

**ANNEX: IV-II**

**PART II**

**KEBELE LEVEL DEVELOPMENT PLANNING, BUDGET PLANNING, MONITORING AND EVALUATION, INFORMATION  
MANAGEMENT**

**PART II**  
**THEMATIC FOCUS GROUP AND KEY INFORMANT DISCUSSION**  
**KEBELE LEVEL**

No	Indicators	BUCHO	WAKENTRA BURKITU	AWASHO DHANKU	FAJI GOLE	A. TULLU	A. NEGELLE
	WEREDA	GEDEB ASSASSA	GEDEB ASSASSA	SHASHAMANE	SHASHAMANE	A. TULLU	A. NEGELLE
	KEBELE	BUCHO (3 KMS FROM ASSASSA TOWN)	WAKENTRA BURKITU (17 KM)	AWASHO DHANKU (ADJACENT)	FAJI GOLE	DESTA ABIJATA	SAYO MAJA
	DATE	SEPT 18, 2009	SEPT 18, 2009	SEPT 20, 2009	SEPT 21, 2009	23 SEPT 2009	23 SEPT 2009
	FACILITATOR	HAILU EJARA	BEJIGA ABDO	HAILU EJARA	HAILU EJARA	BEJIGA ABDO	BEJIGA ABDO
	KEBELE MANAGER	JEWARO TASSIYO		MOHAMMED AMIN	JEMAL KEDIR	ABBU KEWETI	HAMID HORDOFA
	PLANNING						
1	What type of planning are you using at kebele level?	Participatory bottom up	Participatory bottom up	Participatory bottom up	PARTICIPATORY BOTTOM UP	PARTICIPATORY BOTTOM UP	PARTICIPATORY BOTTOM UP
2	Who is responsible for planning?	The kebele council, The kebele manager, The community, Inspection and supervision committee	The kebele manager, the community, the kebele cabinet and sectors	The kebele manager, sectors, inspection and supervision committee	The kebele council, the kebele manager, the community, sectors, inspection and supervision committee, the cabinet and development groups	Manager, ISC	
3	When did you start planning at kebele level?	Since 2000 in June	Since 2000	Since 2000	Since 2000 (2001 HH plan)	2000	2000
4	When did the kebele manager assigned for the kebele?	Since: end of 1999	1999, May	Since 2000	July 2000	2000	2000
5	Whose staff is the kebele manager?	Wereda administration, answerable both for wereda and kebele administration	Wereda administration	Wereda administration, answerable also to kebele administration. Technically answerable to capacity building office	Wereda cabinet, but answerable also to the kebele cabinet and technically to capacity building office also	Wereda administration	Wereda administration
6	What is the composition of the kebele adhoc committee/ inspection and supervision committee	2 members of women's association, 2 members form youth association, 5 members form the kebele council	2 members from youth representative, 2 from women representative, 2 kebele council, DA 1, school principal 1, health extension 1	No virtual committee, but inspection committee with 5 members from the council, 2 members each from youth and women's association	No virtual committee for unknown reason, inspection and supervision committee is	Youth, cooperative, women, religious leader, local leader, director, councils, unknowns,	Youth, women, council
7	State the steps you follow in planning	Development committee discuss with the members (25-30 farmers), Development committee prepare group plan, Development	Planning at household, Consolidated at group level, Zone committee, Kebele administration, Kebele council, Approval by council, Submit to the wereda administration	Group member households plan, Development committees, health committees, extension unit committees, health committees, PTA, peace and security committees	Similar to others	Review last performance, carryover activities, sectors submit, complete, approval and submit to concerned	Review, sector plan, submit to manager, the council and approval

		committees submit the plan to kebele zones, Zones appraise the plan and submit to the council, The council approve the plan, The council submit the plan to the wereda administration, Sectors also follow the same procedure, The responsibility of the manager is to compile the plans, and play facilitation role		present plan, Plan submitted to kebele zones, Kebele zones consolidate the plan and submit to the inspection and supervision committees, The supervision committee appraise and submit to the cabinet, The cabinet organize discussion forum with participants from all committees, group and zonal leaders and inspection committees, staff of all sector offices, Amend and submit to the council, The council approve and submit to the WOFED			
8	What is the role of the kebele manager in planning?	Coordinator, Organizer, Data collector	coordinator	Coordinator and compile the plan	Coordinator and organizer of the plan	Coordinator	
9	What is the role of the kebele adhoc committee/inspection committee	Planning and appraisals, evaluators and monitors, coordinators and organizers of participation	Organizers, monitors and evaluators	Planners, monitoring and evaluation	Evaluation, monitoring and planning	Data collector, ME	ME
10	What is the role of the general community	Contribution, participation and discussion on meetings	Planning, Approval of approved plan	Participation, contribution and discussion, idea generation	Participation, contribution, approval	Participation and approval	
11	What is the role of the kebele council?	Amending the plan, Administrators, Decision makers	Decision makers	Monitoring and evaluation, approval of plans, administrators, decision makers	Planning, approval, decision making	Decision making	
12	What is the major livelihood problem of the kebele?	Shortage of water supply, rural roads and bridges, light, health post, offices	Water supply, access road, schools, agricultural inputs	Youth unemployment and migration to the town, water supply, informal land transaction	Access road, water supply, secondary school (9-10), light, drought	Food and water, health post	Youth unemployment, population, electricity
13	What type of projects and programs were implemented in the past years to solve these problems?	Construction of kebele office (one block), fence for DA office, contribution for water supply (24500 birr in bank), additional class rooms for the school	High school, spring development, road construction	Micro-enterprise, seedling station, quarrying (organization into associations), contribution for water supply (up to 150000 not collected yet), bylaws	Tax collection, access road (maintenance every year bridge (5) class room for the school	Crop production, school expansion, pond construction	Education, FTC, good governance, health



	How often do you involve the general community during planning?	management functions	Always	Occasionally for specific activities	Always	Always	Always
23	Indicate the steps you follow in problem identification?	Organize discussion forum Identify problems (committee meetings and identifying problems) It is not necessary to call for general discussion forum of the community because they are represented by the council	All farmers come up with the problem, Discuss in group, Discuss at zonal level, Discuss at kebele administration, Approval by council	Discussion of the committee, identification of the problems	The kebele structure meet and discuss Then identify, actually this has been done during planning period and special occasion	Report from community, discussion at various levels,	reports
24	Indicate the steps you follow in prioritization of problems, projects and programmes?	It is based on committee judgment and decision	Review current status, list problems, rank problems	Listing of the problems, prioritizing by voting system	Priority set by the cabinet and structure members	Discuss with the community	
25	State the steps in project design?	There is no project design exercise, except scheduling planned activities	Identify priority, approve by community and ensure contribution	There is no project formulation at kebele level	No, only common sense and experience	Not at all	No
26	Have you plan appraisal criteria and guideline?	No	No	Yes	No	No	No
27	Have you project appraisal criteria and guideline?	No	No	No	No	No	No
28	Who is leading in planning in the kebele	the sector offices, the inspection and supervision committee	the kebele manager,	The inspection committee	Sectors, manager, council, cabinet, inspection committee and community	Kebele manager	Kebele manager
29	Is what is planned by the virtual committee and the sector offices the same?	No, that to the sector include all activities and that to the kebele is summary of some items only	Yes	No (varies in scope and details)	Yes	Yes	Yes
30	Are there times, when you reject some projects, because of lack of capacity?	Yes	Yes	No	No	Yes	No
31	Who has an ultimate decision making power in rejecting the projects?	kebele council	kebele council	KC and ISC	kebele council	Kebele council	Kebele council
32	How many and what type of projects have been submitted for financing to the wereda in 2001?	Road since 1996, Water since 2001, Health center since 2001	Health posts, veterinary post, school expansion, office construction	Health posts, bridge, water supply, other regular programs	Access road (17.5 km), small bridges (5), class rooms (4)	Water, school and health post expansion	No
33	Are all your annual projects	We don't know, we	Yes	Yes	Yes	No	No

	included in the wereda annual plans?	send upwards but nothing come back	yes	No								
35	Have you get any support from the wereda FEDO or other sectors in the weredas?	No we have relation with administration not with WOFED							Yes			
36	If yes, what type of support from WFEDO?		Online technical support						Formats	Format, technical support,		
37	If yes, What type of support from the wereda sector offices?	None for kebele but a lot for kebele sector offices	Data, formats, online guidelines, online technical support, joint team planning, experience sharing, technical meeting						Formats	Formats		
38	How frequent is this support?	Occasionally for specific issues	Sometimes						Not at all	Sometimes		
39	How important is this support?	Very important	very important	Very important					Very important	Important		
40	Was the support adequate?	No	No	No					No	No		
41	How much of your time is spent on planning proposes (including problem identification, prioritization, project design, etc)?	30 %	5%	20%					20%	10%		5%
42	If very few time, please indicate the reasons?	Workloads, Inadequate capacity, Inadequate fund and stationeries, It depends however on the efficiency of sectors	Workload	Occasional task (once/year)					The committees and sectors took much time for planning	Low attention		Nature of the task
43	Have you adequate capacity to plan?	No	No	Yes					Yes	No		No
44	If no, what are the major gaps?	Skills and experience, Inadequate guidelines and manuals	Skill and experience, inadequate fund and enabling environment							Skill, experience, fund, office and material		Skill, experience, technical support, fund, material
45	How many plan documents you prepare between 1995-2002 EFY.	3 SINCE 2000	For all years from 1995-2002	3 between 2000 and 2002					3 annual plans between 2000-2002	3 since 2000		3 since 2000
46	Have you ever get training since 1995?	Yes	No, only manager for orientation	No					No	Yes		No
47	If yes, on what topics?	For one day orientation on kebele planning. Participants were kebele manager, DA and health extension worker	5 days on contents of planning documents							How to plan, how to participate, breakdown of the plan		
48	How do you evaluate the linkages between the sector offices at kebele level and the manager?	Very strong	Strong	Very strong					Medium	Medium		Medium
49	Have you any planning	No	No	No					No	No		No

50	guidelines or manuals? If yes, what are they and who prepared them?	Technical guidelines for DA, HEW							
51	Are they user friendly, comprehensive and adequate for planning purposes?	No							
52	Have you BPR documents with you?	Yes					No	Yes	
53	If yes, on which processes?	On the mandates of the kebele manager (all in one document) published by Bureau of capacity building in 2001						Service	
54	Are they relevant for your work?	Yes, at least to know the scope of the mandate						Yes	
55	Are you applying them perfectly?	No						No	
56	If not why?	No capacity to use them, No support to accomplish them, No training on BPR implementation, Workloads						Capacity, workload	
57	Evaluate the status of community participation in planning, M&E and other development activities?	Encouraging	Encouraging	Very encouraging	Very encouraging	Encouraging	Encouraging	Encouraging	Encouraging
58	What is the change in community participation since 1995?	Increasing positively	Increasing positively	Increasing positively	Increasing positively	Increasing positively	Increasing	Increasing	Increasing
59	Is there times when the wereda unable to finance projects whose already amended by the kebele council with adequate community participation?	Yes	Yes	No	No	No	Yes	Yes	Yes
60	Which participation type is more prominent in the kebele?	Money, Material, Labor, idea	Material, labor	Labor and idea than money and material	In all forms	Labor	Labor	Labor	Labor
61	What limit community participation in the kebele?	Poverty and vulnerability, Projects inconsistent with their basic need and problems, awareness no	Hesitation on practicality	Hesitation and suspicion, forced participation	Nothing, but poverty is high	Low awareness and benefit	Low awareness and benefit	Poverty and vulnerability	Poverty and vulnerability
62	Is that possible to solve long term development problems of the wereda at current state of planning?	No	No	No	No	No	Yes	No	No
63	Is the manpower in the kebele adequate for planning, monitoring	No	No	No	No	No	No	No	No

	and evaluation, budgeting and data gathering?	Inadequate skill and experience. Lack of training. Lack of awareness. Weak structural linkages. Weak capacities. Workloads	Shortage, skill and experience, lack training	Inadequate skill and experience, training, weak capacities	Skill and experience, training, awareness Weak capacities	Skill, experience, awareness, capacities	Skill, experience, training
64	If not, what are the problems?						
65	Does the manpower at kebele level have adequate skill and experience in all planning cycles?	No	No	No	No	No	No
66	Do they have adequate capacity to accomplish all planning, monitoring and evaluation activities?	No	No	No	No	No	No
67	Do the kebele cabinet and council have adequate capacity to accomplish the plans, decision making and motivation?	No	No	No	Yes	No	No
68	Have you an office?	Yes	Yes	Yes	Yes	No	Yes
69	Have you adequate stationeries?	No	No	No	No	No	No
70	Have you calculating machine?	Yes	No	Yes	Yes	No	No
71	Have you access to telephones?	No	Yes	Yes	No	Yes	Yes
72	Have you motor cycles?	No	No	No	No	No	No
73	Have you table and chair?	Yes, inadequate and shared by different sectors and cabinet when necessary	Yes	Yes	Yes	No	Yes
74	Have you shelves to file documents?	Yes, but inadequate with increasing documentations from time to time	No	Yes	Yes	No	Yes
75	Have you living quarter in the kebele?	Yes, own residence	No	Yes	Yes	No	No
II	<b>BUDGETING</b>						
76	Have you budgeting guidelines?	No	No	Yes	No	No	No
77	Have you BPR guidelines on budgeting?	No	No	No	No	None	Don't
78	Tell us the steps you follow in budgeting annual and medium term plans?	The development committee gather meeting, Prepare the plan (DC), Submit to zonal committee, Submit to the inspection and supervision committee.	Identify activities, Identify sources, Calculate cost for each, Submit to kebele council	Only salary of sector offices is budgeted though the kebele will not pay their salaries		NR	No



EVALUATION									
92	How do you monitor your annual plans and projects in the kebele? Tell us what you do	Regular every 15 and 30 days to the wereda administration and sector offices. No to WOFED due to lack of stationary	Weekly meeting of kebele administration, inspection and supervision committee meeting every 5 days, manager and extension workers every day frequently	Action plan, monthly report, quarter and annual reports. Unlike previous kebeles fortnight reports were not prepared	Regular reporting, frequent discussion, on site monitoring by inspection committee And other development committees	Detail and action plan, regular schedule, joint monitoring, reports	ISC supported by sector technicians supervise, joint monitoring and reporting		
93	How often do you monitor the implementation of the plan and projects in the kebele?	When problem occurs	frequently	Frequently	Frequent	Frequently	Frequently,		
94	Is there monitoring and evaluation committee in the kebele?	Yes	Yes	Yes	Yes	Yes	Yes		
95	If yes, what is the composition of the committee?	Kebele council 5 members, women association 2 and youth association 2 members	Kebele council 5 members, women association 2 and youth association 2 members	ISC organized from 5 members of the council, and 2 members each from women's and youth association	Kebele council 5 members, women association 2 and youth association 2 members	Refer to 6	Youth, women and council members		
96	Have you field monitoring schedule?	No	Yes	Yes	Yes	Yes	No		
97	If yes, indicate your schedule?		Monthly based meeting	Every week	Every 15 days inspection committee meeting	Every 15 days			
98	What is the role of the community in monitoring of plan implementation and projects in the kebele?	Informants, Discussion (committee)	Information and decision making	Information and idea	Monitoring and evaluation, informant, decision making	Active ME, information	Active ME, information,		
99	Please indicate the steps you adopt in monitoring and evaluation?	We have no procedure and depends on reporting and committee meeting. It is not necessary to have community meetings on regular basis because there is participation every 3 month on council meeting, every two months on political meeting and other frequent meeting. linked with politics and others where development issues are also discussed in detail	The committee develop schedule and implement as per the schedule	Based on the weekly and monthly reports the inspection committee organize field visit and onsite monitoring		Detail action plan, scheduling, monitoring, on site visit every 15 days	No specific steps		
100	Have you monitoring and evaluation guidelines?	No	No	Yes	No	No	No		

101	If yes, is it user friendly?				No					
102	If yes, is it comprehensive?				No					
103	If yes, is it up-to-date?				No					
104	Have you developed monitoring and evaluation indicators for activities, inputs, outputs and outcomes?	No	No	No, action plan	No					No
105	Are these indicators comprehensive and user friendly?				No					
106	Have you ever evaluated a project in the kebele?	No	Yes		No	No				No
107	If yes, how and what type of project?		Resource utilization, performance of the project							
108	Have you adequate budget for monitoring and evaluation?	No	No		No	No				No
109	What type of data are you using for monitoring and evaluation?	Annual plan document and action plan	Work schedule, performance of manpower, service provided	Action plan, plan documents, previous quarter report	No			Data in the plan		Annual and quarter plans,
110	What type of monitoring and evaluation instruments are you using?	None, verbal discussion	Observation, community discussion	Report review and discussion of the committees				Interview, observation, discussion		Interview, observation, discussion, meeting
111	What type of monitoring and evaluation reports are produced by the kebele?	Monthly progress reports, Quarter progress reports, Annual progress reports, fortnightly reports, fortnightly	Monthly, quarterly and annual progress reports	Monthly, quarterly and annual report				Monthly, quarterly and annual		Monthly, quarterly annual and fortnight reports
112	When do you submit these reports to WFEDO and the Wereda administration?	Monthly: 18-20 Quarter :18-20 Annual: 18-20 Fortnight: 18-20		18-20 18-20 18-20 No fortnight reports				Every 22 <sup>nd</sup>		28-29 monthly report and 25-28 for others
113	Are they always timely and regular?	Yes	Yes	Yes				No		No
114	If not, why?									
115	Who is the ultimate decision making body in the kebele to solve implementation problems?	The kebele council, The kebele manager, The development committee, The kebele manager, The kebele sector offices	Kebele administration	Kebele cabinet and inspection and supervision committee				Delayance of signing the report Kebele council		Stationeries, workload Wereda administration
116	Is this body efficient and has capacity to solve problems?	No	Yes	No				No		Yes
117	Does the body have regular meeting to discuss on problems?	Yes	Yes	Yes				Yes		Yes
118	If yes, indicate its schedule or	Once per month, every	Cabinet every week	Cabinet meeting				Every quarter		Weekly

frequency	9 <sup>th</sup> day of the month	once/week, inspection committee meeting once/month	Weak only during planning	Information exchange, technical support,	Information exchange
119	What is the linkage between the kebele and the WFEDO?	Information exchange, online technical support, management support	Report and plan submission only	Information exchange, technical support,	Information exchange
120	What is the linkage between the kebele manager and the wereda administration?	Staff of the wereda, information exchange, management support, online technical support	Staff of wereda administration	Information exchange, management and technical support	Staff, information exchange, management and technical support
121	Is the linkages with WFEDO is sufficient?	No, medium	No	No	No
122	Rate the linkages between the kebele manager and the wereda administration?	Very strong	Very weak	Very string	Strong
123	Rate the linkage between the WFEDO and the kebele manager	Strong	Very weak	Strong	Weak
124	Have you ever trained in monitoring and evaluation?	No	No	No	No
125	If yes, how many times have you trained in monitoring and evaluation since 1995?				
126	If yes, on what type of monitoring and evaluation?		Participatory		
127	Is the current structure of monitoring and evaluation adequate for sufficient supervision?	No	No	No	No
128	What are the major problems of monitoring and evaluation in this kebele?	Budget constraint, technical support	Skill and experience, awareness, weak commitment	Budget, training, logistics	Skill, experience, training, awareness, logistics and budget
129	What should be done to improve monitoring and evaluation in the kebele?	Training, adequate budget	M&E must be salaried, training, technical workshops and participation	No	Training and budget
130	Are the functions of the kebele manager and other structures in the kebele redundant and overlapping?	No	Relevant training, technical support, capacity building, Turnover of the committee in accordance with the guideline (every 2 years)	No	Yes
131	If yes, what is it?				Role of manager and cabinet members





	data collection, analysis and organization? if not, why?											
167			Lack of stationary, budget and training									
168	How many of your time is spent on data collection?	10%										
169	Have you adequate budget for data collection, analysis and compilation?	No	No									
170	If no, what is your source of fund?	Kebele administration Own salary, Community participation	WOFED, community contribution,	Wereda administration (some times stationary), kebele administration and own pocket	Kebele administration, own pocket, NGO							
171	Have you adequate support from sector offices from the kebele in data collection	yes	Yes	No	Yes							
172	Have you adequate support from the kebele cabinet and the council?	Yes	Yes	Yes								
173	Have you adequate support from the WFEDO?	No	No	No	No							
174	What type of support are you obtaining from the WFEDO?		Formats and guidelines, technical support		Sometimes formats							
175	Is this support adequate and timely?		No		No							
176	Is this support changing from time to time?		Yes		No							
177	If yes, how often?		Improving		Declining							
178	What are the major problems in data collection/information management at kebele level?	Weak capacity, No training, Poor reliability, Suspicion, Shortage of time, workloads	Budget shortage, skill, experience	Shortage of skilled manpower, weak facilities and services, awareness, experience	Lack of budget, time, transport, stationary							
179	What should be done to improve the data collection/information management at kebele level?	Adequate and relevant training, Material support, Adequate budget, Awareness creation, Technical support, Structural linkages	Budget allocation, training, manual and guidelines	Training, materials, participation on workshops, technical support, guidelines and manuals, other necessary services	Fulfill the above							

**PART II  
CONTINUED KEBELE PME, BGDGETING, INFORMATION MANAGMENT**

No	Indicators	WEREDA	ARSINEGELE	FENTALE	FENTALE	TULLO	TULLO	TULLO	HABRO	HABRO
	WEREDA		ARSINEGELE	FENTALE	FENTALE	TULLO	TULLO	TULLO	HABRO	HABRO
	KEBELE		ADABA TITA	BENTI	GOLA	KIRA KUFFIS	ODA NAGAYA	MALKA BALLO	MALKA BALLO	BUSOYTU
	DATE		23 Sept 2009	26 SEPT 2009	25 SEPT 2009	27 SEPT 2009	27 SEPT 2009	29 SEPT 2009	29 SEPT 2009	29 SEPT 2009
	FACILITATOR		HAILU EJARA	BEJIGA ABDO	HAILU EJARA	HAILU EJARA	BEJIGA ABDO	HAILU EJARA	HAILU EJARA	BEJIGA
	KEBELE MANAGER		BUZUNESH ALIYU	GELANE TADDESSE	WERKITU BIRRU	MOHAMMED AMMIE	ENDASHAW MULLE			
	TELEPHONE			091224788 0			0910449371			
1	PLANNING									
1	What type of planning are you using at kebele level?		Participatory bottom up	Participatory bottom up	Participatory bottom-up	Participatory bottom-up	Participatory bottom-up	Participatory bottom-up	Participatory bottom-up	participatory bottom up
2	Who is responsible for planning?		Manager, inspection, community, zones, sectors, DGs	Kebele manager	Manager, virtual committee	Sectors, kebele manager, the community	kebele manager	KC, KM, COMMUNITY	KM	
3	When did you start planning at kebele level?		2000	2000	2000	2000	2000	2000	2000	2001
4	When did the kebele manager assigned for the kebele?		200	2000	2000	2000	2000	2000	2000	2001
5	Whose staff is the kebele manager?		Wereda cabinet	Wereda administration	Wereda administration	Wereda administration, answerable to kebele admin. And technically to capacity building office	Wereda administration	WA	WA	WA
6	What is the composition of the kebele adhoc committee/ inspection and supervision committee		2 from Women's Ass., 2 from youth, 5 from council	Health worker, Development, administrator, manager, deputy director, extension agent	Manager, administrator, security, inspection, health, education, DA, youth, women	No virtual committee but ISC composed of the administrator, health, DA, director, cabinet (2), deputy admin, peace and security	Youth 2, women 1, council 6	Unit extension is functional here composed of three members from the zone. Members are da, village admin and 1 women)	ISC	
7	State the steps you follow in planning		Refer to notes	Organize adhoc committee, community discussion, planning, sector submit to the manager, manager complies, send the plan to WOFED, WA, CB	Refer to notes	Refer to notes	Review last performance, identify problems, community discussion, compilation by manager, approval by council	Refer to notes	community meeting, group plan, zone, kebele, cabinet, council, wereda	
8	What is the role of the kebele manager in planning?		Coordinator, organizer, data	Coordinator, organizer, data	Coordinator, organizer, data	Coordinator, organizer	Coordinator, organizer	Coordinator, organizer, data	Coordinator, organizer	Coordinator, organizer

	collector, Planning, data collectors, M&E	collector Occasional planning, data collector, M&E	collector Occasional planning	Evaluators and monitors with no role in planning	Data collector, M&E	collector Planning, M&E	Organizer, M&E
9	What is the role of the kebele ad hoc committee/inspection committee	Planning, data collectors, M&E	Occasional planning, data collector, M&E	Occasional planning	Evaluators and monitors with no role in planning	Data collector, M&E	Organizer, M&E
10	What is the role of the general community	Approval, commenting, contribution. The council considered as community	Participation, decision, contribution	Approval, appraisal, problem identification and priority setting, contribution and participation	Participation, decision making, implementation	Need assessment, identification, contribution	Participation, appraisal, decision
11	What is the role of the kebele council?	Planning, approval, decision making	M&E, approval, decision making	Planning, M&E, approval, decision making	Planning, M&E, approval, Administ, decision making	Planning, approval, decision making	Approval, decision
12	What is the major livelihood problem of the kebele?	Improved seeds, justice/legal system, incentive/allowance	Food, water	Access road, light, water, school, food insecurity	Water, school, food	Low participation, conflict on land, water, school, food shortage, drought	Input, drought, health, water
13	What type of projects and programs were implemented in the past years to solve these problems?	School, FTC, office,	Yes	Education (application to wereda)water (elevation problem, applied but little response)	Package on production, livestock fattening, health		Hand dug wells, extension, road maintenance, SWC
14	Is your planning consistent with these socio-economic problems? If no, state the reasons?	Yes	Yes	Yes	Yes	Yes	Yes
15	Are the kebele ad hoc committee efficient enough in planning? If no, what are the problems?	No	No	Yes	No	No	No
16	What type of instruments do you use in planning?	Skill and experience, awareness, accountability	Skill, experience, mobility	They have experience	Skill, experience, resources	Skill, experience, resources	skill, experience, resources
17	Are these instruments adequate for kebele level planning?	KID, council and cabinet meeting, inspection committee, manager, previous documents,	Skill, experience, mobility	Meetings with the cabinet and the community, data of the manager, previous documents, directives of WOFED	KID, meetings, data, last progress documents	Ki, meeting, data, previous year document	Kid, meeting, previous documents
18	What type of data are you using for planning?	Socio-economics, infrastructure gap, problems, performances of previous year	Socio-economics	Education, health, water, agriculture, population, etc	Socio-economic data	Need assessment, socio- economics	Socio-economics, landuse

21	What are the sources of these data?	Qualitative data, kebele sectors, secondary data	Qualitative and secondary data	Qualitative, secondary data	Survey, qualitative and secondary data	Qualitative And secondary	Qualitative, secondary	Survey, QD, SD
22	What type of programmes are under the mandate of the kebele?	Water, education, health, agriculture, access road, others	All sectors	Agriculture, education, health, water ad other administrative tasks	Agriculture, water, health, education and others	Forestry, communal landuse, checkdam construction	All sectors	
23	How often do you involve the general community during planning?	Always	Sometimes	Sometimes	Occasional	Always	Occasional	Sometimes
24	Indicate the steps you follow in problem identification?		Discussion		Community general meeting, listing of problems, causes and depth	Review last performance, community consultation, identify problems	Community meeting, discussion, identification	
25	Indicate the steps you follow in prioritization of problems, projects and programmes?	Sectors and communities identify the problem and rank them according to their weight	Committee prioritize		Identified problems will be voted for priority	Discussion on list of programs	Problem listing, prioritization, compilation, cabinet, council	Review, select more viable, prioritize
26	State the steps in project design?		None		Identification, prioritization, project concept, appraisal for costs and source of finance and agreement with the community and the government	No	No	None
27	Have you plan appraisal criteria and guideline?	No	No	No	No	No	No	No
28	Have you project appraisal criteria and guideline?	no	No	No	No	No	No	No
29	Who is leading in planning in the kebele	Manager, council, cabinet, inspection committee, community	Sectors, manager, virtual committee,	Sectors, manager, council, virtual committee, community	Sectors, manager, council, administrator, committees, community	Kebele manager	Sectors, manager, council, administrator, community, committees	Kebele manager
30	Is what is planned by the virtual committee and the sector offices the same?	Yes	Yes	Yes	Yes	Yes	No	Yes
31	Are there times, when you reject some projects, because of lack of capacity?	Yes	No	No	Yes	Yes	No	Yes
32	Who has an ultimate decision making power in rejecting the projects?	Kebele council	Kebele council, VC	Council	Kebele council	Kebele council	Council	Kebele Council
33	How many and what type of projects have been submitted for	School (9-10), light, water, legal structure	School expansion and water supply	Road, fences, terraces, regular	Water, education, access roads	Water, road, education	Shallow well, classrooms,	One

	financing to the wereda in 2001?	Yes, for light		programmes	No only for education	Yes	health post, access road	
34	Are all your annual projects included in the wereda annual plans?	No	No	No	No only for education	Yes	No	No
35	Have you get any support from the wereda FEDO or other sectors in the weredas?	Yes	Yes	No	No	No	No	Data, format, training
36	If yes, what type of support from WFEDO?	Formats, training	Data, format, joint team planning		Formats training			Sometimes
37	If yes, What type of support from the wereda sector offices?	Formats, training	Format, onsite technical support, training, experience sharing		Technical support, experience sharing, technical meeting			Very important
38	How frequent is this support?	Occasional	Sometimes		Sometimes			
39	How important is this support?	Very important	Very important		Very important and also provide stationeries		Important	Very important
40	Was the support adequate?	No	No		No	No	No	No
41	How much of your time is spent on planning proposes (including problem identification, prioritization, project design, etc)?	30%	5%	10%	20%	5%	20%	10%
42	If very few time, please indicate the reasons?		Time limited by the wereda	Workloads, inadequate fund, stationeries		Workload and excessive stress at the time		
43	Have you adequate capacity to plan?	No	No	No	No	No	No	
44	If no, what are the major gaps?	Skill, experience, technical support	Skill, experience, fund, mobility	Skill, experience, technical support, fund, guidelines	Skill, experience, technical support, fund, guidelines and manuals	Skill, experience, technical support, fund, guidelines	Skill, experience, technical support, guidelines	Skill, experience, technical support
45	How many plan documents you prepare between 1995-2002 EFY.	3	3	3	3	3	3	4
46	Have you ever get training since 1995?	Yes for 1 day	Yes	Yes for 3 days	No, only for 1 day	No	Yes	Yes
47	If yes, on what topics?	Kebele planning	How to plan, bases of planning and plan breakdown	Business process re-engineering	No training except for 1 day on the content of plan document		5 days	How to plan, monitor, implement
48	How do you evaluate the linkages between the sector offices at kebele level and the manager?	Strong	Very strong	Very strong	Very strong	Very strong	Medium	Medium
49	Have you any planning guidelines or manuals?	No	No	No	No	No	No	No
50	If yes, what are they and who prepared them?				No guidelines except on the mandates of kebele manager prepared by the			

51	Are they user friendly, comprehensive and adequate for planning purposes?					capacity building office			
52	Have you BPR documents with you?	Yes					Yes		
53	If yes, on which processes?	All					Human resources, resource management, education, health, peace, agriculture		
54	Are they relevant for your work?	To some extent					yes		
55	Are you applying them perfectly?	Yes					No		
56	If not why?						Capacity, support, training		
57	Evaluate the status of community participation in planning, M&E and other development activities?	Very encouraging	Encouraging	Encouraging	Encouraging	Encouraging	Very encouraging	Encouraging	encouraging
58	What is the change in community participation since 1995?	Increasing	Increasing	Increasing	Increasing	Increasing	Increasing	Increasing	increasing
59	Is there times when the wereda unable to finance projects whose already amended by the kebele council with adequate community participation?	Yes	Yes	Yes	Yes	No	Yes	Yes	yes
60	Which participation type is more prominent in the kebele?	Money, labor, material, idea	Labor	Labor	Money, labor	Labor, money, material	Labor	Money, material, labor	labor
61	What limit community participation in the kebele?	Limited response to the demand	Mobility	Poverty and vulnerability, mobility	Poverty and vulnerability	Poverty and vulnerability	Awareness	Poverty, vulnerability, government feedback, basic needs	
62	Is that possible to solve long-term development problems of the wereda at current state of planning?	Yes	Yes	No	No	No	yes	No	Yes
63	Is the manpower in the kebele adequate for planning, monitoring and evaluation, budgeting and data gathering?	No	No	No	No	No	No	Yes	Yes
64	If not, what are the problems?		Skill, experience, training	Skill, experience, weak capacities	Skill, experience, training, structural linkages, capacities, workload	Skill, experience, training, structural linkages, capacities, workload	Skill, experience, training, capacities		
65	Does the manpower at kebele level have adequate skill and experience in all planning cycles?	Yes	No	No	No	No	No	Yes	Yes
66	Do they have adequate capacity to	Yes	No	No	No	No	No	No	No



	have adequate experience and skills in budgeting?	No	No	No	No	No	No	No	No	No
89	Have you obtained any training in budget planning?	No	No	No	No	No	No	No	No	No
90	If yes, how adequate was this training?	Inadequate								
91	If yes, how relevant was the training?	Very relevant								
III	<b>MONITORING AND EVALUATION</b>									
92	How do you monitor your annual plans and projects in the kebele? Tell us what you do	Hearing on council meeting (every 2 month), sector meetings (every month), regular progress reports from sectors and inspection committee	Annual plan, sectors monitor, cabinet 2x/week, sectors daily	Hearings on the council and cabinet meeting, follow up by inspection and supervision committee, weekly and monthly reports from sectors	Regular onsite supervision, monthly and quarterly reports produced from the DG to the council level	Action plan	Inspection committee daily monitoring, regular meeting 1x/week, regular fortnight reports, regular monthly and quarter reports	Observation, visit, review		
93	How often do you monitor the implementation of the plan and projects in the kebele?	Frequent	Very frequently	Frequently	Frequently	Frequently	Occasional	Frequently		
94	Is there monitoring and evaluation committee in the kebele?	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
95	If yes, what is the composition of the committee?	2 WA, 2YA, 2KC	KCAB 2, peace 2, YA 2, WA 2, elders 2, religious leaders 1	2 WA, 2, YA, 5 KC	YA (2) WA (2), KC (4)	Refer 76	2 YA, 2 WA, 5 KC			
96	Have you field monitoring schedule?	No	Yes	Yes	Yes	Yes	Yes	Yes		
97	If yes, indicate your schedule?	2x/month	2x/week	On demand	There is no as such fixed period. But whenever necessary	Once/month	1x/2week	1x/2wk		
98	What is the role of the community in monitoring of plan implementation and projects in the kebele?	information, decision making	Active ME, information, decision making	Information, decision making	Active monitoring, information, decision making	Active ME, information, decision making	Active me, information, decision making	Active me, information, decision		
99	Please indicate the steps you adopt in monitoring and evaluation?	Meetings, visit, observation, reports	Weekly field visit, reporting	Yes	Action plan and annual plans, sectors at kebele level, evaluation by the committee, forum of the cabinet, feedback, For regular reporting the usual procedure and schedule	Action plan, field visit, reporting		Plan, visit, joint review every 15 days		
100	Have you monitoring and evaluation guidelines?	No	No	No	No	No	No	No		
101	If yes, is it user friendly?									
102	If yes, is it comprehensive?									
103	If yes, is it up-to-date?									

104	Have you developed monitoring and evaluation indicators for activities, inputs, outputs and outcomes?	No	No	No	No	No	No	No	No	No	No	Yes
105	Are these indicators comprehensive and user friendly?											Yes
106	Have you ever evaluated a project in the kebele?	Yes	No	No	No	No	No	No	Yes	Heath post, monthly		No
107	If yes, how and what type of project?											
108	Have you adequate budget for monitoring and evaluation?	No	No	No	No	No	No	No	No	No	No	No
109	What type of data are you using for monitoring and evaluation?	Planning figures	action plan	Targets, schedule	Plan targets	Health, peace, education, crop production	action plan, information	plan targets				
110	What type of monitoring and evaluation instruments are you using?	Plan documents and action plans	Action plan	Action plans, plan document, observation, one-to one evaluation	Field observation, reports, checklists	Plan document	action plan	annual plan action plan				
111	What type of monitoring and evaluation reports are produced by the kebele?	Monthly, quarter, annual	Monthly, quarter and annual	Monthly, quarter, annual	Monthly, quarter and annual	Monthly, quarter, annual	fortnight, monthly, quarter, annual	15 day, monthly, quarter, annual				
112	When do you submit these reports to WFEDO and the Wereda administration?	26-30	18-22	22-26	18-20	20	monthly 12-15, quarter 15-17 and annual 11-13					
113	Are they always timely and regular?	Yes	Yes	Yes	Yes	Yes	Yes	yes				yes
114	If not, why?											
115	Who is the ultimate decision making body in the kebele to solve implementation problems?	The kebele council	Kebele council	Council	Kebele council, cabinet	Kebele council	KC	KC				KC
116	Is this body efficient and has capacity to solve problems?	No	No	Yes	Yes	No	no	no				no
117	Does the body have regular meeting to discuss on problems?	Yes	Yes	Yes	Yes	Yes	Yes	yes				yes
118	If yes, indicate its schedule or frequency	Every 2 month	Every quarter	Every 3 month	Once per month and any every quarter and any time when problem occurs	Every 2 month	once/month, once/quarter, ISC 1x/week	quarterly				
119	What is the linkage between the kebele and the WFEDO?	None	Information exchange, technical support, ME	Information exchange, training	Almost none	Information exchange, ME	none	information, technical support, logistic support, orientation				
120	What is the linkage between the kebele manager and the wereda administration?	Staff of the wereda	Staff, information exchange, management, technical and logistic support	Staff of the administration	Staff, information exchange, management support, technical support, logistic support	Staff, information exchange, management and technical support, logistics	staff, information	staff, information, management, technical, logistics				
121	Is the linkages with WFEDO is	No	No	No	No	No	no	no				no

122	Rate the linkages between the kebele manager and the wereda administration?	Very strong	Strong	Very strong	Very strong	Very strong	Very strong	Very strong	Very strong	strong
123	Rate the linkage between the WFEDO and the kebele manager	Very weak	Strong	Very weak	Very weak	Very weak	Very weak	Very weak	not at all	strong
124	Have you ever trained in monitoring and evaluation?	No	No	Yes	No	No	No	No	no	no
125	If yes, how many times have you trained in monitoring and evaluation since 1995?			2x for 3 days						
126	If yes, on what type of monitoring and evaluation?	No		Conventional						
127	Is the current structure of monitoring and evaluation adequate for sufficient supervision?	Awareness, skill and experience	No	Yes	No	No	No	No	No	No
128	What are the major problems of monitoring and evaluation in this kebele?	Training, computer, telephone	Drought, mobility, skill, training	Skill, experience, technical support, budget	No plan of ME, irregularity of follow-up, lack of technical support, training and budget	Awareness, training, logistics, guidelines	Support, budget, experience	Budget, transport, materials		
129	What should be done to improve monitoring and evaluation in the kebele?		Training, follow up logistics	Training, regular support, logistics	Training and regular support	Improve the problems above		Solve the above		
130	Are the functions of the kebele manager and other structures in the kebele redundant and overlapping?	no	No	No	No	No	No	No	No	No
131	If yes, what is it?									
IV	INFORMATION MANAGEMENT									
132	Who is responsible for collecting, compiling and storing data in the kebele?	manager	Kebele manager, sectors, NGOs, local leaders	Kebele office, sectors, council, NGOs	Kebele manager, office, sectors, council	Kebele, manager, office, sectors, council	KM, sectors, NGOs	Kebele manager		
133	When did this organ start assuming this responsibility?	2000	2000	2000	2000	2000	2000	2000	2000	2000
134	Are all these data for all years in your office?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
135	If not, why?									
136	What type of data are usually collected at kebele level?	Socio-economics	Socio-economics	Socio economics, institution, physical data	Health, education, agriculture, population, institutions, landuse etc	Population, livestock, problems	Socio-economics	Socio-economic		
137	What type of data collection methods are used in the kebele?	Secondary and qualitative	Secondary and qualitative data	Secondary, qualitative survey	Secondary, qualitative and own survey	Secondary and qualitative	Secondary and qualitative	Secondary, qualitative		
138	What are the sources of these data?	Kebele sector offices, DGs	Sectors, community, kebele administration, various committees	Sectors, community, administration, committees	Sectors, community, kebele administration, committees	Kebele sector, community, administration, various committees	Sector, community	Sectors, community, ka, committees		
139	Have you regular timetable for	Yes	Yes	No	No	Yes	No	No	No	No

140	collecting data? if yes, indicate the schedule for data collection?	During planning to make available when needed	Before planning		Mostly in June	February to March	information, planning, identification, tax
141	For what purpose do you collect the data?	For information, planning, project formulation, problem, tax purposes	Information, planning, identification, taxation	Information, planning, tax, others	Information, planning, project formulation, problem identification, taxation	yes	information, tax, need of customer
142	Are you using them sufficiently?	Yes	Yes	Yes	Yes	Yes	Yes
143	If you have schedules, please indicate the procedures you follow in data collection?		No procedure	No procedure. The normal thing is to collect data annually in line with the planning period	No formal schedule but we have norms. Discussion with sectors and committees, then to DG, community, sectors, manager, cabinet and then to users	develop checklists and formats and then collect	No No
144	Have you a BPR document on information management?	Yes	Yes	No	No	No	No
145	If yes, are you sufficiently applying all of them in your data collection activities?	Yes	Yes				
146	Are they applicable at kebele level?	Yes	Yes				
147	If not, why?						
148	Have you data collection formats?	Yes	Yes	Yes	No	Yes	No
149	If yes, who prepared them?	WOFED	WOFED	WofED	WOFED	kebele manager, sectors	Yes
150	Are the formats user friendly, comprehensive?	Yes	No	Yes	Yes	Yes	
151	Are they missing some important data?	No	No			No	
152	If yes, what are they?						
153	Is your data needs and that of the WFEDO consistent in planning, monitoring, and information purposes?	Yes	Yes	Yes	Not applicable	Yes	Yes
154	Have you ever collected sample survey data?	Yes	No	No	No	Yes	No
155	If yes, for which year and on which issue?	Every year for PSNP targets, wealth and asset ranking				2000-2001	
156	If no, how do you see its importance and the capacity to adopt survey data?	Very important	Very important	Very important	Very important	important	very important
157	Do you think what you collect are reliable and consistent from year to year?	Yes	No	No	No	Yes	No
158	How do you check the reliability of	We collect together	Community	Cross checking	On spot cross	observation, cross-	cross checking,

	data?	(KC, KC, the manager and sectors)	awareness session	with available data and onsite observations and visits	checking	checking	onsite interview
159	Have you submitted all information at kebele level to the WFEDO since 1995?	Yes	No	Yes	No	Yes	No
160	If not all, how many times have you submitted data to the WFEDO?			Whenever requested			
161	Have you obtained any training in data collection, analysis and compiling since 1995?	No	No	No	No	No	No
162	If yes, how many times?						
163	If yes, was it relevant?						
164	If yes, was it adequate?						
165	If yes, have you applied to your routine data collection activities?						
166	Have you now, acquired adequate skills and experience in data collection, analysis and organization?	Yes	No	No	No	No	No
167	If not, why?		Skill		No training, guidelines, and technical support	training, budget, logistics,	training, transport, budget
168	How many of your time is spent on data collection?	20%	30%	20%	5%	8%	50%
169	Have you adequate budget for data collection, analysis and compilation?	No	No	No	No	No	No
170	If no, what is your source of fund?	Kebele administration, own salary	WOFED	(1 duplicating paper and 10 pens)	Kebele administration and own salary	own salary	own salary
171	Have you adequate support from sector offices from the kebele in data collection	No	No	Yes	Yes	No	Yes
172	Have you adequate support from the kebele cabinet and the council?	Yes	No	Yes	Yes	Yes	Yes
173	Have you adequate support from the WFEDO?	No	No	Yes	No	No	Yes
174	What type of support are you obtaining from the WFEDO?		Format, logistics, technical support, orientation	Formats, logistics, technical, orientation			format, logistics, technical support, training
175	Is this support adequate and timely?		No	No			No
176	Is this support changing from time to time?		No	Yes			Yes
177	If yes, how often?		Mobility, unreliable data, logistics, budget	Improving	Skill, experience, stationary, manpower, technical support,	unreliable information, budget, logistics	improving
178	What are the major problems in data collection/information management at kebele level?	-inadequate budget, stationary, training and experience,		Unreliable data, transport, logistics, technical support,		technical support, manpower,	technical support, stationeries, communication

		technical support and manuals, awareness	training	training	training	training, support, budget, transport	
179	What should be done to improve the data collection/information management at kebele level?	Solve the above problems	Solve the above	Unreliable data, transport, logistics, technical support, training	Solve the above problems	training, technical support, financial support	solve the above problems

**CONTINUED PART II KEBELE PME, BUDGETING, INFORMATION MANAGEMENT**

No	Indicators	LUME	LUME	SIBU SIRE	SIBU SIRE	GUTO GIDA	GUTO GIDA	SIBU SIRE	GUTO GIDA	SIBU SIRE	GUTO GIDA	SIBU SIRE	GUTO GIDA
	WEREDA	ARIFATA JOGOLA	KOLBA GODE	CHARI JARSO	LELISA	DUNE KANE	FEYINERA	LELISA	DUNE KANE	LELISA	FEYINERA	LELISA	FEYINERA
	KEBELE	OCT 1, 2009	OCTOBER 1, 2009	19 SEPT 2009									
	DATE	HAILU EJARA	BEJIGA ABDO										
	FACILITATOR	YASIN KUMBI	ALEMAYEHU LEMA	ALEMAYEHU BONEYA									
	KEBELE MANAGER												
	TELEPHONE	0910382673	0912235659										
	PLANNING												
1	What type of planning are you using at kebele level?	PBU	PBU	PBU	Mixed	Mixed	Mixed	Mixed	Mixed	Mixed	Mixed	Mixed	Mixed
2	Who is responsible for planning?	KC, KM, SECTORS, COMMUNITY, COMMITTEES	KM	KC, KCAB	KC	Virtual committee	KM	KC	KM	KC	KM	KC	KC
3	When did you start planning at kebele level?	2000	2000	2000	2000	1999	2000	2000	2000	2000	2000	2000	2000
4	When did the kebele manager assigned for the kebele?	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
5	Whose staff is the kebele manager?	WA	WA	WCBO	WA	WCBO	WCBO	WA	WCBO	WA	WCBO	WA	WCBO
6	What is the composition of the kebele adhoc committee/ inspection and supervision committee	Model farmer 2, KA, IP, all sector staff, KC	YOUTH 2, WOMEN 2, KC 5	KA, KS, CR, HEW									
7	State the steps you follow in planning	HH-DG-zone-EU-KCAB-KC	Sector-sector community, KCAB-KM-wereda	DG, KCA, KC									
8	What is the role of the kebele manager in planning?	Coordinator, organizer, collector	Coordinator, organizer, collector	Coordinator	Coordinator	Member of plan committee	Coordinator, organizer	Coordinator	Member of plan committee	Coordinator	Coordinator, organizer	Coordinator	Organizer
9	What is the role of the kebele adhoc committee/inspection committee	Planning, collector	No committee	Planning	Organizer, follow-up	Approval	ME	Organizer, follow-up	Approval	Organizer, follow-up	ME	Needs	Ratify
10	What is the role of the general community	Approval, need assessment, contribution, participation	Decision making, information	Need and problem	Need	Approval	Needs	Need	Approval	Need	Needs	Needs	Ratify
11	What is the role of the kebele council?	Planning, me, approval, decision making	Decision making	Decision makers	Decision making	Decision making	Decision making	Decision making	Decision making	Decision making	Decision making	Decision making	Decision making
12	What is the major livelihood problem of the kebele?	Water, access road	Water supply	Termite, water born diseases, trypanosomiasis	Water, furniture, HP, VP, seed	Water, degradation, termite, rainfall,	Water, degradation, diseases, termite, irrigation, school,	Water, furniture, HP, VP, seed	Water, degradation, termite, rainfall,	Water, furniture, HP, VP, seed	Water, degradation, diseases, termite, irrigation, school,	Water, degradation, diseases, termite, irrigation, school,	Water, degradation, diseases, termite, irrigation, school,

13	What type of projects and programs were implemented in the past years to solve these problems?	Teachers' residence	Health post, school expansion, DA house, residence for hew		Hand pump	cash	unemployment	
14	Is your planning consistent with these socio-economic problems?	No	No	Yes	Yes	Yes	Yes	Yes
15	If no, state the reasons?	Need heavy investment	Nature of projects					
16	Are the kebele adhoc committee efficient enough in planning?	No	No	Yes	No	Yes	No	Yes
17	If no, what are the problems?	Skill, experience, attention	Skill, experience, attention, pop density		Skill, experience, awareness		Skill, experience	
18	What type of instruments do you use in planning?	Kid, meetings, data by manager, last documents, directives, indicators	Meeting, manager's data, last documents	Meeting	Meeting	KI, meeting	SD	KI, meeting
19	Are these instruments adequate for kebele level planning?	Yes	No	No	No	Yes	No	No
20	What type of data are you using for planning?	Population, material, manpower and others	Scio economics	Secondary		Performance, problems	Assessment	Review, KI
21	What are the sources of these data?	Qualitative and secondary	QD,SD	Sectors	QD	QD, SD	QD	QD, sectors
22	What type of programmes are under the mandate of the kebele?	All sectors	Planting trees	All that can be implemented by the kebele				
23	How often do you involve the general community during planning?	Always	Occasional	Always	Always	Always	Sometimes	Always
24	Indicate the steps you follow in problem identification?	Committee/community, need assessment, identification and listing	Community discussion	Not clear		Observation, visit, SD		
25	Indicate the steps you follow in prioritization of problems, projects and programmes?	Needs, listing, prioritization by voting	None	Not clear				
26	State the steps in project design?	No project design	None	Yes				
27	Have you plan appraisal criteria and guideline?	No	No	No	No	No	Yes	Yes
28	Have you project appraisal criteria and guideline?	No	No	KCAB	No	No	Yes	No
29	Who is leading in planning in the kebele	Sectors, KM, KC, KA, VC, community	SO, KM	No	Ka	Ka	KCAB	Ka
30	Is what is planned by the virtual committee and the sector offices the same?	Yes	Yes	Yes	Yes	Yes	No	Yes
31	Are there times, when you reject some projects, because of lack of capacity?	No	Yes	Yes	No	No	Yes	No
32	Who has an ultimate decision making power in rejecting the projects?	KC	KC	KC	KC	KC	KC, EU	KC
33	How many and what type of projects have been submitted for financing to the wereda in 2001?	Teachers' residence, painting	Water supply	No		1x		None
34	Are all your annual projects included in the wereda annual plans?	No	No	No	No	Yes	No	Yes



	kebele?	Frustration	Yes	impact	Yes	vulnerability	vulnerability, impact	Yes
62	Is it possible to solve long-term development problems of the wereda at current state of planning?	No	Yes	No	Yes	No	No	Yes
63	Is the manpower in the kebele adequate for planning, monitoring and evaluation, budgeting and data gathering?	No	No	No	No	No	No	No
64	If not, what are the problems?	Skill, experience, training, capacities	Budget, skill, experience, training	Skill, experience, training	Shortage	Skill, experience, training, capacity	Skill, experience, training, workload	No
65	Does the manpower at kebele level have adequate skill and experience in all planning cycles?	No	No	No	No	No	No	No
66	Do they have adequate capacity to accomplish all planning, monitoring and evaluation activities?	No	No	No	No	No	No	No
67	Do the kebele cabinet and council have adequate capacity to accomplish the plans, decision making and motivation?	No	No	No	Yes	No	No	No
68	Have you an office?	No	No	Yes	Yes	Yes	No	No
69	Have you adequate stationeries	No	No	No	No	No	No	No
70	Have you calculating machine?	No	Yes	Yes	Yes	No	No	No
71	Have you access to telephones?	No	No	No	Yes	No	No	Yes
72	Have you motor cycles?	No	No	No	No	No	No	No
73	Have you table and chair?	No	No	Yes	Yes	Yes	No	No
74	Have you shelves to file documents?	No	No	No	Yes	Yes	Yes	No
75	Have you living quarter in the kebele?	No	No	No	No	No	No	No
II	<b>BUDGETING</b>							
76	Have you budgeting guidelines?	No	No	No	No	No	No	No
77	Have you BPR guidelines on budgeting?	No	No	No	No	No	No	No
78	Tell us the steps you follow in budgeting annual and medium term plans?							
79	Are the BPR documents adequate to perform sound budget planning?	No		Yes	No	No	No	No
80	Is your annual budget plans have capital and current budget?	No	No	No	No	No	No	Yes
81	If yes, what was the current and capital budget in 2001?			29000 capital				
82	What type of data are you using for budgeting annual plans and projects?	None	Prices					
83	What are the sources of these data?	Community	Community	Community		KM	Community	
84	What are the total budget of your projects between 1995-2002							
85	What percent of the population contribute labor?	60	90	80	75	90	70	70
86	What percent of the population contribute money?	70	30	2	5	2	3	10
87	What percent of the population contribute materials?	35	0.0	60	5	8	90	20
88	Have you and the virtual committee have	No	No	No	No	No	No	No

89	adequate experience and skills in budgeting? Have you obtained any training in budget planning?	No	No	No	No	No	No	No	No	No	No	No	No
90	If yes, how adequate was this training?												
91	If yes, how relevant was the training?												
III	<b>MONITORING AND EVALUATION</b>												
92	How do you monitor your annual plans and projects in the kebele? Tell us what you do	Weekly meeting, reports from various committees	Weekly meeting, reports from various committees	Monitoring buy various stakeholders and reports	Action plan								
93	How often do you monitor the implementation of the plan and projects in the kebele?	Frequent	Occasional	Occasional	Frequently	Frequently	Occasional	Review, visit, report	Occasional	Problem occurs	Frequently		
94	Is there monitoring and evaluation committee in the kebele?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes		
95	If yes, what is the composition of the committee?	As stated above	YA 2, WA 2, KC 5	YA 2, WA 2, KC 5	Manager, CBO, community	DG(2), WA(2), YA(2), MF(3)	KCAB, KC, ISC			ISC		Community, WA, YA, KC	
96	Have you field monitoring schedule?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	
97	If yes, indicate your schedule?	Whenever necessary	Weekly	Weekly	None	Oct, Dec, Feb, June	1x/month			Monthly			
98	What is the role of the community in monitoring of plan implementation and projects in the kebele?	Active M&E, information, decision making	Active me, information, decision making	Active me, information, decision making	None	Informants	M&E					Decision making	
99	Please indicate the steps you adopt in monitoring and evaluation?	There is no established procedures	Divide kebeles to villages, assign members of M&E to each, joint M&E	Divide kebeles to villages, assign members of M&E to each, joint M&E	Yes	Review, reports, visit	Identify, visit, report						
100	Have you monitoring and evaluation guidelines?	No	No	No	Yes	No	No	No	No	No	No	No	
101	If yes, is it user friendly?				Yes								
102	If yes, is it comprehensive?				Yes								
103	If yes, is it up-to-date?				Yes								
104	Have you developed monitoring and evaluation indicators for activities, inputs, outputs and outcomes?	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	
105	Are these indicators comprehensive and user friendly?	No	No	No	Yes								
106	Have you ever evaluated a project in the kebele?	Yes	No	No					No	No	No	No	
107	If yes, how and what type of project?	Residence			No				No	No	No	No	
108	Have you adequate budget for monitoring and evaluation?	No	No	No	No	No	No	No	No	No	No	No	
109	What type of data are you using for monitoring and evaluation?	Planned activities	Action plans and discussion	Action plans and discussion	Observation	Activities	Observation						
110	What type of monitoring and evaluation instruments are you using?	Observation, consultation and discussion, action plans	Action plans	Action plans						Nothing			
111	What type of monitoring and evaluation reports are produced by the kebele?	Monthly, quarter, annual	Monthly, quarter, annual	Monthly, quarter, annual	Monthly		Quarter		Quarter	Monthly		None	
112	When do you submit these reports to WFEDO and the Wereda administration?	18-21 for all reports	28-30 monthly, 15-19 for quarter and annual	28-30 monthly, 15-19 for quarter and annual	None to WoFED	None to WoFED	Quarter	Quarter	Quarter	21		None	

113	Are they always timely and regular?	No	Yes	no attention	yes	no awareness
114	If not, why?	Data from sectors, delayance of the cabinet, stationeries, workloads, time	Stationeries, absence of KCAB			
115	Who is the ultimate decision making body in the kebele to solve implementation problems?	KC	KCABINET	KC	ME committee	KC
116	Is this body efficient and has capacity to solve problems?	Yes	No	No	No	Yes
117	Does the body have regular meeting to discuss on problems?	No	Yes	Yes	No	No
118	If yes, indicate its schedule or frequency	Nature of the problem				
119	What is the linkage between the kebele and the WFEDO?	Sending data and report only	IE, TS, BS	1XMK	None	None
120	What is the linkage between the kebele manager and the wereda administration?	Staff, IE, MS, TS, LS	IE	IE, MS, LS	IE	IE, LS
121	Is the linkages with WFEDO is sufficient?	No	No	Yes	No	No
122	Rate the linkages between the kebele manager and the wereda administration?	Strong	Strong	Very strong	Strong	Very strong
123	Rate the linkage between the WFEDO and the kebele manager	Very weak	Strong	Medium	None	None
124	Have you ever trained in monitoring and evaluation?	No	No	No	Yes	No
125	If yes, how many times have you trained in monitoring and evaluation since 1995?		NO		1X	
126	If yes, on what type of monitoring and evaluation?		Participatory		Conventional	
127	Is the current structure of monitoring and evaluation adequate for sufficient supervision?	No	No	No	No	No
128	What are the major problems of monitoring and evaluation in this kebele?	Weak commitment and participation of ISC, capacity, training	Interest, logistics, transport, skill, experience	Skill		
129	What should be done to improve monitoring and evaluation in the kebele?	Encourage ISC, capacity building	Re-election, budget	Awareness, training		
130	Are the functions of the kebele manager and other structures in the kebele redundant and overlapping?	No	Yes	No	Yes	No
131	If yes, what is it?					
IV	INFORMATION MANAGEMENT					
132	Who is responsible for collecting, compiling and storing data in the kebele?	KM, KO, sectors, KC	KM	KM	Sectors	KM
133	When did this organ start assuming this responsibility?	2000	2000	2000	2000	2000
134	Are all these data for all years in your office?	Yes	No	Yes	No	Yes
135	If not, why?		Awareness		Capacity	
136	What type of data are usually collected at kebele level?	Socio-economics, landuse	Physical and socio-economics	Socio-economics	Socio-economics	Socio-economics

	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD	SD, QD
137	What type of data collection methods are used in the kebele?	KS, community, KA, committees	Information, planning	Community	Community	Community	Community	Community	Community	Community	Sectors, community	Community
138	What are the sources of these data?	No	Information, planning, problems, tax	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
139	Have you regular timetable for collecting data?	On demand	Information, planning	On demand	Sept, Nov, Aug	Aug-Sept	Aug-Sept	Aug-Sept	Aug-Sept	Aug-Sept	Jan	No
140	If yes, indicate the schedule for data collection?	Information, planning	Information, planning, problems, tax	Information, planning, project	information, planning, identification							
141	For what purpose do you collect the data?	Yes	Yes	No	Yes							
142	Are you using them sufficiently?	Refer to others	None	No	Format, orientation							
143	If you have schedules, please indicate the procedures you follow in data collection?	No	No	No	No	No	No	No	No	No	No	No
144	Have you a BPR document on information management?	No	No	No	No	No	No	No	No	No	No	No
145	If yes, are you sufficiently applying all of them in your data collection activities?											
146	Are they applicable at kebele level?			No	Does not consider kebele	No ground	Capacity	No ground				
147	If not, why?											
148	Have you data collection formats?	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
149	If yes, who prepared them?	WoFED		WC	KM	Sectors						
150	Are the formats user friendly, comprehensive?	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
151	Are they missing some important data?	No		Yes	No							
152	If yes, what are they?											
153	Is your data needs and that of the WFEDO consistent in planning, monitoring, and information purposes?	No	Yes	Yes	Yes	No	No	No	No	No	Socio-economics	No
154	Have you ever collected sample survey data?	No	No	No	No	No	No	No	No	No	No	No
155	If yes, for which year and on which issue?	very important	very important	Not	Important	Very important	Very important	Very important	Very important	Very important	Very important	Very important
156	If no, how do you see its importance and the capacity to adopt survey data?	No	No	Yes	Yes	No						
157	Do you think what you collect are reliable and consistent from year to year?	common knowledge	discussion	Rechecking	Checking							
158	How do you check the reliability of data?	no	yes	No	No	No	No	No	No	No	No	No
159	Have you submitted all information at kebele level to the WFEDO since 1995?		1x									
160	If not all, how many times have you submitted data to the WFEDO?	No	No	No	No	No	No	No	No	No	No	No
161	Have you obtained any training in data collection, analysis and compiling since 1995?											
162	If yes, how many times?											
163	If yes, was it relevant?											
164	If yes, was it adequate?											
165	If yes, have you applied to your routine data collection activities?											

166	Have you now, acquired adequate skills and experience in data collection, analysis and organization? If not, why?	No	No	No	No	No	No	No	No
167	How many of your time is spent on data collection?	25	60	10	20	25	5	15	
168	Have you adequate budget for data collection, analysis and compilation? If no, what is your source of fund?	no	no	No	No	No	No	No	
169	Have you adequate support from sector offices from the kebele in data collection	Yes	No	No	No	No	No	No	
170	Have you adequate support from the kebele cabinet and the council? WFEDO?	No	Yes	Yes	Yes	Yes	No	Yes	
171	What type of support are you obtaining from the WFEDO?	formats	formats, logistics, orientation		None		None		
172	Is this support adequate and timely?		No				No		
173	Is this support changing from time to time? If yes, how often?		No				No		
174	What are the major problems in data collection/information management at kebele level?	budget, manpower, experience, training, technical support	transportation, stationary, skill and experience	Skill, training, formats	Budget	Budget, workload			
175	What should be done to improve the data collection/information management at kebele level?	stationary, budget, capacity building, support,	training, logistics, awareness	Training, budget	Training, budget	Budget, staff			