capacity building will be given mainly to:

- The Physical Planning (PPD) and Development Information and Regional Income Accounts (Inf RIA) Departments of BOFED,
- The Physical Planning & Regional Statistical Information Department,
- The Budget and Economic Development Department

The departments will receive some training and equipment to improve their natural linkage. They are:

- Macro Planning Department in charge of preparation of long, medium and short term plans, policy analysis, project appraisal and various socio economic studies,
- Macro Planning Department in charge of consolidating and upon approval, follow- up the implementation of long-term, medium term and short term development plans and policy analysis.

Although due to procedural problems from the Italian side, the financing process could not be materialized as agreed upon. In addition, the Ethiopian National & Regional context have been changed (administrative decentralization, empowerment of the weredas and changes in the functional structure of the BOFED).

As a consequence, a new mission of the Italian government with the concerned Ethiopian/Oromia Institutions evaluated and updated the project document to be more consistent with the new reality. To this end, support in terms of facilitating the Regional BOFED started during 2008 G.C.

In the regard, four vehicles, desktop and laptop computers, light and heavy duty printers, Fax machines and office furniture have been procured to BOFED, with respect to other capacity building works at the regional and pilot Zones & Weredas, the hiring of International Consultants is underway.

#### **7.4.2 PSCAP**

Even though it is not part of the capacity building programme of the BoFED, the PSCAP is one of the public sector capacity building programmes undertaken in the region since 2004. The programme is a capacity building programme of the government of Ethiopia, aimed at building a capacity of key public sector/services at the national and zonal and woreda level. The programme was launched in 2004 and will terminate by the end of 2009. The programme focuses on large-scale trainings of human resources, provision of goods and services, which will culminate into ensuring good governance, personnel and public financial management and information and communication technologies. Since its implementation, a number of short-term trainings, workshops and other human resources capacity building activities as well as capacitating the local level government hierarchies in materials and logistics were accomplished on annual basis.



The Program Implantation Plan (PIP) constitutes the overall operational guideline for the management, execution, and review of Ethiopia's Sector-Wide Approach to its Public Sector Capacity Building Program (PSCAP).

The national capacity building framework envisages as capacity building system that:

1. ensures efficiency and sustainability,
2. supports the comprehensive development of human resources, organizations, systems & processes as a means of achieving the country's development goals,
3. Affords flexible implementation modalities in order to accommodate the dynamics of institutional change.

The Objective of the Sector- Wide approach (SWAP) is to improve the scale, efficiency, and responsiveness of public service delivery at the federal, regional, local level services; to empower citizens to participate more effectively in shaping their own development; and to promote good governance and accountability. This objective will be achieved by scaling up Ethiopia's ongoing capacity building & institutional transformation efforts in six priority areas:-

1. Civil service and Expenditure Management Reform
2. District Level Decentralization
3. Urban Management
4. Tax System Reform
5. Justice Systems Reform, and
6. Information and Communication Technology

The PSCAP scale up will be supported through two components:-

- i. Federal PSCAP, and
- ii. Regional consolidated PSCAP.

Activities in both components are drawn from a menu of eligible expenditures in each of the six PSCAP sub programs or "building blocks" and one mandatory program support activity. For each component, medium term rolling plans and annual implementation plans are based on a prioritization and sequencing of activities across the six sub-programs. Both medium term & annual plans are revised against implementation progress on a semi -annual and annual basis in line with the rules governing reallocation.

In each region, the Bureau of Finance and Economic Development (BOFED) is responsible for all relevant financial management activities required under the program. It will:

- Manage funds flows through channel 1,
- Ensure monthly Consolidation of Statement of Expenses,
- Ensure the accuracy & timeliness of financial reporting, and
- Effect payment on local and foreign contracts in line with the recommendations of the regional (PPD) Planning and Programming Directorate.

The PSCAP was launched in December 2004, but became practical in Oromia Region as of January 2005 G.C.



Basically, PSCAP implementation rotated around three major activities, namely:

- Training (both domestic and external),
- Procurement (office equipment, furniture, etc.),
- Systems Development, that is , basically Consultancy.

Under the training sub-component, training was provided both locally and abroad for top government officials, executives, experts, all civil servants, women, youth and peasants.

The PSCAP fund has been released periodically from the Central Government treasury by BOFED.

PSCAP budget is not disaggregated by sectors, but by programs which had been undertaken by all sectors in the region. For instance, the BPR program undertaken by all sectors was supported by the PSCAP fund.

Likewise, the Civil Service Reform Program conducted by all sectors in the region were also supported from the PSCAP budget. in the same manner, the Justice System Reform Program in which about ten institutions including the Regional Government of Oromia (Caffee), the Judiciary, the police, prison house, etc. were supported by same.

Sub-programs like the expenditure management and control and the program support program which were undertaken by the regional BOFED were also funded by the PSCAP budget.

With respect to PSCAP budget allocation and utilization at zones, woredas and Kebeles, subsequent report will be provided based on the data and information as would be obtained after the survey.