

8. STRATEGIES FOR STRENGTHENING MULTI-SECTORAL DEVELOPMENT PLANNING IN OROMIA REGION

This study is limited to the regional level planning and does not include the wereda and sub wereda planning, budgeting, monitoring and evaluation and information management. The strategies important to strengthen multi-sectoral planning in the region should incorporate such sub regional institutions and other relevant issues. The following strategies only refer to regional levels ,because of lack of detailed information from the wereda and kebele levels..

First, the decentralization that has been taking place since 2002 to the wereda level need an incremental and periodic capacity building particularly in human development. The training programmes have to be planned and considered as a cross cutting issue in regional development planning. These training have to be dependent on practical skill development in various issues related to regional planning. An adequate attention should be given to the sub zonal levels, particularly for those that are involved in planning, monitoring and evaluation, data collection and analysis.

Second, participatory integrated regional/local development planning is new to most of the government planning institutions. This planning system mostly exercised by NGOs and some projects and programmes funded by multilateral and bilateral donor organizations, on pilot and limited basis. The lessons learnt from these participatory programmes must be applied with caution on incremental and pilot basis. It is also important to design how the participatory planning system can be integrated into the regional macroeconomic annual and medium term planning and policies.

Third, some structures, which seem redundant in connection with planning, budgeting, monitoring and evaluation as well as information management, should be improved to improve the overall planning system in the region, to speed up the information flow from the kebele and the regional level. Linkages between these levels should also be strengthened. Improving access to modern communication and data processing technologies is a necessary condition for decentralized, participatory planning that aim at ensuring sustainable and rapid economic and social development.

Fourth, the number and quality of the staff at sub regional level is inadequate and need staff development strategies. Not only the number and quality, but also incentives, and improving the commitment and dedication of the necessary condition for incremental institutional capacity development. Strategies that are important to reduce staff turnover, loss of skilled and highly motivated staff is a prerequisite to staff development.

Fifth, equity is the major objective of current planning system. As a result, the planning machinery of the region plays the allocative role and thus must focus on promoting sustainable development. Balancing between the tradeoffs of growth and equity must be seen within the context of potentialities and constraints of the various sub regional areas, the need for fast growth and financing development programs from own resources as well as reducing extreme vulnerabilities and destitution of others,

Sixth, the planning tasks must transform into adoption of more advanced development indicators that fit into the global and national development goals rather than focusing only on outputs and activities. Monitoring and working towards achieving this goal is more sustainable and transparent to measure the planning outcomes of various programmes and their

implications on different parts of the region. This will lead also to new ideas, programmes, strategies and regional development policies.

Seven, the planning system must also depend on studies and research and capacities in this area must be built. Current research teams dwelled on designing and developing output indicators and targets, which are actually the responsibility of the planning team.

Eighth, sectoral planning has been the most prominent method for most of the last 20 years. Eventhough sectoral planning have no significant deficiencies in promoting rapid growth, they lack rigor to consider inter-regional variations in endowments and constraints, reducing development gaps and inequalities, and to tap physical, human and capital and social resources which are ingredients in sustainable development. There should be consideration for pilot spatial and regional development approaches

Ninth, the overall planning system at regional level focuses on projects and programmes that can be financed by grant allocations (from federal and regional governments), projects funded by multilateral and bilateral donor agencies. Those, which are financed by the weredas' own revenue and block grants as well as community resource mobilization, are not sufficiently incorporated in the regional development plan. This system misses one of the basic principles of regional planning, and thus the planning should consider the whole economy as a sum of all economies and resources of smaller units.

Tenth, the financing of development programs and projects is based on the resources from internal revenues, grants, loans and assistance. The majority of the programmes are currently financed by grant funds allocated from the federal Government. The Budget allocation criteria though improving from year to year, still has inefficiencies and needs incremental revision with the availability of adequate and reliable information. The projects and programmes implemented at the wereda level have to bring significant positive changes to the lives of many, have to increase the revenue base, and must be tied with some conditionalities that promote commitment. Balancing between recurrent and capital budget, expanding physical infrastructures and its consequences on financing these basic services are important to reduce inefficiencies in planning and utilization;

Eleventh, inconsistent, unreliable, and untimely as well as shortage of data constrain planning, monitoring and evaluation, budgeting, studies and research. Revitalizing the information management system is still an important prerequisite for all planning methods, whether it is top down or bottom up. The structure and capacities of this function must be improved and should be organized on technical grounds than administrative hierarchies. There also need to broaden the scope of data gathering and analysis methods from secondary and administrative data to more of comprehensive sample and primary data gathering. The linkages between the federal government institutions mandated to collect all data should be improved not only to utilize final outputs but also to access vital primary survey data to process into usable indicators and required level of aggregation. The information should support planning, research and studies. Level of aggregations to smaller units should enable to develop SMART indicators. Modern database system should be established and covers all the smaller administrative and planning units in the region to support decentralization activities and empower institutions active in different spheres of economic and social development.

Twelfth, eventhough the monitoring and evaluation function is separated from the planning and budgeting tasks, its performance is inadequate. The type of monitoring and evaluation is also conventional methods eventhough most of the development activities and planning functions

are devolved to the wereda and kebele levels. Monitoring is also inadequate and focuses on supervision of activities and as a result is incomplete. Integration between planning functions and monitoring and evaluation is also weak. There is no evaluation at all that identifies the impact and outcome of development planning and programme interventions. Thus, it is necessary to focus on participatory monitoring and evaluation at lower levels, on evaluation rather than on only periodical monitoring. Monitoring and evaluation should depend on reliable data, information flow, capacity building and sharing responsibilities.

Thirteenth, the shortage of skilled manpower, weaknesses in skill development and incentives, though critical inefficiency indicators, lack of technical capacities, guidelines and manuals, modules and other efficiency and skill enhancing items constrain even to utilize and motivate the available staff and to improve their efficiency. The development of these tools is important in capacity building and human resources development at sub regional levels.

Fourteenth, the capacity at the regional level is relatively adequate. However, the sub regional planning institutions have weak capacities. Shortage of skilled manpower, logistics including transport facilities are significant. Some sections of the bureau should also be strengthened. Eventhough the BPR study has grand plan for capacity building, this plan was not transformed into action in sufficient manner. Building the capacities of different levels according to this plan is important to improve planning, budgeting, information flow and management, monitoring and evaluation.

Fifteenth, Sector offices are sources of plans and budgets as well as data and information necessary for socio-economic development. The weaknesses in these sector institutions are reflected on the performance of the planning tasks in the regional BoFED. Improving the capacities of planning, budgeting, monitoring and evaluation as well as information management tasks is an important component of capacity building at all levels.

9. CONCLUSIONS

Over the last decade and a half, the Oromia BoFED has gone through a number of challenges. The changing structure of planning functions from time to time and the introduction of the Business Process Re-engineering further broadened its duties, responsibilities, and challenges in development planning. Eventhough there are significant developments since the early 1990s in development planning, monitoring and evaluation as well as information management, the current state of the Bureau is not in line with the resource needs of decentralization, the requirements of participatory planning and the capacity building needs of the sub zonal planning institutions. Since the year 2002, the planning exercise has been extended to the kebele and wereda levels. Human resources development, provision of adequate logistics and facilities to improve the efficiency and dedication of human resources at this level is inadequate, eventhough there are encouraging developments in recent years.

At the bureau level, capacity building activities are more or less adequate except for shortage of transport facilities as stated in the BPR and some modern technologies to improve the capacities of the information management center of the Bureau. Staff development strategies are, however, inadequate and resulted in frequent turnover and loss of the most experienced planning staff from year to year. At wereda level, except those accessible to infrastructure, almost all material supplies are inadequate. The majority have no computers, internet or fax services to improve the linkages between the two extreme levels and to facilitate the information flow.

The information and management center also suffers from lack of reliable and consistent data and information from all levels. Focus on primary data and strengthening the linkages between the federal level, the regional sectors, the weredas and kebeles is inadequate. It suffers also from critical shortage of modern data processing technologies and outdated working modalities.

There are a number of unfulfilled hopes of the BPR studies. The processes and procedures are adequate at the regional level, while at the sub zonal, they are either none existent or unsatisfactory. Human resources required to run the planning system at this level are inadequate, poor in equality, and suffer from critical gaps of office space, linkages and mobility, training, access to computers and modern communication and transport services. Linkages between the different offices and BoFED structures are more than inadequate and as a result, flow of information, monitoring and evaluation and general local level development planning are limited in scope, inefficient in implementation and short-sighted in attaining the stated development goals. Technical supports from the upper hierarchies are limited due to inefficiencies and poor capacities. In conclusion, the blessings of BPR statements and the required capacities and efficiencies of institutions, human resources, processes and procedures as well as logistics were not materialized eventhough attempts were made recently to move in slower paces to catch up with the objectives of BPR.

In general, in view of the current decentralization, the demands for participatory planning, the urge to transform the economic planning from current models to more advanced regional planning and to sustainable development all need incremental and significant time taking capacity building activities at all levels, and particularly for sub regional level planning, monitoring and evaluation, information management and budgeting. Retaining the most qualified staff and developing the skills of the existing staff are pre-requisites to sustain the functions of the Bureau. The need for staff development strategies is crucial in addition to capacitating the existing human resources to attain the desired level of efficiency. The sector

offices and bureaus share similar problems and suffer from critical gaps, inefficiencies and incapacities. Emphasis should also be given to these institutions to remodel the flow of information, appropriate regional and local level development planning, monitoring and evaluation and to build sound and efficient information management systems in the region.

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ANNEX 1: CHECKLISTS AND RESPONSES**1.1. SUMMARY OF KEY INFORMANT OR FOCUS GROUP DISCUSSION WITH PLANNING TEAM OF BOFED**

No	Questions	Summary of responses
1	Existence of participatory planning procedure, manuals, guidelines	The detail procedure of planning is developed in 2008. The manual is on procedures and processes, linkages, among different planning structures and sector offices from the region down to the kebele level. Participation is expressed in the form of involvement of communities and administration during planning, problem identification and prioritization, at wereda level the participation is expressed in terms of amendment of the plan by the wereda council, the wereda sector offices. However, how far the participation is genuine is an issue of further study in view of the weak capacities and overlapping activities at this level. At zonal and regional level the participation is in the form of plan preparation, appraisal and approval which necessitates the existence of all stakeholders
2	The scope and actual needs of PPP in terms of Administrative hierarchy and sectoral dimension	The issue is well discussed in BPR of each team of BoFED and the linkage with sectors. The requirement is to have the planning and data worker at kebele level (supported by adhoc committee) accountable to wereda FED responsible for problem identification, prioritization, data gathering and compilation. The current condition is that all kebeles have no assigned PIW, and clear accountability and the position of the worker is disputed. Further participation at grassroots level is ensured when communities have their own organization, supported technically with sectors and able to identify their own problem, prioritize, design a clear project and link with internal and external resource needs. Similar conditions are expected at zonal and regional level. Unless the amending council is considered as participation, it is difficult to categories regional and zonal plans as participatory
3	Preparation of annual plans	These plans are prepared following similar hierarchy of planning system laid from kebele to wereda level. At wereda level, two procedures are available. The kebele and sector plans which could be implemented with local resources will be identified and linked with own budget. Others, which need more resources and above the technical capacity of the weredas is sent to the zones. The zones submit these plans to the regions for financing and upon approval and budgeting the plan further disaggregated by weredas and back to the weredas and kebeles. The mid-term plan (five years) follows similar procedures, but BoFED play a major role in planning, preparation of framework of indicators, targets, objectives and major activities. With the availability of these tools other levels prepare their own mid-term plans. The desired level is to achieve what is stated in the BPR of 2008.
4	Existence of standard project appraisal procedures for new projects (guidelines/manual)	The projects are appraised based on the available resources, viability, and their objectives and scopes as well as priorities. These have been done based on the experiences and common senses of the experts. There is no standardized project appraisal criteria and issues to be considered during planning and appraising the documents. The availability of more viable programmes and projects is important to enhance rapid and sustainable development. There must be some standards and criteria how these could be included, financed and attain sustainability
5	How annual and midterm plans are initiated	Before the actual planning exercise is started, BoFED conduct situation analysis. Based on these prepare development targets, TOR, directives of the plan, call for preparation and submission of the annual and mid-term plans to the sectors and other planning levels. The planning and sector organs prepare their plans based on the above premises and within the ceiling of the internal and expected block grant. The plan documents are submitted and the sectors should defend their plans, programmes and budget during appraisal and evaluation of the plan (by BoFED, ZFED, and WOFED), and further the planning at each level critically analyze the plans, check whether they are within the budget limit, and in line with the development targets set for the year. Once this process is completed the draft final regional plan document is submitted to the government for approval and finally submitted to the meetings of the council (from wereda, kebele and regional level). The final document is prepared and disseminated to the relevant offices and bureaus for implementation. The details of processes and

		procedures can be found in the BPR document)
6	The preparation of regular programmes targets at regional and wereda level	The BOFED actively participate in the preparation of the regular program plans. But emphasis is given for the capital budgets and programmes and projects. The sector bureaus mainly plan regular programmes and implementation is also supervised by themselves. The wereda level regular programmes are not prepared by the BoFED
7	Participation method of stakeholders at each level in planning	Though the details are indicated in the BPR, they participate in need assessment, prioritization and planning and amending the plan at kebele level, at the wereda level the preparation and submission of the plan to the WOFED and the amendment of the plan by the wereda council. However, at kebele level community participation further is in terms of labor, local materials and money. At zonal and regional participation is similar to that of the wereda level.
8	Processes and methods in multi sectoral planning	There is no as such multi sectoral planning. Multi-sectoral regional plan is a processes of preparation, appraisal and documenting of all sector plans . the procedure is therefore similar to that of the annual plan preparation procedure
9	Types of plan prepared	Only two types of plans are prepared. Annual and mid- term plan of five years at all levels (kebeles, towns, zones and region). There is no long- term plan up to now though stated in the duties and responsibilities of the bureau.
10	Inputs used from the federal MoFED, sector ministries, bureau, zones and kebeles during planning	Baseline data from sector offices, sector plan and progress report documents, MoFED guidelines on development project and programmes, zonal FED aggregated plan documents (including sector plans). None will be expected from the weredas as most of their plans is either implemented with local resources or merged into the zonal plans)
11	Inputs used during planning	Regional and national development policies, strategies and directives (guideline and documents), five years development plan of the region, regional data and information, evaluation reports, regional development problems and need assessment reports, if any, macro-economic and sector indicators, and other relevant data on spatial disaggregation , the revenue and financial capacity estimates and estimations of block grants.
12	Time consumption to prepare various documents	Unlike previous periods, planning is a continuous process and implemented throughout the year from data collection to the amendment of the plan. According to the BPR document annual plans and mid-term plans take a total of 365 days each??
13	Comments on planning processes	The planning methods and processes should be more participatory as current practices are weak at all levels. Example participation of NGOs, major CBOs and other stakeholders engaged in development activities in the region; strong working linkages between sectors at all levels in planning, implementation, programme and project implementation, adequate and skilled manpower at wereda and kebele level, improved data flow, consistency and reliability, and improved communication systems between all levels; proper implementation the BPR of the region, adequate resource allocation, reducing redundancies, strong monitoring and evaluation system, studies and research on relevant planning and strategic regional development issues, incentives and skill development of the planning experts particularly that of the wereda level.
HUMAN RESOURCES IN PLANNING		
1	The organizational structure in planning	122 technical staff, all BA and above with 2-30 years. 8 of them attended short term training of various types. The core process is directly accountable to the bureau head and has three versions (teams) including regional development strategy, sectoral plan and budgeting version, wereda budget version, multilateral and bilateral cooperation case workers all having different function but highly interlinked responsibilities. Look the attached organo-gram
2	Profession, qualification, total experience, experience in planning, gender and type of short term training attended (for planning)	22 technical staff, all male, 8 economic/agricultural economists, 3 development practitioners, 2 population studies and demography, 1 agricultural engineer, 3 animal/plant sciences, 5 geography, mathematics, and sociologists; with regard to experience 5 with less than five and 17 with more than 10 years of experience of which 9 have less than 5 years, three between 5-10 and the rest 10 more than 10 years experience in planning; only 8 staff have attended short term training in strategic planning, financial management, public management, project planning and management, data collection and analysis, population cum development planning,

3	Number of experts involved in planning process	There is no shortage of planning experts at BoFED, the shortage is at zonal and wereda level. In one way or the other all experts at each level participate in planning processes in various capacities as their activities is highly linked. At least 3-9 experts in each sectoral bureau, wereda and zonal level planning and sector offices planning, and programming teams participate in the planning process
4	Pulling/retaining factors or incentives for the staff	There is no as such retaining factors or incentives except the need of the experts and few short term training opportunities available. There is no planned incentive schemes either
5	Planned short and long term training for the staff	No training plan at all in spite of the decentralization of the planning system to kebele level and the increasing demand and necessity for trained and skilled manpower
6	Salary, per diem and other benefit package for the planners	There is no special salary, benefit or other packages planned despite the need to retain experts and the routine and difficult and challenging practices of planning
7	Comments on the number and quality of planners	There is no shortage at bureau level but critical shortage at wereda and zone level. Skill is lacking at all levels in project cycle management, participatory planning, monitoring and evaluation and other fields at all levels
LOGISTICS AND FACILITIES		
1	Existing logistics, and facilities	Critical shortage of vehicles (all old), inadequate and outdated computers, poor internet connections at regional level. At zonal and wereda level no vehicles, internet connection, no computers, overcrowded office spaces
2	Comments on the quality, quantity and efficiency of logistics	Insufficient at all levels, most outdated, and zones and districts have no facilities of transport, computers and other modern IT, and office spaces
SUPPORT FOR SECTORS, ZONES, WEREDAS		
1	Type of technical support provided to sectors, weredas and zones	Technical advice and information on planning, guidelines and technical directives, problem solving on planning methods, procedures, development targets, etc. However, technical support at zones and wereda level is limited by shortage of transport facilities and delegation of responsibilities to successive level of offices.
2	Type of manuals, guidelines, data and information, or logistic support provided to the sectors, zones and weredas	Development indicators and planning framework, directives, TOR, planning formats, planning and budgeting process documents of the BoFED.
A2 IDEAL OR EXPECTED CONDITION/EXPECTATIONS		
1	Expected level of planning processes, procedures and methods and ideal indicators for expectations	Clear technical and operational manuals on planning methods, PPP, data collection and analysis, project cycle management, clear roles and responsibilities of planning institutions and sectors. The availability of these and improved quality of planning, short time for completion, clear planning methods, SMART indicators, coherent and achievable targets, linkage between resources and plans, efficiency of completed plans, low redundancy and fallacies between plans and resources as well as implementation, increased participation of stakeholders at all levels, self reliance and sustainability of the planning structures, integration and linkage between the planning and sector offices are some of indicators of quantity and quality. These indicators could be disaggregated into smaller units of analysis
2	Expected level of human resources (number and quality), benefit package and incentives and measuring indicators	Adequately trained human resources, facilities equipped with modern planning methods and technologies at all levels with adequate working environment, adequate incentives and creating remunerative environments. Some of the indicators are staff turnover, efficiency of accomplishing planned goals and activities, independence in performing its duties and responsibilities, timeliness, accuracy and reliability, commitment
3	Ideal condition of logistics and facilities for planners and its indicators	Adequate ICT per head and some in groups (computers, access to internet services, availability of web sites and connection with zones, sectors and wereda level institutions, adequate working space, access to e-libraries and reading and research materials, mobility (transport facilities), office equipment and furniture, adequate database and access to information. It indicators will be space per head, sufficiency of equipment and furniture, time and frequency of access to internet services for relevant purposes, improved access and flow of information between weredas, region, zones and sector offices, computer per head/team, availability of disaggregated, multi-sector, recent data

		and reduced time and frequency in collecting and compiling data, and others
4	Expected level of support to sectors, zones and weredas and its indicators	Awareness creation and technical support of relevance when needed, up to date and detail manuals and guidelines, particularly in participatory planning, up dated, detailed and relevant disaggregated data, SMART indicators, linkage with ICT. Indicators will be reduced errors, fallacy in planning targets, frequency of revision of plans, comprehensiveness of the plan, emergence of viable projects, reduced frequency of request for advice, technical self-reliance, etc
A3 GAPS IN EXISTING AND IDEAL CONDITION		
1	Actual gaps in planning	Technical gaps in addressing the real condition with planning scenarios, skills in actual participatory planning methods and how to apply at kebele, zone, and wereda level, linking all planning procedures from input, process and outputs to achieve goals and outcomes, weak participation and adherence to conventional way of planning, poor facilities, inadequate communications and linkages from the kebele level to the regions, limited coverage of the planning system (only on capital budgets and projects), no inclusion of activities undertaken at kebele and wereda level financed with own internal resources, compromising and addressing the problems of equity and growth, inadequate benefit package for the staff, weak data and information availability, weak link with sectors, planning methods relevant in the processes of decentralization, inadequate decision making power and professional independence
2	Gaps in planning process, procedures and methods	Lack of guidelines and working procedures ,lack strong working linkages between region to the wereda level and sector offices, inadequate skills in planning and data collection at grass roots level, weak monitoring of projects and programmes, inadequate skills in planning methods, integration of local level planning (plan of zones, weredas and kebeles) into the overall regional planning system, inadequate resources in accomplishing all planning processes and procedures at all levels, shortage of resources at wereda and kebele level, shortage and shortage of planning and information worker at kebele level and unclear mandate and answerability, unclear guideline at lower level how to incorporate and define participation, others
3	Gaps in human resources for planning	Lack of skills in project cycle management, participatory planning methods, policy analysis and formulating regional strategies, inadequate benefit packages, inadequate manpower and skill at wereda and kebele level, inadequate access to modern ICT etc
4	Gaps in logistics and facilities	Lack of access to ICT services, website and linkage with weredas, zones, and sectors; computers and appropriate software, transport facilities (vehicles and motor cycles) for weredas, zones and region, inadequate working space for weredas.
5	Gaps in support provision	Lack of practical experience and technical skills to support the sectors particularly at wereda level, inadequate manuals and guidelines, lack of capacities and inadequate and relevant data and information, inadequate training for sector staff working on planning and programming sections or teams
A4 SUGGESTION ON THE GAPS		
6	Recommendations on planning process, procedures and methods	Standardized manuals and guidelines on participatory planning, project cycle management
7	Recommendations on human resources	Adequate short and long term training, incentive packages, experience sharing, adequate skilled manpower at wereda and kebele level, adequate access to facilities,
8	Recommendations on logistics	Adequate working space, transport facilities, furniture and equipment at wereda level, internet services and connection, fax and other technologies that improve communication between planning institutions and sector offices,
9	Recommendations on support provision	Adequate technical backstopping, guideline and manual, periodic training, close working relationships

1.2. SUMMARY OF BUDGETING

NO	DISCUSSION POINTS	SUMMARY OF RESPONSES
A	CURRENT SITUATION, BUDGET PROCESSING AND METHOD	
1	Have you ever prepared a 3 year rolling expenditure plan (the fiscal framework) as often stipulated? If not, why?	Only five-year strategic plan is prepared in the region. The third phase strategic plan covers a period of 2005/06 to 2009/10. The plan include all sectors targets and budgets(recurrent and capital) as well as resource envelope and allocations, expenditure and revenue projection over the period of five years,
2	Please tell us the <u>different levels of decision making processes</u> , if any, in the preparation of annual development budgets?	A number of levels are involved including wereda sector and WOFED, zone sectors and ZOFED, regional sector offices and BoFED as well as regional government and the regional council for the preparation analysis, compilation, approval and amendment
3	How do you decide the split between recurrent and capital budget at the regional level?	Based on the government sectoral priority, type and number of development project (for capital budget), the scope of activities of various sectors and organizations, expenditure needs for basic non-capital expenditures based on allocation criteria put forward before the actual planning using different indicators (agriculture, health, education, water supply, road) etc. since 1998 EFY, the unit cost approach is used to allocate budget between weredas.
4	Is there a standard guideline (or criteria) to decide <u>Aana Vs. Sector budget</u> splits? How and who decides it?	There is no standard guideline. But every year, a document for preparation of budget allocation is prepared which include different scenarios and criteria how to allocate budget between region and aanaas and between recurrent and capital budget. However, the split between aanaa and sector budgets are decided based on the number and type of projects and grants available, the type of regular budgets and expenditure assignments between the region/sectors and the aanaas. The share of the aanaa budget is always more than that of the sectors
5	How is the frequency of revision AND Who decides the Aana grant formula?	Two times since the 2002. In 2002 and in 2006
6	How do you handle bilateral and multilateral project funding and budgets?	The budget of these projects is already earmarked and known. The relationship and continuous negotiation between the donors and the bureau as well as sector ministries and the bureau is enough to handle this fund
7	How do various stakeholders participate in BUDGETING at various hierarchical levels?	A number of stakeholders participate from the wereda to the council level in budget planning, data collection and provision, plan compilation, approval and amendment. Weredas forward their needs, zones compile, regional bureau and sectors further organize and allocate the budget, the regional government/council approves the budget
8	What processes, procedures do you follow for multispectral BUDGETING?	The one indicated in 7. Multi sectoral budgeting is simply the aggregate of all sectoral budgets into one unified document by the BoFED
9	What are the types of BUDGET you prepare?	Capital and recurrent budget, wereda and regional budgets.
10	What inputs (data, guidelines, etc) do you use from Federal ministries, sectoral bureaus, Zones, Aanaas, and Kebeles for BUDGETING ?	Various socio-economic data for grant allocations, guidelines in budgeting, various government guidelines and proclamation for budget administration and financial management, past years performance reports, sector/project proposals and appraisal, wereda and zonal reports, physical plans of sectors, etc
11	What inputs do use for BUDGETING (manuals, guidelines, indicators, baseline information, etc)?	Same to 10
12	How long it takes for preparing the various BUDGETING documents?	Budgeting is a year round exercise
13	Your comments on the BUDGETING process and methods	

A2	HUMAN RESOURCES	It is almost similar to the planning process. The kebele budget is sources from contribution of the community and sometimes by the wereda sector offices for recurrent expenditure and some operating costs. At wereda level annual plans are linked with internal revenue, block grant allocated by the regional government. This grant is distributed to sector offices based on their expenditure needs and development projects planned for the year. Almost all projects under the capacity of the weredas and cumulative budget needs are undertaken by the weredas themselves and does not need to send upwards. At zonal level the wereda budget requests (those which are above the budget and capacity of the wereda) and sector offices are complied together with the physical activities planned for the year. At regional level BoFED is mandated to allocate budget between sectors and weredas. Sector budgets are based on the type, scope and activities of the programme, while that of wereda is based on allocation criteria formulated for this purpose. Monitoring and evaluation and auditing is similar to the planning procedure and processes
1	Give us the organizational structure of the human resources involved in Budgeting ?	The same to the structure and manpower of the planning and budgeting team. However, the sectoral and wereda budget allocation teams are about 3 all accountable and answerable to the head of the team
2	Give us the human resources in BUDGETING process in terms of profession, qualification, year of experience, duration of each expert working in BUDGETING, gender, types of training attended, etc	Please refer to the main report. It is similar to the planning and budgeting team. Because there is no separate budget team for this purpose except a team of 3 members mandated for the wereda budget allocation organized under the same core process.
3	Quantity of each experts involved in the BUDGETING process	All responsible for planning and budgeting. But for wereda budget allocation, they are 3 all male and first degree holders most of them with experience below five years
4	What are the benefit packages (pulling factors or retaining factors of the experts)	There is no benefit and incentive package designed for this team alone. The same problem as other team in the bureau
5	Types of short term and long term training planned to build the BUDGETING staff capacity	There is no plan. But sporadic training is available on various issues but all are inadequate.
6	Salary, perdiem, and other benefit packages?	Salary is in accordance with the scale of the bureau for various posts, qualification, experience and educational level
7	Your comments on quality, efficiency, and quantity of BUDGETING EXPERTS	The number at bureau level is adequate. But they need continuous and adequate training. At wereda level skill and experience is still a major gap, lack of access to adequate transport and communication services hamper mobility and linkages between different levels
A3	LOGISTICS AND FACILITIES	
1	What are the existing logistics and facilities available for the BUDGETING experts? (quantity and types of computers, offices space, telephone, internet, vehicles, etc)	All staff members have access to telephone lines, internet, have adequate computers, furniture and other necessary materials. At wereda level all are lacking. Transport and communication facilities are a problem of all levels
2	Your general comments on the quality, quantity, and efficiency of the logistics	Transport and communication facilities should be improved at all levels. Adequate computers and access to telephone and internet access for sub regional bodies
A4	SUPPORT TO STAKEHOLDERS	
1	What technical support do you provide for sectors, zones, and aanaas for the BUDGETING process?	Budget allocation, allocation criteria, monitoring and evaluation and sometimes training

2	What data, information, guidelines, manuals, or logistics support provide for BUDGETING purpose to sectors, zones, and aanaas?	No adequate technical manuals and guidelines up to now. The recurrent budget aspect has various guidelines, laws and directives. For the capital budget however inadequate and in most cases absent
3	What are the expected level of BUDGETING process, procedures, methods, etc? What are the indicators for such ideal situations?	Adequate, skilled and experienced manpower, communication and transport services, adequate mobility for technical support, furniture and computer facilities for the weredas, zones and regions, short and efficient service delivery, consistent and reliable budget planning, etc
4	What are the expected level of human resources that required for BUDGETING in quality, quantity, benefit packages, retentions, etc what are the indicators for such ideal situations?	The human resources at the regional level are adequate in terms of experience, qualification, educational composition. At wereda level there are about 9 staff (including support staff). However their capacity is inadequate and need further capacity building
	What are the expected logistics/facilities at ideal situation for BUDGETING EXPERTS? What are the indicators for that?	Adequate transport, communication facilities and office space , furniture and equipment for all levels (per team and per person)
	What are the expected level of supports that the BUDGETING EXPERTS should provide for sectoral bureaus, zones, and aanaas? What are the indicators for such types?	Technical support where ever need
B3 GAP ANALYSIS ON BUDGETING		
1	What are the gaps in BUDGETING process, procedures, methods, etc?	The criteria for budgeting should change gradually to objective criteria, wereda block grant should be allocated with some conditionality and must be linked with known expenditure category, it is also important to consider some important criteria and adjust some of the existing budget indicators
2	What are the gaps in human resources for BUDGETING process?	Skill and experience should be developed,. Staff development and incentive packages should be in place.
3	What are the gaps in logistics and facilities?	At wereda level all logistic supply are lacking and in need of consideration
4	What are the gaps in support provision for other stakeholders?	Inadequate and inefficient due to lack of capacity at all level
B4 SUGGESTIONS ON GAPS		
1	What are your recommendations on the BUDGETING process, procedures, and methods?	The need for improving allocation criteria, proper appraisal of project and programmes at all levels, adequate technical support, conditional budget allocation for weredas, the need for increasing revenue and linking with efficiency both at wereda and national level
2	What are your recommendations on the human resources?	Incentive and motivation package, planned training on critical issues, staffing at wereda level
3	What are your recommendations on logistics?	Adequate computers, transport and communication facilities, office space and furniture at wereda and zonal level
4	What are your recommendations on support provision?	Improving access to training, communication and transport as well as skills and experience will improve the efficiency and frequency of technical support.

1.3. SUMMARY OF KEY INFORMANTS ON MONITORING AND EVALUATION

NO	LIST OF DISCUSSION POINTS	RESPONSES
A1	PROCESS AND METHODS	
1	Do you differentiate between monitoring and evaluation? Which one do you actually practice as a routine process? Why?	Yes, monitoring and a routine process of follow up of progress, while evaluation is a follow up of impacts and outcomes. Currently we are exercising monitoring. Evaluation is not attempted at all because we feel that we lack capacity. However, for this year, we planned to evaluate water supply points.
2	Is there a standard monitoring and evaluation guideline at the regional level?	Yes, the manual is that prepared by MoFED, it is a technical manual. For the BoFED we did not attempted up to now. We have a training manual but inadequate. Similarly, the BPR is considered as a manual. In general, there are no manual, guideline and/or training modules at all.
3	How often do you receive performance reports from sectoral bureaux? Monthly, Quarterly, Annually	We obtain performance reports each quarter and annually from all sector offices. Reports could not be obtained from the weredas because they are organized in one document by ZFED and sector offices at regional level. We have no capacity to organize reports by weredas. We recently the software is being developed and at completion we might attempt to organize them. Caution. How do budget planning is linked with achievements and gaps without having what have been going on at wereda level?
4	Are these reports compiled timely? If not, why?	No, there is no timely report from sector offices because of lack of capacities
5	Do you equally monitor and get performance reports of projects planned by weredas as well as sectoral projects planned at the regional level ?	No, because sector offices have more linkages with weredas than BoFED
6	Does the regional council/cabinet attend regular performance reports supported by field visits? How often? (Monthly, quarterly, annually?)	Yes, to monitor the progress reports every six month and annually (twice a year) where all sector offices with capital budget, wereda administrators, zonal administrators and BoFED
7	Do you have a formally scheduled periodic field visits?	There is a formal field schedule, every quarter. But in reality the team could not accomplish its task due to shortage of vehicles and some management problem as well lack of attention of the M&E in general
8	Are there formally scheduled discussion/workshop arrangements based on field visit reports?	Yes, frequent discussion is made with sector bureaux and general workshop or meeting and workshop twice a year with all organs from zone and weredas (administrators), sector offices and bureaux, particularly BoARD, BoWR, BoE, BoH
9	How do you see the separation between the planning and project monitoring teams?	It is good in view of overlapping and workloads on planning experts, the overlapping of planning periods and progress reporting. The planners however, participate on discussion on findings of field reports and sometimes defend how projects with problems are planned in the year. However, the M&E team will not participate on planning to share some of their field experiences with planners to improve the reliability of the plan.
10	Have you made a mid-term review of the Five Year Development plan?	Yes, the mid-term review was conducted together with experts from different sector bureaux
11	Do you monitor and report regular program targets implemented at weredas and sectoral levels? If not, why?	Yes, only those strategic sectors with special attention from the regional government
12	How do various stakeholders participate in M&E at various hierarchical levels?	At kebele level the committees established for the planning monitor their projects as well as those implemented by other organs including government projects (wereda and regional projects). But participation of the community is weak and most of the monitoring is conducted by the

		committees only. No progress report from the kebeles and weredas as they are mandated to accomplish their tasks within their territorial limits. At wereda level, there is a hope that participation is ensured by the participation of sector offices and some stakeholders with similar meetings. At the zonal and regional level, there is no as such significant participation except their participation during the field monitoring. They are part of the group. Furthermore the participation on this level is during the bi-annual and annual meeting organized by the government to review annual plan implementation
13	What processes, procedures do you follow for multispectral M&E?	The detail is in the BPR document. But the main procedures is that teams are organized from different bureau, that is sector offices, BoFED M&E team and others experts with special profession such as civil engineers, hydrologists etc. at least four such teams are organized to cover as many weredas as possible. The team will organize meetings and discussions with wereda sector offices, administration, zonal similar structures, and discuss on the progress, major problems of the period, causes of the problems, solution given to the problems and finally field observation is made at site. Finally, the field report will be prepared and submitted to the bureau for discussion. The discussion includes sector bureaus/project owners and finally the report will be sent to the regional government/council. The feedback is mostly unsatisfactory
14	What are the types of M&E are conducting?	Two types of monitoring and evaluation is conducted. Physical and financial monitoring and evaluation. I think there is no clear understanding on the existence various forms of monitoring and evaluation.
15	What inputs (data, guidelines, etc) do you use from Federal ministries, sectoral bureaus, Zones, weredas and Kebeles for M&E ?	M&E guidelines from the MoFED, sector plans, reports and some data from all levels.
16	What inputs do use for M&E (manuals, guidelines, indicators, baseline information, etc)?	Guidelines, annual plans, reports, action plans of the sector bureaus, data from BoFED. However, the major tools used by the M&E team is annual plans and action plans of the BoFED and the Sectors respectively
17	How long it takes for preparing the various M&/or E reports?	10 days.
18	Your comments on the M&E process and methods	There is weak linkages between the sector M&E and that of the BoFED and within the BoFED teams, projects should be evaluated and there must be adequate resources and clear plans and intentions, adequate attentions for project monitoring and evaluation and timely feed back, adequate transportation facilities and field equipment, guidelines and M&E indicators, adequate skill training both for members of the team and M&E of sector offices at regional, zonal and wereda level.

B HUMAN RESOURCES		
1	Give us the organizational structure of the human resources involved in M&E?	<pre> graph TD BoFED[BoFED, head] <--> PO[Process owner (team leader)] PO --> ES[Economic Sector (4 staff)] PO --> SS[Social sector (2 staff)] PO --> ZPT[Zonal Planning and Budgeting team] ZPT --> WPT[Wereda planning and budgeting team] WPT --> KAC[Kebele Adhoc committee (9)] </pre>
2	Give us the human resources in M&E process in terms of profession, qualification, year of experience, duration of each expert working in M&E, gender, types of training attended, etc	There are 6 staff at bureau level (one on training), of which 3 are economists, 1 (BSC) agricultural engineer, 1 agricultural engineer and accountant, 1 MA, RLDS with experience from 1-29 years
3	Quantity of each experts involved in the M&E process	The number of the staff is inadequate. Additional staff of various qualification is needed particularly civil engineers, agricultural engineer, economist, accounting and management. Currently the team has six staff and additional 8 staff is required according to the BPR
4	What are the benefit packages (pulling factors or retaining factors of the experts)	There is no as such benefit packages for the staff except some short and long term trainings (for all staff of the bureau), occasional salary increment.
5	Types of short term and long term training planned to build the M&E staff capacity	There is no short term trainings for staff at bureau level. But for regional, zones and wereda sector offices twice a year on monitoring and evaluation
6	Salary, perdiem, and other benefit packages?	No benefit package
7	Your comments on quality, efficiency, and quantity of M&E EXPERTS	Lack skills, practical experience in participatory monitoring and evaluation, weak efficiency related to access to logistics and transport facilities
C LOGISTICS AND FACILITIES		
1	What are the existing logistics and facilities available for the M&E experts? (quantity and types of computers, offices space, telephone, internet, vehicles, etc)	At bureau level all staff members have desk top computers (6), laptops (5, in need of replacement), digital cameras (4), adequate office space, office furniture, internet connection. But at zonal and wereda level all logistic supplies are constraining. Only few weredas have computers access to internet services, no connection between different levels from the kebele to the regional level. Transport facilities are constraining at all levels. No wereda has either a vehicle or a motor cycle. Zones have one vehicle for all activities of their offices.
2	Your general comments on the quality, quantity, and efficiency of the logistics	Vehicles for the team, motor cycles for the weredas, computers and other services for the wereda level staff
D SUPPORT PROVISION		
1	What technical support do you provide for	Experience sharing during the field visits, sharing technical guidelines

	sectors, zones, and weredas for the M&E process?	though inadequate, training on M&E,
2	What data, information, guidelines, manuals, or logistics support provide for M&E purpose to sectors, zones, and weredas?	Reports on the findings of field visits, quarterly reports, M&E guidelines, action plans, annual plan reports.
E IDEAL SITUATION		
1	What are the expected level of M&E process, procedures, methods, etc? What are the indicators for such ideal situations?	Implementation of the BPR, independent M&E with strong relations with planning processes, more improved M&E systems (practical)
2	What are the expected level of human resources that required for M&E in quality, quantity, benefit packages, retentions, etc what are the indicators for such ideal situations?	Availability for all necessary staff numbers and professional composition as stated in the BPR; adequate benefit package (salary and some benefits, remunerative allowances, etc) short and long term training, etc. Some indicators will be motivated staff, improved quality and frequency of monitoring and evaluation, better working relationships between vertical and horizontal M&E structures, etc
3	What are the expected logistics/facilities at ideal situation for M&E EXPERTS? What are the indicators for that?	Vehicles for the team, motor cycles for the weredas, computers and internet services, office space for the wereda staff, and some for wereda level sector offices
4	What are the expected level of supports that the M&E EXPERTS should provide for sectoral bureaus, zones, and weredas? What are the indicators for such types?	M&E technical services wherever needed, planned and focused training on M&E, manuals and guidelines, advice on project monitoring and evaluation when needed
F GAP ANALYSIS ON M&E		
1	What are the gaps in M&E process, procedures, methods, etc?	Lack of attention from the concerned bodies both within and outside the bureau, weak linkages both within the bureau and sector offices, weak capacities at wereda and kebele level, lack of evaluation skills and concerns, lack of incentives, etc
2	What are the gaps in human resources for M&E process?	Professional composition of the team is weak, knowledge and experience is also limiting both as regular M&E and a trainer, etc
3	What are the gaps in logistics and facilities?	Vehicles, motor cycles, computers, office spaces and etc for weredas and zones as well as a region
4	What are the gaps in support provision for other stakeholders?	Skills and lack of access to periodical in service training in M&E, participatory approaches, project cycle management, etc
G SUGGESTION ON M&E		
1	What are your recommendations on the M&E process, procedures, and methods?	Implementation of BPR
2	What are your recommendations on the human resources?	Improve composition of the team, incentives for the existing staff
3	What are your recommendations on logistics?	Adequate supplies, transport facilities and IT at all level.
4	What are your recommendations on support provision?	Improved capacity of the M&E team will lead to adequate support for the sectors M&E staff

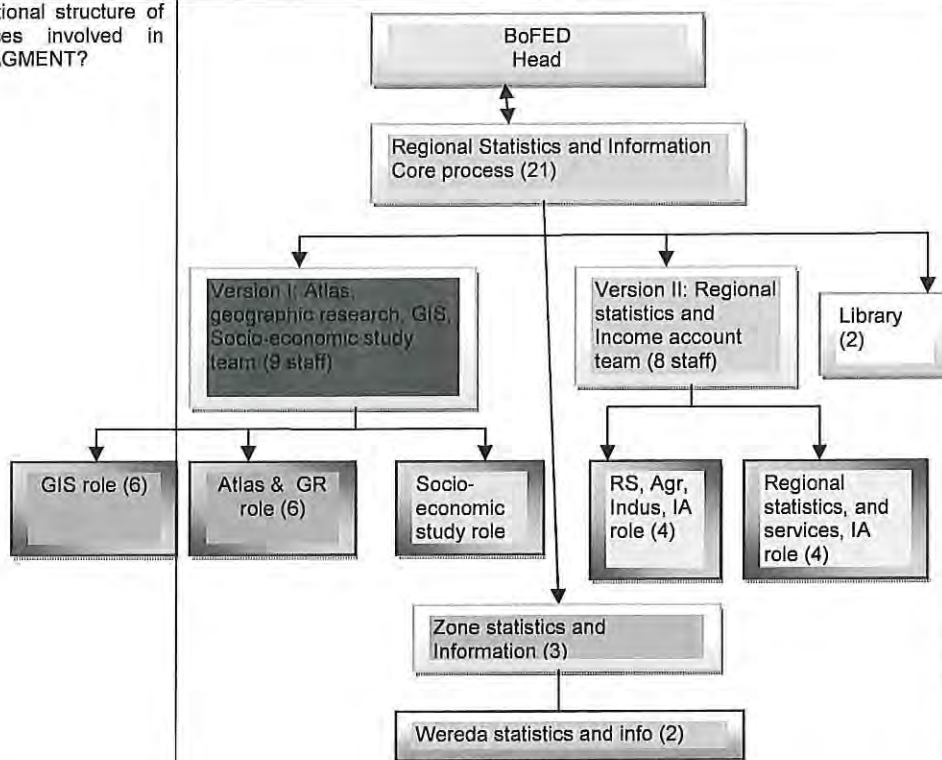
1.4. SUMMARY ON INFORMATION MANAGEMENT KI DISCUSSION AND SECONDARY DATA

NO	DISCUSSION POINTS	RESPONSES AND IDEAS
A	PROCESS AND METHODS	
1	Do you have a formally established procedure for data collection, compilation and dissemination?	Detail procedure is prepared and being on use for all teams and even staff. But there are many problems to materialize according to the BPR
2	How efficient is your system of data compilation & dissemination?	Not that much on process, it is manual, shortage, unreliability and inconsistency of data
3	Are your published data very current?	No, the published data is that of a year a go
4	Do you ever make policy oriented studies and regular or occasional reports of that sort? Could you site examples?	None at all. The study in this process team is based on GIS production of maps, atlases, statistical abstracts and profiles. Though there is GDP section, nothing has been done so far. But more than three years ago a sort of economic and social geography of Oromia was produced from secondary data
5	To what extent the activities of data management and planning sections at the regional level are effectively integrated?	Not that much integrated. Low concern on the importance of data at all level reduced its integration either with planning or budgeting as well as monitoring and evaluation functions of the bureau. The variation in data needed for planning, and the importance of having reliable, time bound an consistent data by the team make its integration with other activities of planning. There is no well established framework even at BoFED let alone sector offices and vertical structures of the bureau.
6	How do various stakeholders participate in INFORMATION MANAGEMENT at various hierarchical levels?	There is a structure laid down from the regional to the kebele level and horizontal linkages with sectors and other stakeholders recently. But the old system still link th3e data collection from wereda via zones to thee region as well as horizontally with sector with common data collection formats prepared for this purpose. The main responsibility however lies on the regional and zonal structures of the bureau before the BPR
7	What processes, procedures do you follow for multispectral INFORMATION MANAGMENT?	The structures laid down from the region to the kebele level have its own mandate and responsibilities though data from the kebele and wereda level is prepared by the zonal FEDs. Each and every step from the inception to the dissemination of data is clearly stated in the BPR of the center. refer
8	What are the types of INFORMATION MANAGMENT are conducting?	Collecting secondary data, satellite images, cartographic inputs, surveys and others and analysis, preparation and dissemination in the form of maps, atlases, statistical abstracts, profiles, etc
9	What inputs (data, guidelines, etc) do you use from Federal ministries, sectoral bureaus, Zones, Aanaas, and Kebeles for INFORMATION MANAGMENT?	Various survey data from CSA, national meteorological authority, maps from Ethiopian mapping agency, various data from MoARD, MoME, ETC, EEPCo, and from zones and weredas various socio-economic data.
10	What inputs do use for INFORMATION MANAGMENT (manuals, guidelines, indicators, baseline information, etc)?	Use both manuals and computer based information management. However these manuals are inadequate, No training guidelines and manual. No data collection methodologies, analysis and interpretation. Cause for poor quality and inconsistency. The problem is critical at sub zonal level
11	How long it takes for preparing the various INFORMATION MANAGMENT ???reports?	It varies. For statistical abstracts, atlas and profiles it takes a year.
12	Your comments on the INFORMATION MANAGMENT process and methods?	All outputs of the information management unit takes a lot of time. Shortage of consistent, reliable and timely data is critical. Redundancy and overlapping function from other sectors as well as lack of attention for data in development also limited the capacity of th team. The IM of the bureau does not coincide the plan needs in terms of spatial, temporal dimension and also content. All data are limited to the compilation of secondary data. No sample surveys either from those who are in charge of surveys or own surveys to identify and document

some vital demographic and macro-economic indicators. The disaggregation level of all statistical abstracts are zones which are unusable according to the current administrative divisions and decentralizations of functions. Some basic data such as food security, vulnerability etc are not included and linkages with organizations active on these issues is very weak. Linkages with the weredas also limited by lack of access to internet services and communication linkages which resulted in excessive time consumption in the production of IM outputs. Transport facilities are also limiting at all levels.

B HUMAN RESOURCES

1 Give us the organizational structure of the human resources involved in INFORMATION MANAGEMENT?



2 Give us the human resources in INFORMATION MANAGEMENT process in terms of profession, qualification, year of experience, duration of each expert working in INFORMATION MANAGEMENT, gender, types of training attended, etc

Qualification	Level	Number	Total Experience	Direct experience	Version
Geography	BA	2	3-27	2-27	Version I
Civil engineering	Diploma	1	22	22	Version I
Drafting	Diploma	1	15	15	Version I
Pop. Study	MSc	1	16	0.5	Version I
Statistics	Bsc, 1 Msc	4	1-7	1-5	Version II (except 1)
GIS	Msc	1	4	2	Version I
Economics	BA	2	1-3	1	Version II
Total		12			

3 Quantity of each experts involved in the INFORMATION MANAGEMENT process

Refer to the above table, 12 with different educational and professional background

4 What are the benefit packages (pulling

There is no benefit package specially designed for the core process

	factors or retaining factors of the experts)	
5	Types of short term and long term training planned to build the INFORMATION MANAGMENT staff capacity	GIS, database management, system analysis, income account, survey and data collection methods, and long term training on GIS and related fields
6	Salary, perdiem, and other benefit packages?	There is no benefit package. But every expert in the core process obtain top ups from the Ethio-Italian country program (SRDPO)
7	Your comments on quality, efficiency, and quantity of INFORMATION MANAGMENT EXPERTS	Most of the experts are qualified. But they need to be trained in GIS, remote sensing, satellite image analysis, system analysis and information and communication technologies
C	LOGISTICS AND FACILITIES	
1	What are the existing logistics and facilities available for the INFORMATION MANAGMENT experts? (quantity and types of computers, GIS, offices space, telephone, internet, vehicles, etc)	All experts have desk computers (low capacity for GIS) 3 GIS software, access to telephone, access to internet (LAN), no vehicle, GIS gadgets are too old (plotter, printer, etc), server for data management, storage and retrieval at bureau level. These services are not available at wereda and some zones
2	Your general comments on the quality, quantity, and efficiency of the logistics	Computers are of low capacities (250 GB and less hard disk capacity with already expanded memory), GIS software are outdated, no server there is huge data in need of better storage and retrieval, no vehicles for staff mobility, and almost nothing at wereda level
D	SUPPORT PROVISION TO STAKEHOLDERS	
1	What technical support do you provide for sectors, zones, and aanaas for the INFORMATION MANAGMENT process?	Provision of data and data collection formats. There are no other supports as such. Linkages with weredas is not satisfactory
2	What data, information, guidelines, manuals, or logistics support provide for INFORMATION MANAGMENT purpose to sectors, zones, and aanaas?	All sorts of processed data, atlas, statistical abstracts, studies, formats and guidelines
II	EXPETED OR IDEAL CONDITIONS	
1	What are the expected level of INFORMATION MANAGMENT process, procedures, methods, etc? What are the indicators for such ideal situations?	Modern information management system and technology, digitized data system. Indicators are efficiency in time, human resources, cost effectiveness, availability of up-to-date and consistent information and data, satisfaction of the customers
2	What are the expected level of human resources that required for INFORMATION MANAGMENT in quality, quantity, benefit packages, retentions, etc what are the indicators for such ideal situations?	Accomplishment of human resources development as stated in the BPR
3	What are the expected logistics/facilities at ideal situation for INFORMATION MANAGMENT EXPERTS? What are the indicators for that?	Adequate access to transport, high capacity computers and software, at all levels. Indicators are computer per head, number and type of data produced, cost effectiveness, frequency of output production, well managed and stored data system, customer satisfaction, efficiency of the staff (time, cost, skill)
4	What are the expected level of supports that the INFORMATION MANAGMENT EXPERTS should provide for sectoral bureaus, zones, and aanaas? What are the indicators for such types?	Supply of reliable and customer based studies, information and data in shorter period possible. The indicators will be the type and number of outputs produced per year, ratings of customers, frequency of direct and indirect support to the clients, diversity of customer demand and output of the team
III	GAP ANALYSIS	
1	What are the gaps in INFORMATION MANAGMENT process, procedures,	In most kebeles there is no planning and information worker at kebele level, if accountability is unknown, weredas have no computers or access to transport

	methods, etc?	facilities, training in data management is not adequate, structure of the zone is unresolved as to its importance in the flow of information. Procedures how to improve the quality and reliability of data still have some problems. Lack of surveys in the process could also be another gap in customer based data collection and management, the information system at all levels not improved
2	What are the gaps in human resources for INFORMATION MANAGMENT process?	The team needs seven more professional staff. Skill development is still lacking. Incentives must be improved.
3	What are the gaps in logistics and facilities?	Vehicles and other transport facilities have to be available for region and weredas. High capacity computers and other information management technologies are inadequate. Servers should be available.
4	What are the gaps in support provision for other stakeholders?	No support at all because the team have inadequate capacity to support others except disseminating its outputs
IV RECOMMENDATIONS		
1	What are your recommendations on the INFORMATION MANAGMENT process, procedures, and methods?	Clear accountability of data and information worker at kebele level, clear responsibilities and importance of zones in data management, importance of survey than depending only on secondary data (importance in view of MDGs, income account, macro-economic indicators, etc), methods how to improve reliability of secondary data, etc, reconciling the time of planning and data collection and the type of data needed for M&E, planning, studies etc.
2	What are your recommendations on the human resources?	Improve the number and quality of professional composition of the team, incentives and skill development schemes, and others
3	What are your recommendations on logistics?	Improved qualities and capacities of desk top computers, server, modern software, transport facilities, accessories and complementary for GIS, field and survey equipment, fax and others
4	What are your recommendations on support provision?	Adequate and timely support for those who in need of the inputs of the team (production of maps, statistical data, training in some aspects of data management, etc
V NGO ACTIVITIES		
5	Is there a standard guideline to monitor NGOs activities?	Yes, there are a number of guidelines prepared by the team including guideline of project appraisal, project document preparation, operational manuals, project concept format, quarterly progress report format, NGO annual plan of operation, customer comment format and others
6	What are the required standard procedures and actual performance in this respect	There is clear standard for project appraisal, agreement signing and approval, monitoring and evaluation, linkages between different entities and responsibilities, power sharing between weredas, zones and the region, etc
7	What are the critical gaps? And suggestions?	There is no as such major problem. But what is needed in the future is how to lower the concentration of NGOs around Addis Ababa and infrastructural better off areas to the remote and vulnerable areas.
VI CAPACITY BUILDING PROGRAMS SUPPORTED BY DIFFERENT DONORS		
1	List the existing capacity building projects in the Bureau	There is a capacity building scheme in the bureau "Strengthening Regional development planning in Oromia region", a project of Joint Ethio-Italian Cooperation. The agreement was signed in 2006 and due to various reasons it could not perform to its expectation until the mid of 2009. The progress is very weak. Currently some procurement activities are taking place, The aim is to build capacities in three zones and nine weredas (their list not decided yet). Even if it is successful it could not cover other weredas and zones and even some teams in the bureau. It focuses on capacity building of information management center of the bureau.
2	Indicate: their scope, performance and achievements in filling the gaps, possible future extensions?	No significant achievements so far, except some procurements on pipeline recently. It will cover about 9 weredas in 3 zones. The proposal states that it will gradually expand to other weredas after piloting and learning lessons from current interventions. But from the very beginning the project seems unsuccessful and have many managerial administrative and technical problems

		and as a result there is no concrete evidence that it will cover the whole Oromia. The need of the region is to build the capacity as soon as possible to strengthen weredas to achieve its goals
VII	FINAL CONCLUSION	
1	Please indicate any remaining important points that should be included in the report	
2	Please indicate Practical project ideas that may need to be considered for improving the capacity and efficiency of the regional planning system.	

ANNEX 2: LIST OF DOCUMENTS REFERENCED AT THE FEDERAL AND REGIONAL LEVELS

2.1. FEDERAL AND REGIONAL BUSINESS PROCESS RE-ENGINEERING DOCUMENTS

No	LIST OF DOCUMENTS	CATEGORY	Source/owner	LANGUAGE
1	General services, support process implementation manual	General	MoFED	Amharic
2	General services, support process team charter, Hidar 2001	General	MoFED	Amharic
3	General Services current and future scenario study, Yekatit 2001	General	MoFED	Amharic
4	Human Resources management basic process change study,	General	MoFED	Amharic
5	Human resources development and administration directorate team charter	General	MoFED	Amharic
6	Public finance administration core process team charter, Megabit 28, 2001	Budget and expenditure	MoFED	Amharic
7	Public Finance administration core process, implementation manual, megabit 28, 2001	Budget and expenditure	MoFED	Amharic
8	Debt administration main process, implementation manual. Tahsas 2001	Budget and expenditure	MoFED	Amharic
9	Debt administration, main process, team charter, 1 st draft tahsas 2001	Budget and expenditure	MoFED	Amharic
10	Debt process main process, current and future scenario study, yekatit 2001	Budget and expenditure	MoFED	Amharic
11	Macro-economic policy study, monitoring and evaluation process team charter, Tikimt 2001	Information management	MoFED	Amharic
12	Macro-economic policy study, monitoring and evaluation implementation manual, Tikimt 2001	Information management	MoFED	Amharic
13	Macro- economic policy study, monitoring and evaluation current and future scenario study, Tikimt 2001	Information management	MoFED	Amharic
14	National economic accounts preparation current and future scenario study, Tikimt 2001	Information management	MoFED	Amharic
15	National economic accounts process implementation manual. Tikimt 2001	Information management	MoFED	Amharic
16	National Economic Accounts process team charter, Tikimt 2001	Information management	MoFED	Amharic
17	Development planning and budgeting current and future scenarios process change study. Hidar 2001	Planning	MoFED	Amharic
18	Development planning and budgeting management implementation manual. Hidar 2001	Planning	MoFED	Amharic
19	Development planning and budgeting management team charter. Hidar 2001	Planning	MoFED	Amharic
20	Manual on Business process reengineering for planning, budgeting, monitoring and evaluation	General	BoFED	Oromiffaa
21	Manual on BPR NGO coordination, monitoring and evaluation	General	BoFED	Oromiffaa
22	BPR manual on Monitoring and evaluation	Monitoring and Evaluation	BoFED	Oromiffaa
23	BPR study on the regional center for preparation,	Information	BoFED	Oromiffaa

	analysis and dissemination of data and information	management		
24	BPR manual on information management	Information management	BoFED	Oromiffaa
25	Study on Government property administration	General	BoFED	Oromiffaa
26	Study on Inspection and Internal Audit	General	BoFED	Oromiffaa
27	BPR manual on Financial Administration	Finance and expenditure	BoFED	Oromiffaa
28	Human Resources development and management	General	BoH	
29	Study on the basic change in process of health Dec 2009	General	BoH	Oromiffaa
30	Human resources development and management process team charter Dec 2009	general	BoH	Oromiffaa
31	Manual on monitoring of quality of health, and health related services and providers, Nov 2001 (manual, charter, overall) part 1	mix	BoH	Oromiffaa
32	BPR, on Basic health services, Ful 2000	General	BoH	Oromiffaa
33	BPR on prevention of HIV/AIDS onk 2001	General	BoH	Oromiffaa
34	BPR, curative health services and support to health institutions	General	BoH	Oromiffaa

2.2. FEDERAL AND REGIONAL PLANNING AND BUDGETING DOCUMENTS

NO	LIST OF DOCUMENTS	CATEGORY	SOURCE/OWNER	Sector/multi sector
1	Education Sector Development Program (ESDP II), 1998-2002 EFY	Multi-year	MoE	Sector
2	Ethiopia: Progress Towards Achieving the MDGs: Success, Challenges and Prospect	study	MoFED	Multi-sector
3	Ethiopia: Building on Progress: A plan for Accelerated and Sustained Development to End poverty (2005/2006) vol 1	Multi year	MoFED	Multi-sector
4	Ethiopia Building on Progress : PASDEP (2005/06-2009/10) Policy matrix	Multi--year	MoFED	Multi-sector
5	Summary of Federal Government Finance Forecast (2002-2004 EFY)	Multi-year	MoFED	Multi-sector
6	Five Years Strategic Plan of Oromia region	Multi-year	BoFED	Multi-sector
7	Block grant allocated for weredas, 2000 EFY	Single year	BoFED	Multi sector
8	Budget allocation criteria for weredas/towns for 2002 EFY	Single year	BoFED	Multi-sector
9	Block grant transferred to weredas for EFY 2001	Single year	BoFED	Multi-sector
10	Consolidated capital budget expenditure at regional and wereda level, 1999 EFY	Single year	BoFED	Multi-sector
11	Consolidated recurrent budget expenditure at Regional and wereda level, 1999 EFY	Single year	BoFED	Multi-sector
12	Recurrent budget allocation by functional classification, 1998 EFY	Single year	BoFED	Multi-sector
13	Capital budget of Oromia region by sector, 1986-2000 EFY	Multi year	BoFED	Multi-sector
14	Capital Budget of Oromia region by Zone, 1986-2000 EFY	Multi year	BoFED	Multi-sector
15	Health Sector Development Programme	Multi year	MOH	Sectoral
16	Strategic Planning and Management	Multi year	BoARD	Sectoral
17	Five Years Development Plan	Multi year	BoARD	Sectoral
18	Water Sector Development Programme	Multi year	MoWR	Sectoral
19	Five Years Irrigation Development Programme	Multi year	MoWR	Sectoral
20	Agricultural Policies, Programs & Targets for a Plan for Accelerated & Sustainable Development to End Poverty, 2005/06 - 2009/10	Multi year	MoARD	Sectoral

2.3. FEDERAL AND REGIONAL MONITORING AND EVALUATION AND INFORMATION MANAGEMENT

NO	LIST OF DOCUMENTS	CATEGORY	SOURCE/OWNER	SINGLE/MULTI SECTOR
1	MDGs report: challenges and prospects for Ethiopia vol. 1	Performance Report	MoFED	Multi-sector
2	PASDEP Annual Progress report 2005/06	Annual Performance Report	MoFED	Multi-sector
3	PASDEP Annual Progress report 2006/07	Annual Performance Report	MoFED	Multi-sector
4	Ethiopia: Sustainable development and poverty reduction program Annual report 2003/2004	Annual Performance Report	MoFED	Multi-sector
5	Midterm evaluation, 2007	Mid -Term Performance Report	BoFED	Multi-sector
6	Summary and statistical Report of the 2007 population census	Information management	MoFED	Single sector/single year
7	Education Sector Development Programme Review	Midterm Performance Review	MoE	Multi- Year
8	Third year Performance Report of the Plan for Accelerated and Sustained Development to End Poverty	Annual Performance Report	MoARD	Single Sector
9	Annual Performance Report of Health Sector Development Programme ,HSDP-III,2008	Annual Performance Report	MoH	Single Sector
10	Water Sector Progress Report,2007/08, PASDEP, September 2008	Annual Performance Report	MoWR	Single Sector

ANNEX3. FORM A2 - LIST OF DOCUMENTS REVIEWED

Level	General	Planning	Budgeting	Information Management	M&E
Federal	General services, support process implementation manual	Development planning and budgeting current and future scenarios process change study. Hidar 2001	Public finance administration core process team charter, Megabit 28, 2001	Macro-economic policy study, monitoring and evaluation process team charter, Tikimt 2001	MDGs report: challenges and prospects for Ethiopia vol. 1
	General services, support process team charter, Hidar 2001	Development planning and budgeting management implementation manual. Hidar 2001	Public Finance administration core process, implementation manual, megabit 28, 2001	Macro-economic policy study, monitoring and evaluation implementation manual, Tikimt 2001	PASDEP Annual Progress report 2005/06
	General Services current and future scenario study, Yekatit 2001	Development planning and budgeting management team charter. Hidar 2001	Debt administration main process, implementation manual. Tahsas 2001	Macro- economic policy study, monitoring and evaluation current and future scenario study, Tikimt 2001	PASDEP Annual Progress report 2006/07
	Human Resources management basic process change study,	Education Sector Development Program (ESDP II), 1998-2002 EFY	Debt administration, main process, team charter, 1 st draft tahsas 2001	National economic accounts preparation current and future scenario study, Tikimt 2001	Ethiopia: Sustainable development and poverty reduction program Annual report 2003/2004
	Human resources development and administration directorate team charter	Ethiopia: Progress Towards Achieving the MDGs: Success, Challenges and Prospect	Debt process main future scenario study, yekatit 2001	National economic accounts process implementation manual. Tikimt 2001	Midterm evaluation, 2007
		Ethiopia: Building on Progress: A plan for Accelerated and Sustained Development to End poverty (2005/2006) vol 1		National Economic Accounts process team charter, Tikimt 2001	Summary and statistical Report of the 2007 population census
		Ethiopia Building on Progress : PASDEP (2005/06-2009/10) Policy matrix		Summary and statistical Report of the 2007 population census	Education Sector Development Programme Review
		Summary of Federal Government Finance Forecast (2002-2004 EFY)			Third year Performance Report of the Plan for Accelerated and Sustained Development to End Poverty
		Health Sector Development Programme			Annual Performance Report of Health Sector Development Programme ,HSDP-III, 2008
		Water Sector Development Programme			Water Sector Progress Report, 2007/08, PASDEP, September 2008
Regional	Manual on Business process reengineering	Five Years Strategic Plan of Oromia region	BPR manual on Financial Administration	BPR study on the regional center for preparation, analysis	BPR manual on Monitoring and evaluation

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	for planning, budgeting, monitoring and evaluation			and dissemination of data and information	
	Manual on BPR NGO coordination, monitoring and evaluation	Grant Budget allocated for weredas, 2000 EFY		BPR manual on information management	
	Study on Government property administration	Budget allocation criteria for weredas/towns for 2002 EFY			
	Study on inspection and Internal Audit	Block grant transferred to weredas for EFY 2001			
	Human Resources development and management	Consolidated capital budget expenditure at regional and wereda level, 1999 EFY			
	Study on the basic change in process of health Dec 2009	Consolidated recurrent budget expenditure at Regional and wereda level, 1999 EFY			
	Human resources development and management process team charter Dec 2009	Recurrent budget allocation by functional classification, 1998 EFY			
	Manual on monitoring of quality of health, and health related services and providers, Nov 2001 (manual, charter, overall) part 1	Capital budget of Oromia region by sector, 1986-2000 EFY			
	BPR, on Basic health services, Jul 2000	Capital Budget of Oromia region by Zone, 1986-2000 EFY			
	BPR on prevention of HIV/AIDS onk 2001	Strategic Planning and Management of BOARD			
	BPR, curative health services and support to health institutions	Five Years Development Plan of BOARD			
Zonal	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE
Woreda	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE
Kebele	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE