

JAPAN INTERNATIONAL COOPERATION AGENCY(JICA) ETHIOPIA OFFICE			
STUDY OF STRENGTHENING MULTI- SECTORAL DEVELOPMENT PLANNING IN OROMIA REGION			
AN ASSESSMENT OF PLANNING CAPACITIES AT KEBELE, WEREDA AND ZONE LEVEL			
A FINAL STUDY REPORT			
ADDIS ABABA	ETHIOPIA	OCTOBER	2009
WABEKBON DEVELOPMENT CONSULT PLC ADDIS ABABA ETHIOPIA			

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Acronyms and Abbreviations

BoARD	Bureau of Agriculture and Rural Development
BoE	Bureau of Education
BoFED	Bureau of Finance and Economic Development
BoH	Bureau of Health
BoPED	Bureau of Planning and Economic Development
BPR	Business Process Re-engineering
CRC	Clustered Resource Center
CSA	Central Statistical Agency
CSR	Civil Service Reform
CSRP	Civil Service Reform Programme
DG	Development Groups
DGCS	Directorate General for Cooperation and Development (Italian)
DLDP	District Level Decentralization Programme
EC	Ethiopian calendar
ECM	Expenditure Control and Management
EFY	Ethiopian Fiscal year
ETC	Ethiopian Telecommunication Corporation
FTC	Farmers' Training Center
FSCP	Financial Sector Capacity Building Programme
GIS	Global Information System
HC	Health Committee
ICT	Information and Communication Technology
ISC	Inspection and Supervision Committee
JICA	Japan International Cooperation Agency
JSR	Justice Reform Programme
KC	Kebele Council
KCab	Kebele Cabinet
LEDP	Local Economic Development Planning
ManaBu	Community School (Oromiffa)
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MoFED	Ministry of Finance and Economic Development
NA	Not Available
PCM	Project Cycle Management
PME	Planning, Monitoring and Evaluation
PSCAP	Public Sector Capacity Building Program
PSP	Public Sector Programme
PTC	Parent Teachers Committee
SMART	Specific, Measureable, Accurate, Relevant and Timely
SRDPO	Strengthening Regional Development Planning
TSR	Tax Reform Programme
UMR	Urban Management Reform
WC	Wereda council
WOA	Woreda office of Administration
WoFED	Wereda Office of Finance and Economic Development
ZoFED	Zonal Office of Finance and Economic Development

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EXECUTIVE SUMMARY

This study is the continuation of the planning capacity assessment at regional level conducted in early September 2009. The current study focuses mainly on the capacity and limitation of the planning, budgeting, monitoring, evaluation and information management at kebele, wereda and zonal level. The study also touches some of the main issues of planning in the main pro-poor sectors such as agriculture and rural development, water resources, health and education offices at the three levels.

The main objective of the study in general is to investigate the actual planning procedures and processes at kebele, wereda and zonal level, particularly to assess participation, role and responsibilities, linkages and capacity developed at sub regional level

To undertake this study, three types of data collection methods were employed. The thematic focus group discussion semi-structured questionnaire was prepared to collect data from the experts in the WOFED and ZOFED, kebele managers, kebele various committees, institutions at wereda and kebele levels. The questionnaire incorporated a number of vital issues necessary for proper planning, budgeting, monitoring, evaluation and information management. Discussion with zonal and wereda level sector offices particularly agriculture and rural development, health, education and water supply sector facilitated the collection of similar information from heads of offices, planning, monitoring and evaluation experts and other relevant staff members of the sectors. Secondary data are also collected from various documents electronic resources and other relevant reports of the weredas, zones and kebeles.

To cover vital issues, 13 sample weredas, five zones and 26 rural kebeles were visited and comprehensive data were collected through questionnaires, key informant and focus group discussions, secondary data, observations and other available means of data collection methods.

The planning responsibility to the sub regional level was extended following the decentralization and assignment of revenue and expenditure mandates to the weredas. Since then a number of structural reforms have been taken place to capacitate the planning system from the kebele to the regional level. one of the major reforms are the restructuring of the planning bureaus and offices at all levels into viable structure, process and groups for effective planning and implementation as well as to improve the efficiency of human, financial, logistics and other resources relevant for planning. Structures were also assumed for the kebeles for rigorous economic planning, monitoring and evaluation as well as information management. Capacity building activities were also recommended to improve the working conditions and efficiency of resource utilization. The working procedures, processes, methods and means as well as planning standards were also considered together with collaborative strategies and linkages with different institutions and stakeholders. The weredas and the kebeles were also granted the absolute responsibility for all types of planning activities including priority setting, allocation of budgets, coordination and other related tasks.

Current planning at kebele level is the responsibility of inspection and supervision committee, kebele government sector offices, various committees (PTC, health and others) CRCs, the kebele manager, the kebele cabinet and the council. At this level, two types of plans are prepared. Household package program, which starts with the compilation of household plans by the kebele development groups and submitted to the sub kebele level zonal committees. Within

these zonal committees, the extension units are responsible for the compilation of the household package plans submitted by the development groups and appraise the plan before submitting to the kebele manager or the cabinet. The kebele cabinet further appraises this plan and finally compiled by the kebele manager. The second plan is the community plan, which includes construction, expansion and rehabilitation of new infrastructure such as water supply point, school, health posts and access roads. The kebele inspection and supervision committee or the kebele development committee initiates the plan. This plan is prepared with community participation, discussion and appraisals. The general community meeting in most places identify list of the typology of the problems and prioritize to develop prototype project proposal. However, in some weredas and kebeles community participation is inadequate and most of the time the plan is prepared by the development committee and the kebele manager. This plan also submitted to the cabinet for further refinement and appraisal and finally the household package plans and the community plan are organized by the kebele manager and submitted to the kebele council. The approval of the kebele council will be the end of the kebele planning process and finally submitted to the wereda administration, the council, WofED and other relevant institutions. Eventhough, the planning procedure is in line with the BPR recommendation, the stated assignment of the kebele plan and data worker was not effective and also there was no virtual committees in all kebeles incorporated in this study.

At wereda level, the WOFED is responsible for the overall coordination of planning activities. The planning process starts between February and March with dissemination of planning formats, schedules, priorities, and major development goals to the wereda sector offices by WOFED. **Following this step the WOFED collect data to prepare draft budget allocation criteria and preliminary budget ceilings for the weredas.** However due to inadequate fund and significant digression of the expected and available budget, preparation of preliminary budget ceiling was inadequate in the majority of the weredas. The sector offices prepare their annual and medium term plan based on last year performances, the budget ceiling, development needs and capacities. The WOFED finally compiles the reports, check for consistencies and compliance with development targets and priorities as well as preliminary budget ceilings. This exercise is important for the final budget allocation with the arrival of the block grant from the regional government and reliable estimation of wereda revenue. With the arrival of the regional block grant in August and September WOFED re-establishes the final budget ceilings based on the priorities, last year performances, the type of proposals and programs and other subjective criteria and finally request the wereda sector offices to adjust their physical plan and budget in accordance with the final budget ceilings. The sector offices in turn prepare their final budget plans and submit to the WOFED. With similar recalculations, adjustment and appraisal the WOFED finalizes the draft wereda plan and submit to the wereda cabinet for discussion and comments. Finally, the document submitted to the Wereda council for approval. Once the plan is approved the WOFED prepares directives, fill the wereda budget in various forms, draft regulations and finally promulgate the annual budget by the council. The implementation responsibility is that of the sector offices (budget owners). Budgeting procedure also follows similar steps at wereda level eventhough budget planning could extend to September and sometimes to October.

Monitoring and evaluation is also the responsibility of WOFED at wereda level and inspection and supervision committees at kebele level. At wereda level, the Monitoring and evaluation team is organized under the general team of planning, monitoring and evaluation with three staff members. In the majority of the WOFED, however this staff is inadequate. At kebele level, monitoring and evaluation activities are mandated to the inspection and supervision committee organized from nine members of women and youth associations and the kebele council. This committee is organized by the wereda administration to oversee the overall development

activities in the kebeles. The committee, in the majority of the kebeles, arranges the general meeting to deliberate on the weekly performances in the kebeles with the kebele sector offices and the kebele committees established for various purposes. Each sector office in the kebele also prepares a fortnight reports and submit to the kebele council. Monthly, quarter, bi-annual and annual reports are prepared and submitted to the wereda administration, the council, the WOFED, the capacity building offices, line sector offices and others.

Similarly, at wereda level, the WOFED arranges a quarterly field visit for onsite monitoring together with relevant staff of the sector offices eventhough such field arrangement most of the time was not effective due to shortage of transport facilities and budget. The sector offices compile monthly reports from the kebeles and submit to WOFED. The reports compiled and submitted to the wereda administration and the council. Regular quarter, bi-annual and annual reports are also prepared by all budget owners and submitted to WOFED. These reports usually substantiated by the field reports, observations and meetings of the wereda cabinet and the council on quarter basis to discuss on the major social and economic issues taking place in the weredas. Similarly, the final reports are prepared and submitted to ZOFED. Following similar procedure, ZOFED offices compile, prepare and submit to the zonal cabinet and BOFED. Eventhough, most of the kebeles and weredas struggle to submit their reports on schedule most of them fall behind the recommended schedule due to shortage of budget, technical staff, transport and communication facilities.

The information management at the three sub regional level is in general weak and in sector offices none existent. Kebeles collect and compile their data not to comply with the recommendation of BOFED, but for their own consumption. At wereda sector level, information management has no institutional behavior at all except in few sectors such as education. In almost all sector offices, there is no organizational consideration for information management, monitoring and evaluation. WOFED has also inadequate manpower, computers and data compilation and processing technologies and facilities. Kebeles collect data annually for planning. **At this level the kebele manager, the development groups and technicians of the sector offices are responsible for the collection of relevant data. The kebele manager on the other hand compiles and store all kebele related data and provide them whenever necessary.** At the wereda level WOFED annually collects the data from sector offices, kebeles and other relevant organs particularly data relevant for establishing budget allocation criteria and for BOFED. Production of statistical abstracts and profiles is the mandate of WOFED. Where there is capacity, WOFED annually collect data prepare statistical abstracts and profiles and submit to the ZOFED who have better capacities for management and dissemination of information outputs. ZOFED, compiles statistical abstracts, profiles, and finally submit to BOFED. However, most of the WOFEDs have inadequate skilled manpower, computers and other information management facilities. Budget is critical even to produce the routine progress reports, none of them has vehicles and adequate motor bikes, the linkage and support from data sources is inadequate and discouraging. The sector offices have no information management workers. Most of them have shortage of transport facilities, computers, communication services, skill and experience and support from either WOFED or their line zonal and regional institutions.

The linkages and technical support between different institutions within the wereda is also not encouraging. WOFED has linkages, in most weredas with sector offices, mostly during planning, budgeting, and quarter reports. Field level and technical online supports are inadequate. Kebeles have inadequate technical support from both WOFED and other line offices. Training in the last three years is limited and WOFED could not develop training capacity at all. Sector offices and WOFED has inadequate connection with their line bureaus

and zonal offices. Training is inadequate and technical and logistic support is not in place. Almost all zonal institutions have inadequate capacity to support the kebele institutions and the weredas. Monitoring and evaluation is limited and capacities to enhance implementation capacities are either limited to zones or the bureaus. Budget limitation is the leading cause for the inefficiencies, low capacities, constraint to staff the vacant positions with skilled and trained manpower and to access various logistics necessary for the routine functioning of the offices. A number of health institutions, schools and government offices have inadequate skilled manpower and function below expectations. Regular training, technical support and incentive schemes are not in place to motivate and retain the existing staff. As a result, almost all wereda government offices not only constrained by shortage of skilled manpower but also from frequent staff turnover.

The powers and responsibilities vested in wereda institutions are huge and inconsistent with the proportion and volume of resource flow to weredas. Sectors such as agriculture and rural development, water resources, health, education and rural roads are capital-intensive in need of adequate, trained, motivated and skilled manpower, substantial budget, rigorous monitoring and supervision and technical support. Collaborative working relations and linkages between various hierarchies of government institutions and stakeholders are necessary to reduce critical capacity limitations, to improve participation and collaborative action in development activities. Capacity building activities are costly and for most of the weredas, it is beyond their capacity. Special programs should be arranged for meaningful and tangible capacity building of the kebeles and the weredas. Transport and communications, office spaces and furniture, computers and other facilities should be available to weredas. Regular practical training and technical support, to improve and enhance the capacity of the wereda institutions should also be considered as a package of capacity building to improve efficiencies and staff qualities.

1. INTRODUCTION

The Oromia Bureau of Finance and Economic development was established in 1994 from the merger of the former planning and economic development and finance bureaus. The merging of the two former institutions heralded the unification of the budgeting and planning functions. Within this brief period of its transformation, the institution has made some progress in the development of the overall planning methodologies, improving both horizontal and vertical linkages with sector offices from the regional to wereda level, building the database of the region (human and physical resources), and ensuring more or less dependable and consistent planning systems. After the changing of its name and the deepening of the decentralization in to weredas and kebeles (by the regional government), the level of planning also stretched from the previous zonal level into weredas and recently to kebele entities. In this brief journey, the capacity of planning institution in guiding socio-economic development through multifaceted and participatory planning, targeting and guiding strategic goals though encouraging it is not to expectations to address the challenges of ever-growing political, economic and social factors.

Cognizant with such complexities, and the need for more comprehensive and integrated sectoral development planning in the region, as well as effective capacity to address these issues the Oromia BoFED, designed a project "Strengthening Multi-sectoral Development Planning in Oromia Regional State" in 2008. The proposal was submitted to the Japan International Cooperation Agency for financing the capacity-building project (BoFED, 2008a). Following the submission of the proposal, the JICA requested for further refinement of the proposal based on the actual conditions of the planning procedures, methods, human and material resources and the major problems currently facing the institution. This study is also a continuation of the previous study "An Assessment of Capacities at regional level" which was completed and submitted to the client. The current study though similar in nature, focuses on zonal, wereda and kebele level planning institutions as well as sectoral government organizations. The study, unlike the previous one, depends on facts from the field level observation, interviews and data collection from various stakeholders, staff of the planning institutions, community representatives and kebele managers.

The report has nine chapters. Following this introduction, chapter two is an objective of the paper, chapter three to four assessment methods and a short background of the region. Chapter five, briefly explores the structural organization of the planning system and process, methods, levels of development planning, budgeting, information management and monitoring and evaluation function of the institutions with review of the documents, data collected at field level and the focus group discussion made at the zonal, wereda and kebele levels. This chapter also describes the expectations and the actual gaps in development planning, budgeting, information management, monitoring, and evaluation as stated in the government documents, and recently in guidelines of business process reengineering. Chapter six, explores the current capacities of the planning structure at regional level in terms of availability of manpower, logistics and facilities. Chapter seven, briefly explores, NGOs coordination activities in the weredas and the Bureau, and capacity building programs. Chapter eight, is a list of some basic strategies to strengthen the multi-sectoral planning in the region which is also a recommendation for improving the current planning exercise from the kebele to the region. Finally, chapter nine concludes the report.

2. OBJECTIVE OF THE STUDY

The overall goal of this study is to identify the critical gaps and constraints the planning institutions in Oromia region are facing in the core areas of planning system including development planning, budgeting, monitoring and evaluation and information management. The findings and outputs of the study believed to indicate critical human, material, and strategic gaps at regional, zonal, wereda and kebele level.

The specific objectives on the other hand are the following

1. To identify and clearly document the role and responsibilities of the planning and financing institution at the four levels of jurisdiction
2. To clarify the participation and involvement of different stakeholders in the planning processes
3. To identify the linkages and collaboration of different organizations at different level in the planning process,
4. To explore the capacities and limitations of these institutions and
5. The degree of information management currently being exercised at regional, zonal, wereda and kebele level.

In addition to the core and specific objectives indicated above this study will further details the current practices of development planning substantiated by qualitative information. Furthermore, the study tries to explore some of the basic gaps in the four functions of planning and put in a nutshell some recommendations and strategies necessary to improve the regional and multi sectoral development planning system in the region.

3. ASSESSMENT METHOD

The objective of this study is to explore the current planning system with major emphasis on the wereda, kebele and zonal level and to identify the major gaps. The goal is to provide adequate information for the proposed capacity building project. The major emphasis is on the four planning functions such as development planning, budgeting, monitoring and evaluation and information management. To identify the major gaps and explore the current planning, budgeting, information management, monitoring and evaluation systems at all jurisdictions the document review, secondary data collection and qualitative information gathering methods are extensively used.

The document review includes both published and unpublished documents prepared by various institutions particularly the MoFED, BoFED of Oromia, documents from sector Bureaus and institutions, published documents from Academic institutions, journals and books on regional development planning, decentralization and capacity building, local economic growth, fiscal decentralization and participatory development approaches. The documents include annual and medium term development plans (wereda, regional and federal), manuals (monitoring and evaluation, budget allocation), annual progress reports and midterm reviews, strategic plan documents, journals, books, studies on business process reengineering, and proposal on capacity building. An extensive secondary data was also collected at wereda level, which includes budget allocated between 1999-2001 by sources and budget owners, manpower resources of all weredas, wereda level profiles, statistical abstracts and annual budget allocations.

The qualitative information is also collected by using the semi structured questionnaires on the four function of planning. Two separate semi-structured and detailed questionnaires are prepared. The thematic focus group discussion semi structured questionnaire focusing on collection of information from the WOFED and ZOFED technical experts and heads. The detail kebele level questionnaire is also used to collect information on the current status of planning, budgeting, information management, monitoring and evaluation in the kebele with broad coverage of a number of issues. These questionnaires, in addition to covering major issues on the four core functions of planning, it also includes specific information such as type of planning, methods, procedures and processes, main stakeholders, horizontal and vertical linkages, capacity building and human resources, major gaps and recommendations for each specific function of planning. These data collection instruments were filled out by teams of consultants with detail discussion with relevant experts assigned for each functions in the WOFED and ZOFED. Similarly, proto-type questionnaires are filled out with discussion with kebele managers, administrators, the ISC members, the kebele level technical staff of government organizations, and other relevant individuals and institutions. This information was used for the analysis of the kebele level planning exercise currently active in the sub wereda level.

To diversify the findings of this study and to explore in detail current planning exercises at wereda, kebele and zonal levels 13 weredas namely, Gedeb Asasa, Shashamane, Arsi Negelle (West Arsi zone), Adami Tullu Jido Kombolcha, Lume and Fentale (from East Shew zone), Habro and Tullo (West Hararge zone), Sibru Sire, Guto Gida, Jima Arjo (east Wellega zone), kersa and Goma weredas (Jima zone) were selected as a sample for detail investigation of the subject of the study. Furthermore, from each wereda two kebeles were selected to study the planning system at kebele level and to identify major gaps. In addition, all the five zones are contacted and detail discussion was made on the major issues of planning and current capacities.

Besides, rigorous data collection and discussion with the planning institutions at zonal, wereda and kebele levels similar qualitative information gathering was conducted with relevant staff (PME experts, heads and others) of the four major pro-poor sectors (agriculture and rural development, water resources, health and education offices) on the current modalities, processes, procedures and capacities at the three levels.

The samples of weredas were selected with a common understanding and consensus of the client. Attempts were made to diversify the number of weredas based on typical livelihoods eventhough the outcome of the study is almost similar for all weredas. The kebeles were selected by the WOFED based on their common knowledge of the weaknesses and strength of the kebele level institutions.

This study was conducted by two teams of consultants with different academic background and professional experience between 17 September and October 7, 2009. The first team gathered data and information from the sample of the weredas in West Oromia and the second team from the eastern sample weredas of the region. The data was finally compiled, analyzed and report prepared by the associate consultant. This report is comprehensive and believed to incorporate a number of issues of planning, monitoring and evaluation, budgeting and information management. The study is also the continuation of the previous study conducted to identify the planning capacity at regional level.

4. BRIEF BACKGROUND TO OROMIA REGION

Oromia is a home of the Oromo people and with diverse agro-ecological zones stretching from the western to the eastern as well as the southern international border of Ethiopia with an area of about 363.1 square kilometer (34.3% of Ethiopia). The region has 587 kms of international borderline with Kenya and Sudan and internal boundaries of 5100 kms with Amhara, Benishangul-Gumuz, Gambela, SNNPR, Addis Ababa, Afar and Somale Regional States. The region was established by the Ethiopian constitution of 1992 and currently has 17 zones, 301 weredas/townships and over 6650 rural and urban kebeles. The highest political decision making and administrative organ is the Oromia regional state decentralized into kebeles, weredas and zones with different level of power delegations and responsibilities (BoFED, 2008a).

The region has diverse agro-ecological zones with diverse development potential and constraints ranging from the arid lowlands of altitude below 500 masl to the extreme cool highlands of altitudes above 4000 meters above sea level. Consistent with diverse agro-ecological zones, the region has extremely variable climatic conditions and relief configuration. Almost 84 percent of the region is undulating and rolling plateau, a potential area of both pastoralism and sedentary farming population specialized in traditional subsistent livestock and crop production. The semi arid lowlands below the altitude of less than 1000 masl accounted for about 15 percent dominated by nomadic pastoral livelihood system with very few sedentary farming population and urban settlers. The diversity of the agro-climatic zone, not only poses various potentials and constraints but also a leading factor for population growth and patterns of settlement. The highlands are characterized by concentrated settlements and high population density while the lowlands are areas of sparse population and scattered settlements.

The population of the region is growing fast with an average growth of about 2.5 percent per annum and in 2007, the region hosted more than 27.2 million populations (CSA, 2007). Over 85 percent of the population lives in rural areas, and about 49.8 percent are economically inactive population. For almost 90 percent of the population agriculture (crop farming and livestock production) is the dominant livelihood system. The typical defining characteristics of the sector is that low and variable productivity and production, traditional mode of farming system, and dependence on rainfall. Some industrial and manufacturing establishments are booming in recent years in limited urban areas but the sector, including the service sector, accounted only for one third of the regional gross domestic product (BOFED, 2008b). Food insecurity, poverty and destitution is significant both in urban and rural areas.

Access to basic services such as water supply and sanitation, education, primary health care services, road and transport facilities though improving in recent years, they are inadequate and in most areas inefficient. In 2006, only 56 percent of the population has access to safe drinking water, less than 20 percent to one or more forms of sanitation. Over 20 percent of first cycle primary and almost two third of second cycle primary school age population has no access to primary education with substantial variations among weredas. Primary health care services such as family planning, control of communicable diseases, access to physical health facilities are not only limited but also services are geographically skewed and inefficient (BoFED, 2007). Epidemics and other forms of morbidities, child and maternal mortality rates are still high with the highest prevalence in the remote, inaccessible lowland areas. The road density is only 40 cms per capita, and the largest proportion of the land surface of the region lacks adequate road links and transport facilities.

In general, the region is not only an area of relative potential, but also an area with the highest incidence of poverty, food insecurity, acute and chronic malnutrition, progressive and serious environmental degradation, high population growth, child and maternal mortality and incidence of diseases.

Cognizant with these development constraints, the regional government adopted planned and sustainable development approach to reduce poverty and improve the wellbeing of the population, which led to the creation of Finance and Economic Development Bureau, among other various institutions forming the regional state of Oromia.

A number of government institutions were also organized at all levels with different powers of decision-making, duties and responsibilities. The decentralization of the 2003 also paved the way for the proliferation of a number of institutions at wereda and kebele level. Weredas were delegated the expenditure and revenue assignment and the power of development planning. The institutions developed to strengthen the decentralization process at wereda and kebele level are also mandated for the planned development interventions to improve livelihoods, and ensure sustainable and rapid economic development. Massive capacity building activities have also been undertaken to strengthen the implementation capacity of the institutions. Yet, the shortage of budget and skilled human resources are still lingering the development pace and the decentralization motives of the regional and federal government. The effective utilization of scarce resources to achieve the long-term sustainable development objective is possible only through rational planning and resource allocation. To this end, the BOFED and its sub structures at the sub regional level are mandated to rational economic planning and rationing the available financial resources among numerous government institutions, weredas and town local governments. The effectiveness of the decentralized planning system adopted since the early 2003 is the subject of this report.

5. SITUATION ANALYSIS OF PLANNING, BUDGETING, MONITORING AND EVALUATION AND INFORMATION MANAGEMENT

Though decentralization has many facets of political, economic, social and cultural advantages, it has also many drawbacks, which need critical consideration particularly when one deals with economic progress and development. Decentralization, on the one hand, is growth promoting in addressing the basic socio-economic needs, priorities and rational resource allocation, and on the other decentralization entails democratic governance, development institutions, adequate vertical and horizontal linkages and too many actors and stakeholders to address equity which leads to allocation of resources to the marginal, less productive and unviable spatial areas and programmes. This debate also refers not only to inter-regional deviations in endowments and constraints, but also for sub regional entities such as weredas and kebeles. The critical challenge for regional and multi-sectoral planning at sub national and regional level is to harmonize the growth and equity side of development often laden with political motives and endless demands arising from the grassroots level (Guimaraes, 1998, Wen, 1996). The variations between regions and sub regional entities also need a scrutiny of programmes and projects, policies and strategies. The potential and constraints of development level in each region or sub regional entities often vary considerably. Sub regional or sub national entities vary in access to infrastructure, agricultural and industrial development, income and employment pattern, resources potentials and constraints. Undeveloped regions or sub regional entities need full intervention of the regional or the federal government to create opportunities for investment, growth and infrastructure expansion. Underdeveloped areas though relatively better they also need priority than the relatively developed spatial entities. The depressed regions or sub regional entities need further revitalization and injection to promote development.

These development gaps and variations cannot be improved without sound development planning (whether regional, multi-sectoral, comprehensive bottom up/top down, centralized, or location planning systems). Such variations further exacerbated when economic openness is the major policy, resource limitations are critical and dependence on private investment are critical factor for regional or national development. Openness leads to concentration of economic activities in few places, resource limitations compel the government to focus on strategic areas at the expense of marginal areas, and private sector investment will concentrate on very few viable projects and programmes often located in areas endowed with infrastructure, low wage, skilled manpower and markets (Kukliniski, 1975). In most of the developing world like Ethiopia such deviations and constraints lead to scouring for local resources which lead to local economic development and further decentralization of powers to grassroots level. Current decentralization of powers and planning functions to wereda level is part of this endeavor to improve community participation, expand revenue base, to empower the community and to ensure sustainable development. Furthermore, where private investment plays a major role in the overall economic development and when these investments concentrated in few areas the overall development of a region or sub regional entities will lead to polarization and dual economic growth. Development planning apart from reducing such externalities, also contributes to the development of the disadvantaged and marginal areas, whose wellbeing will not be improved whatever policies, and strategies for market and private oriented development are in place. Some areas are vulnerable to various shocks for example food insecurity, chronic poverty, resource degradations, insecurity and always under volatile political and natural situations, which threaten the life of millions of people. There are also a number of areas with different potentialities which deserve special consideration to enhance overall socio-economic development. Such issues could not be addressed with equity consideration only, without taking into account the inherent potentials and constraints within all spatial entities that forms the

national or regional states. Budget allocation (based on similar criteria for all) does not bring the desired level of growth or equity and promote sustainable utilization of available resources.

5.1. Development Planning¹

The purpose of planning at sub regional level is to identify the needs of the community, mobilize the local resources and expertise and empower the community to manage their development desires, which also lead to sustainable development, equitable utilization and management of resources and finally improve the wellbeing of the community. While local level planning paves way for cost effective and time saving endeavor on the one hand it is a tool for materializing effective economic, social and political empowerment of the population on the other. The effectiveness of the kebele level planning, however depends on the development of effective and free institutions with concrete motives and capacities, human, and capital resources and above all capacity and consensus building between the community and the institutions. The viability of local plan that can contribute to the overall community development and also to the regional and national economic development therefore depends on the degree of capacity built, institutions developed, and the level of enhancing community perceptions, participation, and consensus to achieve the common goal of development.

The community institutions that contribute to the development and empowerment of the community vary in number and purpose. After the decentralization of the political and decision making power to regions, weredas and kebeles successively since the early 1990s, a number of institutions have been created with different objectives and motives and some are voluntary and others involuntary, and also autonomous and semi-autonomous. Of those which contribute to the economic and social planning at community level, are the kebele council with equivalent status of regional or wereda council whose purpose is for administration, management, peace and security, as well as other social and economic development within the micro-environment or its jurisdiction. This institution leads the overall socio-economic planning and decision making at kebele level. The kebele cabinet is the state responsible for administration, management and development activities in the same jurisdiction. The two institutions are leading in the overall socio-economic life, development, resource management, peace and security and overall mobilization, promotion of participation and other socio-economic and socio-political system in the kebeles. Under this jurisdiction, there are a number of umbrella committees (some have a feature of community-based organizations, some for security and peace keeping and some economic development objectives). There are also a number of government institutions, which are also vertically accountable and answerable to the wereda similar institutions, and horizontally to the kebele council and the kebele cabinet. At this level, they serve as part of the political and administrative system of the kebele council and cabinet. These institutions, among others include the kebele level rural and agriculture development (often boils down to extension works), the health extension workers, teachers, and in few NGOs and cooperative organizations (service cooperatives). On the other hand, including the kebele council and cabinet, the gote (village), the development group leaders and committees form the political arm of the kebele political and administration systems. Thus, such formations, where there is a common goal and consensus, capacities and adequate linkages and collaboration create a conducive environment for local level socio-economic development planning, cooperation, participation and progressive empowerment of the communities to exercise their right to equitable and sustainable development. It is however, difficult to assume such conducive environment has been harnessed to achieve the desired goal of development. Most of the institutions lack skilled manpower, capacity, skills and experience, adequate and meaningful development fund,

¹ *Development Planning = local economic development plan = multi-sectoral plan*

collaborative working procedures and other enabling packages. Where there are attempts to establish and exercise the full system of development at local level, poverty, climatic variability, and destitutions cripple every effort.

5.1.1. Levels and Methods

At sub regional level, planning is undertaken at zonal (channeling), wereda and kebele level. The kebele level planning is the responsibility of the virtual committees established from various groups of the community and government institutions active in the kebeles. **Even though there is expectation of the assignment of the planning and data worker by BOFED, the wereda administration has already deployed kebele managers responsible for the overall planning, data collection, coordination, monitoring and evaluation of activities in late 1999 EC. The BoFED or sub regional planning institutions have no structure responsible for duties stated in the BRP. It was also proposed that the virtual committee will be organized from agricultural extension workers, teachers and health extension workers, kebele development committee representatives, youth and women's association representatives, and the kebele administration coordinated by the kebele manager. The kebele manager will be answerable to the WOFED.**

The wereda level planning is the responsibility of the WoFED and the wereda sector offices. The WoFED is the technical arm in the wereda in matters concerned with data and development planning. The WoFED has two technical teams for planning, monitoring and evaluation and information management with a total of nine technical staff. Similarly, the sector offices have planning and programming units for over all planning, monitoring and evaluation as well as data gathering and analysis. The number of technical and semi-professional staff varies from two to nine depending on the scale of the office, programs and projects. The linkage between the wereda Finance and Economic Development Office and sector offices is technical (preparation and submission of plans and technical support). Eventhough these are recommendations of BoFED a number of wereda and zonal sector offices have no or inadequate manpower for these function.

The wereda Finance and Economic Development Office is responsible for the overall wereda level planning with the following mandates and responsibilities:

1. Preparation of annual and medium term development plans of the wereda,
2. Conduct study on development and population issues;
3. Strengthen implementation capacities of wereda institutions (training, technical support, etc)
4. Administration of contingency budgets
5. Administration/management of wereda budget
6. Coordination, monitoring and evaluation of NGO activities
7. Data collection, organization, analysis and dissemination (socio-economics, geographic information, etc)

The wereda Finance and Economic Development Office has two main responsibilities: development planning (physical and financial planning) and information management. Based on these responsibilities the wereda planning system, unlike that of BoFED, has a two unit structure. The planning, monitoring and evaluation unit (process) which is responsible for three functions of planning and staffed with seven professional and semi professional members with various combination of education background and experience. The function of planning and monitoring and evaluation are separated at regional level while at wereda level, they are unified single planning function. The second unit will be staffed with two professional and semi

professional workers responsible for information management (collection, organization, analysis, compilation, dissemination and storing).

The planning, monitoring and evaluation unit is core institution within the WOFED and charged with the overall planning, budgeting, monitoring and evaluation, coordination and capacity building in the wereda with respect to planning. This unit initiates, coordinates and prepares annual and medium term plans of the weredas. Due to its significant functions, it is linked with a number of stakeholders and planning actors. The prime stakeholder and horizontal links of the planning system at wereda level included almost all wereda sector offices, NGOs and CBOs (cooperative societies), multilateral and bilateral organization (where such programs are active), the wereda cabinet and the council (for plan approval and amendment) and other stakeholders. Vertically the planning team and the office are linked with the ZFEDO for technical support, transfer of information and documents to BOFED. Within the sector offices, depending on the scope and nature of the offices, the planning and programming sections were organized for monitoring and evaluation, planning and coordination, data collection and analysis. Their staff composition varies from one to two depending on the scope of their development programmes.

The zonal Finance and Economic Development Offices play a role of mediator and pipeline between WoFED and BoFED with no or little role in planning. Its major role is compiling wereda sector planning documents as well as information gathering, analysis, compilation, storing and dissemination. The planning at zonal level begins at similar time with that of the weredas.

Local development planning is important to achieve a multiple goal of economic, social, political and environmental development. Resources scarcities of the government lead to the abandonment of some important development needs at community level. Poverty and destitutions force the communities to adapt strategies that lead to cooperation without significant government support. Population growth, landlessness, and their cumulative impact lead to the search for participatory approaches.

5.1.2. Processes and Procedures

Kebele level development planning though not well structured and incorporated in the national and regional planning system, it was started in 2000 EC with the fiscal decentralization and decision-making power to the weredas.

Some structural transformations have been made to strengthen both local and regional development planning since the decentralizing of fiscal assignments to weredas. The kebeles are now grassroots development planning institutions in the region. The planning at this level is annual sectoral planning incorporating community micro projects financed by community contributions. Annual planning begins with identification and prioritization of needs, major problems, and estimation of necessary implementation budgets, and finally approval. Each planning year, the communities are supposed to conduct the general meeting organized by the kebele manager and the ISC, to discuss on major development needs and priorities dependent on government development targets and strategies. The kebele manager compile and submit the plan to the cabinet. Similarly, the kebele cabinet submits the kebele plan to the council for approval. Parallel to this planning system, sector offices at kebele level including agriculture and rural development, health, education and others prepare their plans and submit to the wereda level offices. Overall community development planning ends at kebele level except those, which needs the financial and technical support of the weredas.

The type of planning method is almost similar to that of the regional or wereda level planning which incorporate almost all sectors. The aggregation of the plans of all active sectors and that of the community needs form a comprehensive kebele level plan. This means that, like at the regional and wereda level, kebele level planning is sectoral planning, which only varies from the latter in the level, degree and scope of the plans and methods of implementation. In terms of time horizon, kebele level, planning includes only annual plans consistent with the regional and wereda development planning exercises. These plans based on the principles and practices as well as procedures and processes of the regional planning system dictated by annual and medium term planning development targets, strategies and priorities. The effect of financing community plans through community contribution, at kebele level, has also significant impact on not only planning but also its degree of implementation and participation in the overall planning cycles. Refer to table below.

The kebele level planning incorporated at least four stages. The first stage is preparation stage, which includes collection of data, consensus building and briefing on current plans, orientation on current plan indicators, strategies, and priorities. This inspection and supervision committee supposed to work together with the kebele manager until the completion of the planning processes. The kebele manager after receiving the planning and need assessment formats will disseminate to the sector offices in the kebeles. The sector offices, though members of the virtual line offices at wereda level. The second step is the plan diagnosis stage, which aims at data collecting, organizing community meetings and forums, discussion with relevant stakeholders. This stage is critical for participatory planning because of its significant role in reconciling different conflicting interests, setting priorities and focusing on fundamental socio-economic problems, mobilizing resources, promoting participation, and ensuring collective actions. The lack of such collaborative action leads to the failure of many community projects either due to low level of contributions or participation in the overall planning cycles. The third step is the planning stage, which aims at actual planning based on the data, and information collected, sensitization and general meeting with the community. This stage is fundamental step in long, medium and short-term socio-economic plans. The step also includes preparing, organizing and submitting the plan to the kebele cabinet and council. The main actors in the planning process in this step are the inspection and supervision committees and the **kebele manager (planning and data worker)**² in total nine members at kebele level. The virtual committee is supposed to be established from teachers, health extension workers, agricultural extension workers, and other government organizations active in the kebele, members of the kebele development committee, and representatives of youth and women's association. The kebele manager is the staff of the wereda administration stationed in the kebele and responsible for the overall data collection, planning, coordination, monitoring and evaluation of plan implementation and a chairman of the virtual planning committee. The plan will be organized and linked with budget and submitted to the kebele cabinet/administration for approval. This approved plan budget is further submitted to the kebele council who is responsible for plan amendment. This final kebele socio-economic plan (annual plan) is forwarded to the wereda Finance and Economic Development Office for inclusion in the overall wereda level annual and medium term plan. The WoFED has also a mandate to fully approve, readjust and comment the plan for further considerations. However, most of the kebele level plans, once amended and approved will not be revised. For most of the weredas, the main reason is that almost all the financial needs of the annual plans should be mobilized by the kebeles.

The fourth step of the planning cycle is execution, which includes mobilizing financial and human resources, developing action plans and actual implementation. In many countries, the

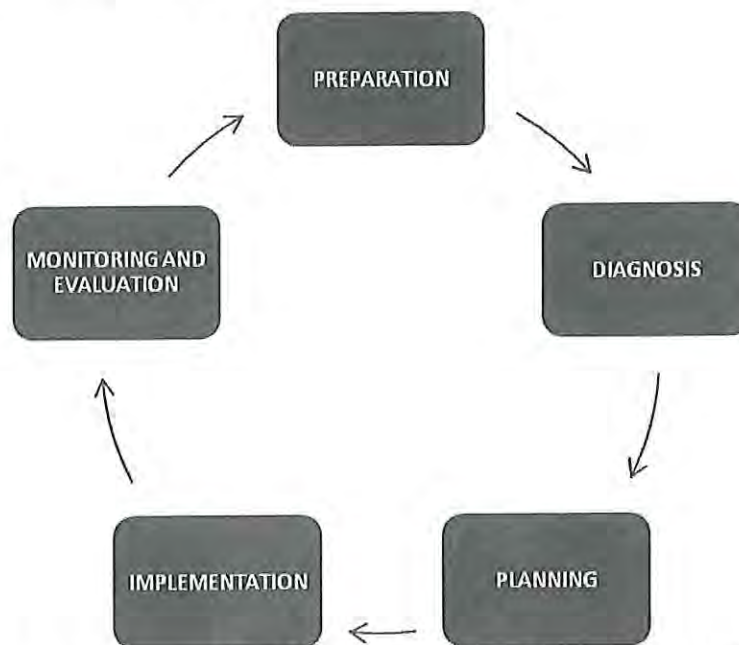
² Kebele manager is the same as planning and data worker.

execution of the implementation of plan is the responsibility of project implementation committee trained and well acquainted with the process, procedures and supervision of projects and programs planned for the year or for the medium term period. In the case of the region, however the responsibility of implementation of plans rested on the kebele management committee, the kebele cabinet/administration and the kebele council. The major problem in both the third and the fourth step is still weak capacities, skills and experience, weak participation and significant resource gap as well as weak coordination and lack of additional resources as either a grant or regular government budget allocation. Where the community contribution and participation is strong and improving from year to year, in most such areas, government complementary budget is lacking to materialize major investment projects in the kebeles or villages.

The implementation stage will also be reinforced by technical support from the wereda Finance and Economic Development Office, administration and sector offices. This technical support includes training, regular supervision and monitoring, joint technical and management meetings, and in some financial supports particularly for village manager who often have no annual budget for running his office or undertake data collection, monitoring and evaluation, coordination tasks. The overall review of the technical support, as indicated in the next chapter, is weak because the overall planning structure at sub regional level are not capacitated to undertake efficient and effective technical and material support to the next lower levels.

The last stage of the planning cycle at kebele level is monitoring and evaluation. The responsibility of monitoring and evaluation at kebele level is mainly that of the kebele manager and workers of the government sector offices active in this jurisdiction.

Figure 1: The Planning Cycle at Kebele Level



While the overall kebele planning exercise assumes the above modalities, the actual planning procedure in the kebeles and its structure is different from what is stated in the BPR document. Two types of plans are prepared by the kebeles. The first plan is household program packages (such as agricultural extension, preventive health care, etc). The development groups (committee of 25-30 households) organize and submit this plan to zonal committee (a group of

10 and more development group). Within the zonal committee, the extension units are established for appraisal of the plans. The revision and submission of the plan by units of extension will conclude the sub kebele level household package planning cycle. The kebele manager (in the cabinet) compiles the plan document and submits to the council for approval. In addition to development groups, committees such as PTC, health committees and others involve in the planning exercise together with the staff of government organizations in the kebeles. The second plan is programs that involve and benefit the majority of the communities such as water supply, additional classrooms, construction and maintenance of health posts, access roads etc. In this case, the kebele committee is responsible for initiating the plans. Need identification, prioritization, and formulation of development projects are accomplished with the community general meeting facilitated by the inspection and supervision committee in some kebeles and the kebele cabinet in others. It is revised by the ISCs and the cabinet and general consensus will be reached on the timetable, resources and responsibilities. Finally, the community plan will be approved by the kebele council and submitted to the wereda council and in some weredas to WOFED.

In general, there is no kebele virtual committee in almost weredas observed in this study. The Inspection and supervision committee with nine members organized from the youth and women's association and the kebele council is responsible for coordination of planning activities as well as monitoring and evaluation.

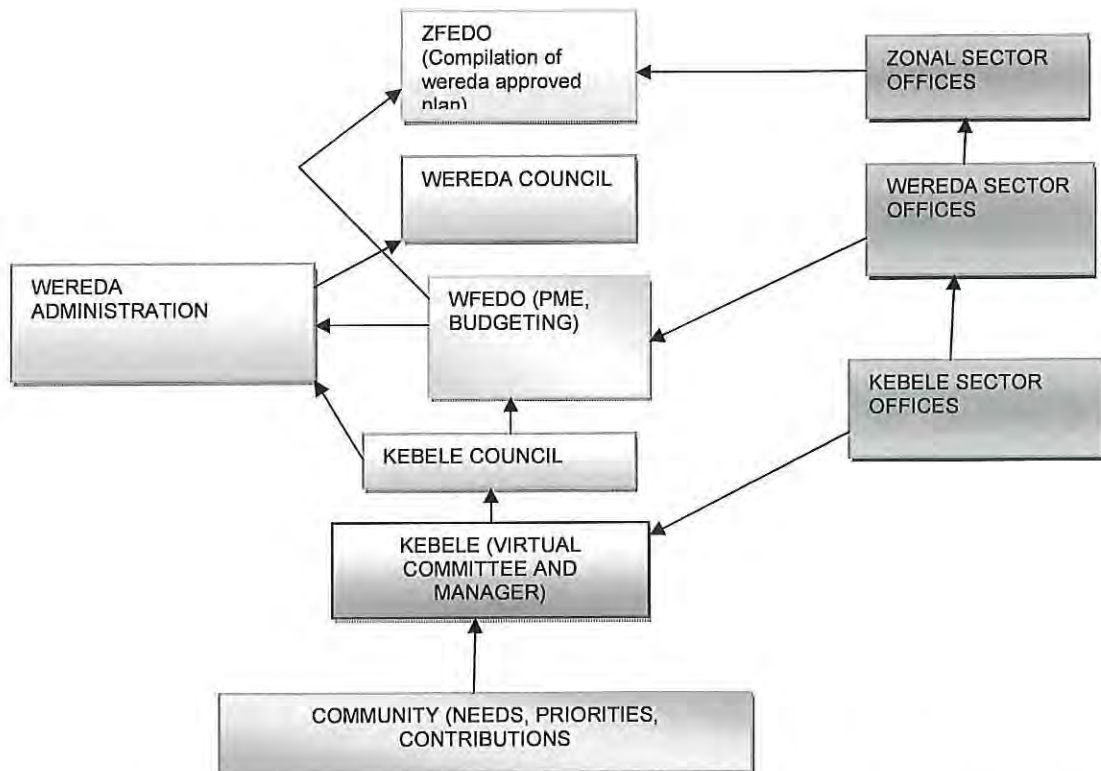
At wereda level, the planning system is almost similar to that of the kebeles. At this level, two types of plans are prepared. The annual comprehensive sectoral plan which incorporates the sector plans and area based plans (kebele plans). The medium term plan or strategic plan, which is similar in nature with the annual, or short-term plans except in its degree of details. The medium term plan is an aggregate of five years development targets, priorities and major activities supported by regional development strategies, which often designed or formulated by the regional Finance and Economic Development Bureau. Like in kebeles, planning information flows in two directions to the wereda Finance and Economic Development Office. The wereda sectoral plans which are prepared by the wereda sector offices (agriculture and rural development, health, education, water supply and irrigation, and others) and the kebele plans (which is also sectoral in nature but with some community participation). The annual plans from both channels is prepared in the 10 month of the fiscal calendar and submitted to the WoFED for appraisal, refinement and compilation. The wereda sectoral plans are aggregates of annual plan targets based on pre-defined priorities, strategies and expected financial resources available to the wereda in the year. Estimated budget ceiling earmarked and forwarded to each sector offices (based on the scope of the program, human resources, and other considerations). In some weredas, the expected budget ceiling is calculated only by multiplying last year budget with some percentages. In other weredas, there is no such benchmark ceiling at all.

The planning exercise at wereda level begins with preparation of data collection and need assessment formats, socio economic data gathering and analysis, review of previous year plan implementation reports (as base for next year planning), identification and approval of development targets and strategies and call for planning. This stage covers the period between the second week of August and February. This period is a preliminary physical planning exercise followed by estimation of budget by the WoFED. The preparation stage also includes estimation of available budgets (internal revenue, regional grants, contributions and others), collecting data for developing budget allocation criteria, apportioning budget along sectors and approval of the estimated budget and budget ceilings. This covers the period between December 15 and March 30. The sectoral offices are expected to prepare their plans consistent with the budget ceiling and within the scheduled time framework. The actual planning (the

second stage of planning starts with appraisal of sector plans in the third week of March. However, the plan at this stage is based on estimated budget, as regional grants are not announced to the weredas at this time. As a result, the plan in this period is only for estimation and need appraisal. The real budget to the wereda will be clearly identified by July and re-submission of improved plans will be made based on the actual budget ceiling and allocation criteria. The first draft annual plan will be completed by the first week of August. The final planning stage will extend to the second week of October and includes tasks such as approval of the plan by the council, improving the draft report, announcing the final plan and budget of the wereda, preparation and dissemination of the wereda plan documents. The finalization and dissemination of the document, will further substantiated by preparation and submission of detail action plans. The final stage, implementation of the plan, is the mandate of budget owners or sector institutions.

The medium term planning process and procedure is almost similar to annual planning. Up to the end of the 2009, the weredas prepared one medium term plan (1998-2002 EFY). The medium term planning schedule as set by the BPR of the BoFED extends from September (preparation of data collection formats) to the second week of July (dissemination of the draft medium term plans). The main actors in planning in this period are the wereda finance and economic development offices, sector offices, kebele committees, the wereda council and the cabinet.

Figure 2: Wereda Planning Structure and Functions



The effectiveness and efficiency of planning exercise at wereda level is the outcome of the available expertise, skills and experience as well as the degree of participation of various stakeholders and actors, ability to plan and mobilize resources (revenue) and expanding

revenue bases, and above all the amount of fund allocated to weredas each year by the regional government.

The wereda level human resources are inadequate in both the planning institutions and programming sections of the sector offices. The total manpower required at wereda level (only professional staff) for PME is about six. The available staff in weredas is however on average half of the stated number. The remote and new weredas suffer more from inadequate skilled manpower. Eventhough the composition of technical staff is more or less satisfactory the majority are staff with irrelevant educational qualification and professional background. The overlapping tasks and workloads, the possibility of working in too many committees and difficulty in assuming responsibilities, lack of access to modern information management facilities, lack of operating budget, inadequate training and technical, weak collaboration between the wereda Finance and Economic Development Office and sector offices all handicapped the motivation, incentives and overall efficiency of the human resources.

The function of economic planning in the region not only limited to allocation but also suffer from critical shortage of financial resources and as a result any development plan at any given time and jurisdiction, depends on the amount of budget available from the federal government, regional and wereda revenues, external loans and grants. In the lower jurisdiction community participation plays significant role (almost all programmes at kebele level are financed by community participation) in financing programs and projects. The revenue base is still narrow due to the dominant role of low yielding traditional agriculture, vulnerabilities (in most areas) and stagnant growth of service and manufacturing sectors. However, community participation is improving over years in most areas and sometimes programs fails due to shortage of matching fund from the government. The regional government grants (which is also a grant of the federal government) eventhough increasing, its growth is marginal compared to the ever expanding wereda structure (both in number and type), the expanding demands for quality basic services, expanding infrastructure (in need of more budget for operation and management, the need for skilled manpower). As a result planning at any given time and place could not depend on the principle of improving utilization of potential resources and basic socio-economic problems that lead to sustainable local economic development and poverty reduction. Most of the projects at community and wereda levels are extension services (packages of agricultural production), and minor environmental rehabilitation activities, water supply, education and health services. All wereda institutions suffer from critical shortage of operating budget. A number of basic facilities (health, education, government offices) suffer from critical shortage skilled manpower. Attempting to fulfill current shortage of human resources will demand more of the annual budget available to the weredas. The planning system is also not participatory though the BPR documents stated the adoption of this planning system. The WoFED is compiling all sector plans while the sector offices prepare plans. The political and administrative organ approves the plan and leads the overall coordination between the planning and implementing institutions. Participation is during budget appraisal and approval each year. Wereda level plans are also not part of the overall regional plans. Wereda level information is required only for budget allocation purposes regardless of the number, type and quality of projects proposed and planned by the weredas.

Some programs are implemented at wereda level because they are simply the regional or federal government priorities but which on the other hand have little or no contribution to the local economic development. Programs must comply with the wereda potential and constraints, improve livelihoods and reduce poverty, develop and empower community social and human capital. Planning and financing such programs sucks almost over two-third of the total budget available to the wereda at the expense of other more viable and sound projects. The

development targets and priorities though a mandate of the weredas, BoFED and the regional government are prime leaders in manipulating and determining priorities and targets regardless of the need, capacities and potentials of the weredas. Plans at wereda level at any given circumstances are almost similar in content, scope, methods, processes and procedures with that of the kebeles and the region. Thus, there is no independence and self-reliance in planning and leading their development needs and aspirations as stated in the BPR document of BoFED.

At zonal level, both annual and medium-term plans are compiled consistent with the regional and wereda level planning procedures and processes. The planning process at the zonal level begins with dissemination of planning and need assessment formats to weredas and towns, gathering various socio-economic data relevant for planning, providing technical support in planning, compile wereda an sector office budgets and plans, entertain wereda supplementary budget requests and forward to the regional Finance and Economic Development Bureau. Since there is no council at zonal level, the compiled plan is approved by zonal cabinet. Therefore, the purpose of planning at zonal level is informational except those programs and projects above the capacity (technical and budgetary capacities) and in need of regional considerations. Like at wereda level, the ZoFED compiles both sector office plans and wereda level plans. The time framework for planning begins in the third week of August (dissemination of data collection formats) and ends in the second week of November (dissemination of plan documents to relevant organs). Therefore, the zonal finance and economic development has three mandates in economic planning.

1. Channeling information to lower levels and upwards to the region
2. Compiling planning, monitoring and evaluation documents and forwarding to the region, and
3. Technical support

The structure of planning at this level is also similar with that of the weredas with two technical teams. The planning, monitoring and evaluation team is responsible for the compilation of plan documents, channeling planning information, monitoring and evaluation of implementation of plans. The number of manpower in this team is about seven though there are critical gaps in some zones. The data gathering, analysis and dissemination are a two staff team responsible for overall data gathering, analysis and preparation of usable documents such as profiles, maps, statistical abstracts, etc. Like at wereda level the main stakeholders and actors of both medium term and annual plans are the ZoFED, zonal sector offices, zonal administration/cabinet, NGOs and others.

Table 1: Short and Medium Term Planning Procedures, Processes and Schedule at Zonal Level

No	LIST of Activities/procedures	Responsible body	Duration (EC)	Deadlines (days)
A	MEDIUM TERM PLAN (7 steps)			
1	Collect/improve basic data and community need assessment format	ZoFED/sectors	Until Aug 20	15
2	Disseminate basic data and community need assessment formats	ZoFED/sectors	Until Aug. 30	5
3	Collect, analyze, compile, forward and comment on basic and community needs assessment data	ZoFED/sectors	Until Oct 30	30
4	Collect and forward medium term plan prepared based on indicators of plan, strategy and development targets and population issues,	ZoFED/sectors	Until Feb 20	5
5	Give briefings on processes and plan preparation in accordance with the TOR	ZoFED/sectors	Until Feb 25	5
6	Follow up/ provide technical support for weredas and towns to prepare the medium term plan	ZoFED/sectors	Until Mar 20	Always
7	Compile and forward, medium term plan document prepared by the weredas and towns	ZoFED/sectors	May. 20	10
E	Annual planning and budgeting (8 steps)			
1	Collect and disseminate basic data and need identification formats	ZoFED/sectors	<i>Until Aug 5</i>	5
2	Collect, analyze, compile, forward and store basic data and community needs	ZoFED/sectors	<i>Until Oct 20</i>	20
3	Compile and forward, plans above the technical capacity of the weredas (those compiled and forwarded by weredas)	ZoFED/sectors	<i>Until Oct.20</i>	10
4	Use IBEX and compile announced budget by the weredas and forward to the bureau	ZoFED/sectors	<i>Until Oct.20</i>	20
5	Compile and forward compiled wereda and offices at zonal level to relevant organs	ZoFED/sectors	<i>Until Oct.15</i>	15
6	Prepare and disseminate projects of weredas and towns financed by capital budget and community participation	ZoFED/sectors	<i>Until Nov 15</i>	20
7	Compile and forward additional/supplementary budget requests from weredas and towns	ZoFED/sectors	<i>On request</i>	5
8	Technical support to weredas, towns and sectors	ZoFED/sectors	<i>always</i>	<i>always</i>

Source: BoFED, BPR document on planning, 2008 (translation)