

PART II KEBELE PME, BUDGETING, INFORMATION MANAGEMENT (CONTINUED)

No	Indicators	JIMA ARJO	GOMA	GOMMA	KERSA	KERSA
	WEREDA	JIMA ARJO	KASO HITI	GUNJI LIBE	KITIMBILE	KERSA
	KEBELE	HINDHE				BABO SARTE
	DATE					
	FACILITATOR					
	KEBELE MANAGER					
	TELEPHONE					
	PLANNING					
1	What type of planning are you using at kebele level?	Mixed	Mixed	Mixed	Mixed	Mixed
2	Who is responsible for planning?	KC, KCAB	KC	Virtual committee	Virtual committee	KC
3	When did you start planning at kebele level?	2000	2000	2000	2000	2000
4	When did the kebele manager assigned for the kebele?	2000	2000	2000	2000	2000
5	Whose staff is the kebele manager?	WA	WCBO	WA	WA	WCBO
6	What is the composition of the kebele adhoc committee/ inspection and supervision committee					
7	State the steps you follow in planning					
8	What is the role of the kebele manager in planning?	Coordinator	Coordinator, organizer	Coordinator, organizer	Coordinator, organizer	Coordinator, organizer
9	What is the role of the kebele adhoc committee/inspection committee					
10	What is the role of the general community	Need	Organizer	Occasional	Me	Organizer
11	What is the role of the kebele council?	Decision making	Ratify	Approval	Approval	Ratify
12	What is the major livelihood problem of the kebele?		Decision making	Approval	Approval	Decision making
13	What type of projects and programs were implemented in the past years to solve these problems?		Road, water, electricity			
14	Is your planning consistent with these socio-economic problems?	Yes	Road			
15	If no, state the reasons?	No	Yes	No		Yes
16	Are the kebele adhoc committee efficient enough in planning?	No	Yes	No	Yes	Yes
17	If no, what are the problems?	Skill, experience, workload, resources		Workload		
18	What type of instruments do you use in planning?	Meeting	KI, previous documents, indicators		Meetings, previous files	KI, meeting
19	Are these instruments adequate for kebele level planning?	yes	past reports, observation		no	yes
20	What type of data are you using for planning?		QD, SECTORS, SD			
21	What are the sources of these data?	SD				QD
22	What type of programmes are under the mandate of the kebele?					
23	How often do you involve the general community during planning?	Always	Always			Always
24	Indicate the steps you follow in problem identification?					
25	Indicate the steps you follow in prioritization of problems, projects and programmes?					
26	State the steps in project design?					
27	Have you plan appraisal criteria and guideline?	No	No			No
28	Have you project appraisal criteria and guideline?	No	No			No

29	Who is leading in planning in the kebele	Sectors	KC	Sectors	KC
30	Is what is planned by the virtual committee and the sector offices the same?	No	Yes		Yes
31	Are there times, when you reject some projects, because of lack of capacity?	No	No	No	No
32	Who has an ultimate decision making power in rejecting the projects?	KA, KC	KC	KA	KC
33	How many and what type of projects have been submitted for financing to the wereda in 2001?		One	Yes	No
34	Are all your annual projects included in the wereda annual plans?	No	No		Yes
35	Have you get any support from the wereda FEDO or other sectors in the weredas?	No	No	Yes	No
36	If yes, what type of support from WFEDO?			Formats, training	
37	If yes, What type of support from the wereda sector offices?			Formats	
38	How frequent is this support?		None	Sometimes	None
39	How important is this support?		Very important		Good
40	Was the support adequate?		No	Yes	
41	How much of your time is spent on planning proposes (including problem identification, prioritization, project design, etc?)	20	15		10
42	If very few time, please indicate the reasons?		Workload		Workload
43	Have you adequate capacity to plan?	No	No	Yes	No
44	If no, what are the major gaps?	Skill, experience, TS, attention, fund	Guideline		Skill, experience, guideline, logistics
45	How many plan documents you prepare between 1995-2002 EFY.	2x	3x	3x	3x
46	Have you ever get training since 1995?	No	No	Yes	Yes
47	If yes, on what topics?				
48	How do you evaluate the linkages between the sector offices at kebele level and the manager?	Ok	Strong	Ok	Strong
49	Have you any planning guidelines or manuals?	Yes	No	Yes	No
50	If yes, what are they and who prepared them?	Health, FTC		Yes	
51	Are they user friendly, comprehensive and adequate for planning purposes?	Yes		Yes	
52	Have you BPR documents with you?	Yes	No	Yes	No
53	If yes, on which processes?				
54	Are they relevant for your work?	Yes		Yes	
55	Are you applying them perfectly?	Yes		Yes	
56	If not why?		Training		Training
57	Evaluate the status of community participation in planning, M&E and other development activities?	Encouraging	Encouraging	Encouraging	Encouraging
58	What is the change in community participation since 1995?	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
60	Which participation type is more prominent in the kebele?	Labor, material, money	Labor	Money, labor, material	Labor
61	What limit community participation in the kebele?	Poverty, vulnerability, basic needs	Impact	Hesitation, impact, awareness	Poverty, vulnerability

62	Is that possible to solve long-term development problems of the wereda at current state of planning?	No	Yes			NO	Yes
63	Is the manpower in the kebele adequate for planning, monitoring and evaluation, budgeting and data gathering?	No	Yes		Yes	NO	No
64	If not, what are the problems?	Skill, experience, workload	Yes		No	No	Skill, experience, training
65	Does the manpower at kebele level have adequate skill and experience in all planning cycles?	No	Yes			No	No
66	Do they have adequate capacity to accomplish all planning, monitoring and evaluation activities?	No	Yes			No	Yes
67	Do the kebele cabinet and council have adequate capacity to accomplish the plans, decision making and motivation?	Yes	Yes		Yes	No	Yes
68	Have you an office?	No	No		No	No	Yes
69	Have you adequate stationeries	Yes	No		No	No	No
70	Have you calculating machine?	No	No		No	No	No
71	Have you access to telephones?	No	Yes		Yes	No	No
72	Have you motor cycles?	No	No		No	No	No
73	Have you table and chair?	Yes	No		No	No	No
74	Have you shelves to file documents?	No	Yes			No	No
75	Have you living quarter in the kebele?	No	No			No	Yes
II	BUDGETING						
76	Have you budgeting guidelines?	No	No			No	No
77	Have you BPR guidelines on budgeting?	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	No			No	No
80	Is your annual budget plans have capital and current budget?	No	No			No	No
81	If yes, what was the current and capital budget in 2001?						
82	What type of data are you using for budgeting annual plans and projects?						
83	What are the sources of these data?	Community	Community				
84	What are the total budget of your projects between 1995-2002						
85	What percent of the population contribute labor?	40	60		75	85	80
86	What percent of the population contribute money?	20	5		0	40	5
87	What percent of the population contribute materials?	40	35		5	85	15
88	Have you and the virtual committee have adequate experience and skills in budgeting?	No	No			Yes	No
89	Have you obtained any training in budget planning?	No	No			Yes	No
90	If yes, how adequate was this training?				Inadequate	Adequate	
91	If yes, how relevant was the training?					Relevant	
III	MONITORING AND EVALUATION						
92	How do you monitor your annual plans and projects in the kebele? Tell us what you do						
93	How often do you monitor the implementation of the plan and projects in the kebele?	Frequently	Frequently		Occasional	Occasional	Occasional
94	Is there monitoring and evaluation committee in the kebele?	Yes	Yes		Yes	Monthly	Yes
95	If yes, what is the composition of the committee?		DA, HEW, Teacher, KCAB, WA, YA, farmer				KC., WA, YA

		No	Yes	Yes	Yes	No
96	Have you field monitoring schedule?	No	2 month	Every month	Yes	No
97	If yes, indicate your schedule?	No role	M&E, information		Every 15 days	Information
98	What is the role of the community in monitoring of plan implementation and projects in the kebele?					
99	Please indicate the steps you adopt in monitoring and evaluation?					
100	Have you monitoring and evaluation guidelines?	No	No	Yes	Yes	No
101	If yes, is it user friendly?			No	Yes	
102	If yes, is it comprehensive?		Yes	No	Yes	
103	If yes, is it up-to-date?			No	Yes	
104	Have you developed monitoring and evaluation indicators for activities, inputs, outputs and outcomes?	No			Yes	No
105	Are these indicators comprehensive and user friendly?		No	No	Yes	No
106	Have you ever evaluated a project in the kebele?	No	No		Yes	No
107	If yes, how and what type of project?					
108	Have you adequate budget for monitoring and evaluation?	No	No		Yes	No
109	What type of data are you using for monitoring and evaluation?					SD
110	What type of monitoring and evaluation instruments are you using?					
111	What type of monitoring and evaluation reports are produced by the kebele?		Quarter	Monthly	Monthly	
112	When do you submit these reports to WFEDO and the Wereda administration?		Quarter		Monthly	
113	Are they always timely and regular?	No	No		Yes	No
114	If not, why?		Workload			Workload
115	Who is the ultimate decision making body in the kebele to solve implementation problems?		KC	KM	KA	KC
116	Is this body efficient and has capacity to solve problems?	No	Yes		Yes	Yes
117	Does the body have regular meeting to discuss on problems?	No	Yes		Yes	Yes
118	If yes, indicate its schedule or frequency		2x/wk			Weekly
119	What is the linkage between the kebele and the WFEDO?	None	None		Training	
120	What is the linkage between the kebele manager and the wereda administration?	Staff	IE			IE, MS
121	Is the linkages with WFEDO is sufficient?	No	No		Yes	No
122	Rate the linkages between the kebele manager and the wereda administration?		Strong		Strong	Strong
123	Rate the linkage between the WFEDO and the kebele manager		None		Weak	None
124	Have you ever trained in monitoring and evaluation?		Yes		Yes	No
125	If yes, how many times have you trained in monitoring and evaluation since 1995?		1x		2x	
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?		Yes		No	Yes
128	What are the major problems of monitoring and evaluation in this kebele?		Workload			
129	What should be done to improve monitoring and evaluation in the kebele?					
130	Are the functions of the kebele manager and other structures in the kebele redundant and overlapping?		No		No	No
131	If yes, what is it?					

IV	INFORMATION MANAGEMENT	Sectors	KM	KA	Sectors	KM
132	Who is responsible for collecting, compiling and storing data in the kebele?		KM			KM
133	When did this organ start assuming this responsibility?	2000	1999			2000
134	Are all these data for all years in your office?		Yes	Yes		Yes
135	If not, why?					
136	What type of data are usually collected at kebele level?		SD, QD			SOCIO-ECONOMICS
137	What type of data collection methods are used in the kebele?					SD, QD
138	What are the sources of these data?	Community	Community	Community	Committees	Community
139	Have you regular timetable for collecting data?	Yes	Yes	Yes	Yes	Yes
140	If yes, indicate the schedule for data collection?		Quarter, semi annual, annual	Information	Planning, projects, identification, taxation	Quarter ii
141	For what purpose do you collect the data?		Information, planning, identification		Yes	Information, planning, project
142	Are you using them sufficiently?	Yes	Yes			Yes
143	If you have schedules, please indicate the procedures you follow in data collection?					
144	Have you a BPR document on information management?		No		Yes	No
145	If yes, are you sufficiently applying all of them in your data collection activities?					
146	Are they applicable at kebele level?		No		Yes	
147	If not, why?		No ground			No ground
148	Have you data collection formats?		Yes	No	Yes	Yes
149	If yes, who prepared them?		KM, sectors		Sectors	Sectors
150	Are the formats user friendly, comprehensive?		Yes	No	Yes	Yes
151	Are they missing some important data?	Yes	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?		No			No
154	Have you ever collected sample survey data?		No			No
155	If yes, for which year and on which issue?					
156	If no, how do you see its importance and the capacity to adopt survey data?		Important			Important
157	Do you think what you collect are reliable and consistent from year to year?		Yes		Yes	Yes
158	How do you check the reliability of data?					
159	Have you submitted all information at kebele level to the WFEDO since 1995?		Yes	No	Yes	Visit
160	If not all, how many times have you submitted data to the WFEDO?		No		1x	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?			No		
164	If yes, was it adequate?			No		
165	If yes, have you applied to your routine data collection activities?			No		

166	Have you now, acquired adequate skills and experience in data collection, analysis and organization?		No			No
167	If not, why?		Training			
168	How many of your time is spent on data collection?	20	30			5
169	Have you adequate budget for data collection, analysis and compilation?	No	No			No
170	If no, what is your source of fund?		KA, salary	Fund		Salary
171	Have you adequate support from sector offices from the kebele in data collection		Yes			Yes
172	Have you adequate support from the kebele cabinet and the council?		Yes			Yes
173	Have you adequate support from the WFEDO?		No			No
174	What type of support are you obtaining from the WFEDO?		None			None
175	Is this support adequate and timely?				No	
176	Is this support changing from time to time?					
177	If yes, how often?					
178	What are the major problems in data collection/information management at kebele level?					
179	What should be done to improve the data collection/information management at kebele level?					

ANNEX:IV-III

PART III

SECTION I-IV

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

ZONAL FINANCE AND ECONOMIC DEVELOPMENT OFFICES and SECTOR OFFICES

PART III SECTION I
THEMATIC FOCUS GROUP AND KEY INFORMANT DISCUSSION FORMAT
ZONAL FINANCE AND ECONOMIC DEVELOPMENT OFFICES AND SECTOR OFFICES

No	Indicators/Questionnaires	WEST ARSI	WEST HARARGE	EAST SHEWA	EAST WELLEGA	JIMMA
1	What is the type of planning you are currently exercising	Multi-sectoral	Multi sectoral		MS	MS
2	If participatory planning, when did you adopt it?					
	Why it is so important to adopt participatory planning?					
3	Who are stakeholders in planning?	Government sector offices, zonal cabinet, weredas, kebeles, multilateral and bilateral organizations, private sector, NGOs	ZONAL sectors, ZCab, WOFED, BOFED			Community, kebeles, cabinets, sectors
4	Who participate in actual planning exercises?	Weredas, kebeles, sector offices	ZOFED, sectors			
5	Is the participation of stakeholders in planning adequate?	No	No		NO	No
6	If no, what are the reasons?	Linkages	Attention, manpower, workload			Skill, data, manpower
7	What are the responsibilities of each stakeholder in planning?					
8	How do the WoFED coordinate different stakeholders during planning?	Call letter, information and data gathering, consultation, discussion, information exchange, plan appraisal	Letter, information, consultation, discussion, information exchange, plan appraisal		Letter, information, consultation, discussion, information exchange, plan appraisal	Consultation, discussion, IE, plan appraisal
9	Is the WoFED efficient in coordinating the stakeholders?	Yes	No		No	No
10	If not what does it lack?		Decision making, support, from ZCAB, AND BOFED, communication		Manpower, decision, TS, support WCAB, ZOFED/BOFED	Manpower, TE, CF, transport
11	Are all processes and procedures indicated in BPR for panning fully adopted? (multi sectoral or single sector planning?)	Yes	No		Yes	No
12	If not indicate some of the reasons?		attention, finance,			Attention, finance

				manpower, communications and difficult to materialize				and human resources
13	What type of planning are you preparing, and for which years?	Annual and medium term plans	Annual and medium term	Annual and medium term	Annual and Midterm		Annual, medium term	
14	What type of inputs/instruments are you using for planning purposes?	BPR and operational guidelines and various previous plan documents			PTG		Technical guidelines	
15	If positive for no. 14, who prepared them and which year?	BOFED			BOFED		BOFED	
16	Are these inputs adequate for technical planning purposes?	Yes	No	No	Yes		Yes	
17	If no, what do they lack		User friendly, comprehensive, content and scope					
18	Have you planning indicators for annual or mid term planning?	Yes	No	Yes	Yes		Yes	
19	Are these indicators detailed, aggregated and adequate?	Yes	No	No	Yes		Yes	
20	What is the maximum aggregation level of the indicators?	Sectors	Livelihood		Sectors		Kebeles	
21	Who prepare these indicators?	Sectors	BoFED		Sectors, BOFED, WOFED		BoFED	
22	Have you adequate capacity (skill, experience, etc) to prepare detail and SMART indicators?	No	No	No	Yes		Yes	
23	From where do you draw these indicators?	M&E documents	Medium		Annual plans, baseline, M&E		Annual and medium term plan	
24	When do you start planning?	Oct 1	May					
25	How many times does it take to complete a planning document?	15 days	90		22		30	
26	Does this time consistent with that indicated in the planning BPR/manual?	Yes	No	No	No		Yes	
27	If not why?		Manpower, communication, workload, delayance, coordination		Manpower, Delayance, Logistics			
28	What is the schedule for planning?	Yes			April-June		May-June	
29	Is your planning consistent with available resources?	Yes	No	No	Yes		Yes	
30	Are plans consistent with the fundamental problems of the wereda?	Yes	No	No	Yes		Yes	
31	Is there a practice of linking the plans	Yes	Yes	Yes	Yes		Yes	

**PART III: SECTION II
BUDGET PLANNING (ZOFED) and SECTOR OFFICES**

NO	Indicators	WEST ARSI	WEST HARARGE	EAST SHEWA	EAST WELLEGA	JIMA
1	Is there significant difference between planning and budgeting?	Yes	Yes			
2	If yes, what differentiates budgeting from planning?	Plan is activity and budget is an instrument				
3	How do you decide on budget ceiling?	Revenue, grant	Grant			
4	Is this ceiling consistent with the actual availability of the budget?	No	Yes			
5	If no, how often do they vary?	Low	Large			
6	Who decide on the budget ceiling?	BOFED	BOFED, WC			
7	Is this ceiling consistent with gaps to be fulfilled or expenditure needs?	No	Yes			
8	How do you decide and prioritize the budget ceiling for sectors?	Priority	Scope			
9	Who sets priorities among sectors?	BOFED	BOFED			
10	How do you budget for weredas?	Proposal	None			
10	Does the ceiling for each sector, in accordance with livelihood constraints and coverage?	No	Yes			
11	How do you divide between recurrent and capital budget in annual or medium term plans?	Last performance,	Decision of BOFED			
12	What is the schedule for annual budgeting?	July-June	July-August			
13	Who are the major stakeholders in budgeting?	All sectors, WOFED	Sectors, zonal offices			
14	What are the responsibilities of each stakeholder?	Medium	Medium			
15	How strong are the relationships between stakeholders during budgeting?	Aggregating, allocating ME planning of sector budgets,	ME			
16	What is the role of WFEDO in budgeting?	3	6			
16	How many steps should you follow in budgeting?	yes	yes			
17	Are these procedures consistent with that of the recommendations of BPR?	if, not give the reasons				
18	Is what you plan and actually obtained t consistent to accomplish the plans?	no	yes			

20	If not consistent please indicate your planned budget and actual budget for the last 5 years, '000 birr						
21	What is the share of capital and recurrent budget allocations between 1995-2002 EFY? ('000 birr)						
22	Indicate the source of budget for the period 1995-2002 EFY in '000 Birr						
23	What is the share of your internal revenue in the budget for years 1995-2002 EFY in '000 Birr? For detail refer to the appropriate table.						
24	Do you know the grant formula used to allocate budget among weredas currently?	No				No	
25	If yes, what is it?						
26	Is this formula appropriate for efficient planning, resource utilization, management and development?	Yes					
27	If no, what are its problems?						
28	What formula/ consideration is important than the current ones?						
29	Have you attempted to produce your own wereda formula?	No					
30	If yes, what are the basic indicators?						
31	If you have any information about the current grant formula, do you think it is based on accurate and reliable information?	No					
32	If not what are the reasons?	don't know					
33	Are there irrelevant indicators in the current formula to your local circumstances?	NR					
34	If yes, what are they?						
35	Are there times when the allocated budget (from government) does not comply with the community contribution?	no				yes	
36	If yes, are there times when community proposals and contribution were rejected due to lack of fund from the government?	no				yes	
37	Have you budgeting manuals for planning?	Yes				Yes	
38	If yes, what are they?	budget planning				Budget planning	

	guidelines	guidelines	guidelines	
39	Are they adequate, user friendly and up to date?	YES	No	
40	Who prepared these guidelines and manuals and when?	BOFED	BOFED	
41	What is your basis of budget planning?	Previous year achievement Yes	Gaps No	
42	Is the current level, amount and modalities of financing adequate to run the sectors under the mandate of the wereda mandates?	Yes	No	
43	If not, why not?		Constraints	
44	What should be done to solve the problems?			
45	How do you coordinate the budget owners during budget planning?	Need assessment, discussion and consultation Yes	Similar to planning Yes	
46	Is there any problem in coordinating these stakeholders?	Yes	Yes	
47	If yes, what are the problems?	Delayance	Incompatible financial and physical plans	
48	How do you decide financing of bilateral and multi lateral projects?	Based on agreement reached	Type of program	
49	Sketch the organizational structure for budgeting			
50	Are there any redundant or overlapping functions in budgeting?	No		
51	If yes, what are they?			
52	Is the existing staff of budgeting adequate in terms of number, quality and skills?	No	No	
53	What is the required and currently existing number of staff of budgeting functions in your office?	2 of 3	2 of 5	
54	Is staff turnover common in your office (for budgeting only)	No	No	
55	If yes, how many of them left between 1995-2001?			
56	What are the main reasons for staff turnover?			
57	Is there any staff development and incentive packages to retain and motivate?	No	No	
58	If yes, what are they?			

	Are there any short and long term training for your staff?	No	Yes			
59	Are there any short and long term training for your staff?	No	Yes			
60	If yes, indicate the type of training and number trained from 1995-2001?		IBEX, budget, population projection			
61	What are your plans in staff training?		Training of weredas on budgets			
62	What are the most important training subjects for budgeting staff?	M&E, planning, budgeting	M&E of budget			
63	Attach the duties and responsibilities of the budgeting staff	Refer to BPR				
64	Are there enabling environments for budgeting staff to execute their responsibilities as stated in their job descriptions?	Yes	No			
65	If not, list the reasons		External influence			
66	Have you ever provided supports to stakeholders?	Yes	Yes			
67	If yes, indicate the type of support you provided to stakeholders in budgeting?	Information exchange, support in budgeting, training, manuals	Training			
68	Have you adequate capacity to provide support to stakeholders?	Yes	No			
69	If not, what do you lack?		Budget			
70	Have you ever obtained support from other stakeholders?	Yes	No			
71	If yes, what type of support you get from other stakeholders?	Ideas and comments				
72	Is this support adequate and timely?	No				
73	Have you ever obtained support from the BoFED and ZFEDO?	Yes	Yes			
74	If yes, what type of support?	Training, information	Training			
75	Is the support timely and adequate?	Yes	No			
76	How frequent is this support?	On demand	Occasional			
77	How important is their support to the weredas?	Very important	Very important			
78	Are current linkages and working relationships between ZFEDO adequate?	Yes	No			
79	Are current linkages and working relationships between weredas and BoFED adequate and efficient?	No	No			

PART II SECTION III
ZONAL FINANCE AND ECONOMIC DEVELOPMENT OFFICE and SECTOR OFFICES
MONITORING AND EVALUATION

No	Indicators	WEST ARSI	WEST HARARGE	EAST SHEWA	EAST WELLEGA	JIMA
1	Have you BPR manual on Monitoring and evaluation?	Yes	No		Yes	Yes
2	When did you start implementation of BPR?	2001			1999	2000
3	Is monitoring and evaluation an integral part of planning function?	Yes	No		Yes	Yes
4	Is the method of planning, and monitoring and evaluation the same at wereda level?	Yes	No		Yes	Yes
5	Is the method of planning, monitoring and evaluation the same at kebele level?	Yes	No		Yes	Yes
6	What type of monitoring method are you currently using?	Participatory	Participatory		Mixed	Mixed
7	What type of evaluation are you currently using?	Participatory	Participatory		Conventional	Participatory
8	What are your monitoring indicators ?	Targets, budget and physical activities	Targets		Targets, budget, activities	Targets, budget, activities
9	What are your evaluation indicators?	Targets, budget and physical activities	Outcome and impact		Outcome, impacts, sustainability, relevance	Outcome, impacts, sustainability, relevance
10	Are monitoring and evaluation consistent with what is planned?	Yes	No		Yes	No
11	If not, why?					
12	What are the major methods used in monitoring of plans, projects and programmes?	Participatory and conventional				Observation, survey, interview, FGD
13	How often do you conduct field level monitoring?	Quarterly	Quarterly		Quarterly	Monthly, surprise visits
14	How often do you conduct evaluations?	Annually			Mid term	Bi-annual, annual, midterm, terminal, ex-Post
15	Have you ever evaluated any project or program or impact of the planning between 1995-2002 EFY	Yes	No		Yes	Yes
16	If yes, what type and in which year?	health center and post, FTC, education projects				Terminal evaluation of NGOS

17	Who actually participate in monitoring and evaluation?	sectors, WC, ME team of ZoFED, NGOs	me team of WoFED and sectors		M&E of WOFED	Sectors, WC, kebeles, NGOs, M&E OF WOFED and sectors
18	Is this composition regular?	yes	no		No	Yes
19	Indicate your field monitoring schedule?	quarterly			Quarterly	
20	Are you using this schedule regularly?	no	no		No	Yes
21	If not, why?	manpower, workloads, transport, communication, budget	manpower, transport, budget		Transport, fund	Transport, budget
22	Which projects most often monitored at field level?	all projects with priority of the government	construction projects		Capital budget projects	Capital budget projects
23	Can you cover all kebeles and projects during each field monitoring exercise?	no	no		No	No
24	If not, why?	time, transport and communication, fund	transport, fund, manpower		Transport, fund	Time, transport, fund, manpower
25	Have you monitoring and evaluation indicator guidelines for each sector, sub sector and activities?	no	no		Yes	Yes
26	Have you standard plan, project and programme evaluation manuals and guidelines?	yes	no		Yes	Yes
27	If yes, who prepared it and when?	BoFED, 2001			BOFED	BOFED, 2000
28	Are these manuals and guidelines complete, comprehensive, user friendly and consistent with your local circumstances?	Yes			Yes	No
29	If not, give reasons?	Problem of putting into practice due to shortage of budget, manpower and logistics				
30	Indicate the relationships between sector offices, kebeles and other stakeholders with WFEDO in monitoring and evaluation?	Information exchange, reporting, technical support			Good	Weak
31	What will be the outcome of your field monitoring exercise?	Technical support	Solve problems, technical and		Modification, solution, technical support	Relocation, technical and management support

32	Who is the ultimate decision making body to decide on and forward solutions based on field monitoring outputs?	Sectors, ZoFED	management support WoFED, ZoFED	WC, SECTORS, ZOFED, project committee	WC, sectors, KC
33	Is this decision help to solve the problems?	Yes	Yes	Yes	Yes
34	If not why?				
35	Is the decision timely?	No	Yes	No	No
36	If not indicate the reasons	Workload, transportation, delayance of feedback	Delayance, shortage of time, lack attention		Busy
37	How often do you prepare progress reports?	Monthly, quarter, bi-annual, annual	Quarter	Bi-annual	Quarterly
38	How often do you prepare evaluation reports?	Annual, midterm		Annual	Annual, mid term
39	Is there regular meeting on progress report hearing in the wereda?	Yes	No	No	Yes
40	Who organize the meeting/workshop?	ZC	WoFED		WC
41	Who are the participants?	ZoFED and WoFED me team	Sectors, ZC		Sectors
42	What will be the outcome of this workshop?	Capacity and decision making	Solutions		Allocation of budget
43	What is the schedule for submitting monthly reports (from sectors)	20-25		25-30	20 th of the month
44	What is the schedule for submitting quarter reports (from sectors)	25-30		25-05	25 th of the month
45	How often do you submit progress reports to ZFEDO? Indicate the schedule	Monthly, quarterly	Monthly, quarterly	Quarter	Until 30 th of the month
46	Are the progress reports from sector offices and kebeles in accordance with the schedule?	No		No	No
47	If not, why not?	Lack of pro-active response			Transportation, communication, manpower, attention
48	Are progress reports from kebeles and sector offices to the standard, comprehensive, consistent and reliable?	Yes	No	No	No
49	If not, is there standard procedure to		Yes	No	Yes

	technical supports to kebeles and sector offices?								
67	If any, what type of technical support do you provide to sectors and kebeles?	Training on me, joint me, experience sharing joint ME	Training, information, joint me, experience sharing,				IE		
68	How frequent and important is this technical support?	Sometimes 2x/year					Sometimes		
69	Is the support adequate?	No	No				No		
70	If not, why not?	Fund, skill, experience, materials	Attention, fund				Manpower, skill, fund		
71	Have you got any training in monitoring and evaluation?	Yes	Yes				Yes		Yes
72	If yes, how many times between 1995-2001 EFY.	1x	1x				4x		2x
73	How many of your staff participated in the training?	3	4				5		3
74	Were relevant staff members of M&E participated on training?	Yes	Yes				Yes		Yes
75	Was the training adequate and solve your problems?	No	Yes				Yes		No
76	If not, indicate the reasons?	Short duration, irregularity							Duration, repetition, problem faced
77	On what type of monitoring and evaluation did you take a training?	Participatory	Participatory				Participatory		Participatory
78	Have you practically applied this training on your routine monitoring and evaluation?	Yes	Yes				Yes		Yes
79	If not, indicate the reasons								
80	What is the number and qualifications of staff required for monitoring and evaluation, according to BPR?	3	3				3		3
81	What is the number and qualification of your staff currently working on monitoring and evaluation?	3 (BA management and economics)	2 in economics				2		3
82	If there are any gaps in number and quality of staff, what are the major constraints to solving staff problems?		Yes 1 staff and others need skill upgrading				Budget		
83	Have you staff development plans?	No	No				No		No
84	If yes, what are they?								
85	Is staff turnover frequent in this team?	No	No				Yes		Yes

86	If yes, how many staff members left the team between 1995-2001?					3	3
87	What are the major causes for staff turnover?					Salary, environment, allowances, bonuses, opportunity	Salary, environment, allowances, bonuses, opportunity
88	Sketch the structural organization of the monitoring and evaluation team						
89	Attach the duties and responsibilities of the existing staff of M&E	Refer to BPR					
90	Do all staff members accomplish their duties and responsibilities as stated?	Yes	No			Yes	No
91	If not, why?		Staff, fund, facilities, management			Fund, facility, mgmt	Fund, facility, workloads, management
92	Is there redundant structure and overlapping functions in monitoring and evaluation in other offices (example the wereda council)?	No	Yes			Yes	Yes
93	Did these overlapping functions have any negative impact on M&E of the WFEDO?		No			Yes	Yes

**PART III SECTION IV
ZONAL FINANCE AND ECONOMIC DEVELOPMENT OFFICES and SECTOR OFFICES
INFORMATION MANAGEMENT**

NO	INDICATORS	WEST ARSI	WEST HARARGE	EAST SHEWA	EAST WELLEGA	JIMA
1	Is the information management team separate from other teams?	No	No		No	No
2	Is the information management system have a regular and working procedures, processes and methods? If yes, indicate your procedures?	Yes	No		Yes	No
3		Need assessment, duplication and dissemination of formats, data collection, analysis and compilation, production of outputs, dissemination				
4	Have you regular schedule for data collection and compilation and dissemination? If yes, indicate the schedule	Yes	No		Yes	Yes
5		In accordance with BPR schedule				
6	What are your data and information sources?	Sectors, ZC, WOFED AND BOFED	WC		Sectors, NGOS	Sectors, WC, NGOS
7	How frequent is the data flow from the kebele level?	On demand	On demand		Occasional	On demand
8	How frequent and regular is the data flow from sector offices	On demand	Frequent and regular		On demand	on demand
9	What is the source of data of sector offices and kebeles/	Annual report, GIS from BOFED, NGOS	Wereda, sectors		Annual reports	Annual reports, sector offices, NGOS
10	Have they established data collection, compilation and dissemination strategies?	Yes	Yes		Yes	No
11	How accurate and reliable is the data from sector offices?	Unreliable and inconsistent	Reliable and consistent		Reliable and consistent	Reliable and consistent
12	How accurate and reliable is the data from kebeles	Unreliable and inconsistent	Reliable and consistent		Reliable and consistent	Reliable and consistent
13	How do you control reliability and consistency of data from sector offices and kebeles	cross check with previous data and wereda and sectors	Cross checking sector and wereda data			
14	Have you standardized data collection,	No	No		Yes	No

	analysis and compilation guidelines and manuals?								
15	If yes, indicate some of them	Yes	Yes						
16	Have you standard data collection formats for sector offices and kebeles?	ZOFED, BOFED	BOFED					Yes	No
17	If yes, who prepared them?	Yes	No					BOFED	Yes
18	Have you standardized data compilation formats?	ZOFED, BoFED	Socio-economic, physical and geographic data					BOFED	BOFED
19	If yes, who prepared them?	Yes	Socio-economics					Secondary	Secondary
20	What type of data are collected by the office?	Planning, budgeting, ME, information, projects	Information					Planning, budgeting, information	Planning
21	What is the final use of these data?	Abstracts, profiles	Profiles					Abstract, profile, maps, atlases	Abstracts and profiles
22	In what form did you compile these data and information	2 (1999, 2000)	5 abstracts					2x abstract and profile, 1x map	2x abstract and profile
23	How many of them were you preparing between 1995-2001	Yes	No					No	No
24	Have you incorporated primary data collection system in your information management system?	Data from fuel station, banks, schools and colleges, saving and credit associations							
25	If yes, what type of data have you collected so far, using primary survey data collection methods?	3							
26	If yes, how many sets of such survey data are collected between 1995-2001	Very important							
27	How important is the introduction of primary data collection in your data management system	No	No					Yes	No
28	Have you an experience of using primary data collected by other institutions?	Zone and region, office, interested body							Sectors, NGOS
29	Who are the users of your output?	Yes	No					Yes	Yes
30	Are you using these data for planning, evaluation, identification of projects and others?	Sometimes							sometimes
31	If yes, how often?	BoFED 3						2X	ZOFED, BOFED 2X
32	How many times have you sent the								

	compiled data to ZFEDO and BOFED between 1995-2001?								
33	Have you a database system?	No						No	No
34	If yes, indicate the type?	Yes	IBEX						
35	Have you separate computers to store and manage the data?	Yes						Yes	No
36	If yes, indicate the type and capacity of the computer used for data storing and management	256 GB RAM							
37	Have you modem and relevant software for data entry and analysis?	No						Yes	No
38	If yes, indicate some of them								
39	Have you adequate relationships with ZFEDO?	No						Yes	Yes
40	Have you adequate technical support from ZFEDO?	No						No	Yes
41	If yes, what type of support?							Yes	IE, training, guidelines
42	Have you adequate support from BoFED?	No						Yes	Yes
43	If yes, what type of support were you receiving since 1995 EFY?	Information and formats						IE, training, guideline, ES	IE, training, guidelines
44	Are supports from ZFEDO and BoFED adequate to improve your efficiency?	Yes						Yes	Yes
45	Have you adequate support from sector offices?	No						Yes	Yes
46	What type of support were you receiving from sector offices	Data and information						ES, JTW, IE	JTW, IE
47	Have you adequate support from wereda cabinet or council?	No						YES	YES
48	What type of support were you receiving from wereda council/cabinet?	Information						Mgmt, IE	Management support
49	Have you ever provided supports to sector offices and kebeles?	No						yes	yes
50	If yes, what type of support?							Information exchange	IE, JTW
51	If no, indicate the reasons?	Fund, logistics and facilities, attention							
52	Have you adequate skill and experience in data collection, analysis, compilation?	Yes						No	Yes
53	Have you got training on information management since 1995?	No						Yes	No
54	If yes, how many times and for how many staff?							1x, 4	
55	Was the training given to relevant	No						Yes	No

56	staff? How adequate is the training in terms of content, relevance, comprehensiveness, and duration?					Fair	Irrelevant
57	Have you ever received compiled information (abstracts, atlases, maps, profiles from the BoFED and ZFEDO between 1995-2001?	Yes	???			Yes	Yes
58	Who prepared the data collection formats?	ZoFED, BoFED	BoFED			BoFED, ZOFED	BoFED
59	If, BoFED and ZFEDO, are the formats adequate, relevant and consistent with circumstances?	Yes	yes			yes	yes
60	Are the formats, user friendly?	Yes	yes			yes	yes
61	What is the minimum disaggregation level of data at wereda level?	Wereda				sectors	sectors
62	What is the minimum disaggregation level of data at kebele level?	Sectors				wereda	sectors
63	Is there adequate and appropriate capacity and manpower at kebele level?	No	no			no	no
64	Is there adequate and relevant capacity and manpower in sector offices for information management?	No	no			no	yes
65	Is there adequate fund for information management at kebele, sector and WFEDO level?	No	no			no	no
66	What is the average annual budget for information management at WFEDO?						
67	What mainly dictates data collection at zonal level?	Fund and demand from BOFED				Planning, proposal, development, demand of BOFED	Demand of BOFED
68	What dictates data collection at wereda level?	Information needs, planning, budgeting				Planning, fund allocation	Gaps
69	How many weredas sent data and information on regular basis to WFEDO since 1995?	12 weredas since 2000					
70	How many statistical abstracts, profiles, maps and others have been prepared since 1995	2 abstracts, 3 profiles				2X	2x abstracts and profiles
71	Have you ever sent these outputs to ZFEDO and BoFED?	Yes	Yes			Yes	Yes
72	If yes, how many times since 1995?	2 to BoFED				2X	2X ZOFED, BOFED
73	Is current structure of information and	No	No			yes	no

74	management adequate and efficient? If not, indicate the reasons?	No vertical linkage, and technical support						training, manpower
75	Does current structure have overlapping and redundant functions?	No	No	No			No	
76	Sketch the organizational structure of information management function in the WFEDO?	In accordance with BPR						
77	What is the composition of skilled manpower in information management according to the BPR?	3	3	3			3	
78	How many of them are currently working on information management?	2					2	
79	What are the problems of not filling the existing gaps in human resources?	Lack of budget, skilled manpower, priority	lack of priority				budget	budget
80	Attach the duties and responsibilities of the existing staff?	Refer to BPR	refer to BPR				Refer to BPR	refer to BPR
81	Is staff turnover common in this team?	No	no				yes	no
82	If yes, what are the main reasons for staff turnover?						salary, opportunity	
83	If yes, how many of the staff members of the team left since 1995?						2	
84	Have you staff development plans and strategies?	No					Yes	No
85	If yes, what are they?						Short training	
86	What should be done to reduce staff turnover?		salary, incentives, assign staff, training and technical support					
87	Evaluate the staff of information management in terms of efficiency, capacity, motivation, skill and experience	Medium					High	Very good

**OROMIYA BUREAU OF FINANCE
AND ECONOMIC DEVELOPMENT**

**PLANNING, BUDGETING,
MONITORING AND EVALUATION
IMPLEMENTATION MANUAL**

**September, 2001 E.C
Finfinne**

ACRONYMS

GGP- Good-Governance Packages

MOFED- Ministry of Finance and Economic Development

OBoFED- Oromiya Bureau of Finance and Economic Development

PBMECP- Planning, Budgeting, Monitoring and Evaluation Core Process

RSICP- Regional Statistics and Information Preparation and Dissemination Core Process

ZOFED- Zonal Office of Finance and Economic Development

Zpbmet- zonal planning, budgeting, monitoring and evaluation team

WOFED- Wereda Office of Finance and Economic Development

Wpbmet- Wereda planning, budgeting, monitoring and evaluation team

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1. INTRODUCTION

Since its foundation, the regional government of Oromiya has been undertaking various development activities at all levels to enhance the development of the region. Remarkable achievements have been recorded in economic, social and political activities. Particularly, since 2002/03, the regional government has engaged in full civil service reform by conducting Business Process Reengineering. The government conducted BPR research in 20 Regional Bureaus in 2006/2007 and in the remaining Bureaus in 2007/08 and 2008/09.

In the same manner, Oromiya Bureau of Finance and Economic Development (the managed bureau of the former Bureau of Planning and Economic Development and Finance), which is responsible for preparing Regional long, medium and short term development plans has conducted a detail study on the process of Regional development planning as well as Regional procurement and financial administration in 2006/07 and on the remaining processes in 2007/08 and 2008/09. By now all Bureau's activities have been studied and reorganized into six major core processes (Regional Planning, Budgeting, Monitoring and Evaluation; Regional Government Procurement, Property and Financial Administration; Regional Statistics and Information Collection Preparation and Dissemination; NGOs Affairs; IT and Monitoring and Auditing) and three support processes (Human Resources Administration; Planning, Procurement, Property and Financial Administration and Law Service). Pilot testing was conducted on the first two major core processes in 2007/2008.

The study has redesigned an integrated participatory planning process to be implemented in the Region. In the newly redesigned planning process, planning is conducted at three levels, namely, kebele, wereda and region. At kebele level, kebele council approves the plans that can be implemented at kebele level by kebele own budget and human resource, and sent both approved plans and major priority needs to the wereda to be incorporated in the wereda development plans.

At wereda level, Wereda Office of Finance and Economic Development will integrate, link to the budget, organize and compile wereda development plan, and lastly the agreed plan is sent

to wereda council for approval. Then after, the approved projects and programs, together with major priority list will be sent to the regional level to be indicated and incorporated in the regional development plan.

Similarly, at regional level, all sectors prepare their own plan based on major priority lists sent up and Regional strategic development indicators; then Regional development plan is organized and compiled by BoFED and finally approved by Regional Council and implemented by executive sectors.

However, the newly redesigned integrated participatory planning has a loophole, i.e., detail guideline of integrated participatory planning has not been prepared so far.

1.1. Mandates of Oromiya Bureau of Finance and Economic Development

One of the prime mandates of the Oromiya Bureau of Finance and Economic Development is preparing Regional macroeconomic policy framework, regional planning systems, strategies, programs and development Plans of the Region within the National Development Planning and Policy Framework. Although the design of overarching policies, strategies and programs is the mandate of the Federal Government, Regional States can also develop their own policies, strategies and programs taking their respective socio-economic circumstances in to consideration. For the attainment of its mandate, Oromiya Bureau of Finance and Economic Development has articulated its vision as follows:

‘to see the people of the region freed from absolute poverty where working culture developed and its resources utilized efficiently’. The mission is ‘to improve the standard of living of the people through proper utilization of the Region’s resource in a coordinated, transparent and efficient manner.’

In line with this, since its establishment, the Regional State of Oromiya has formulated and is in the process of implementing various developments polices and strategies guided by Regional and National development priorities. Expansion of socioeconomic infrastructure, supply of improved Agricultural inputs and provision of agricultural extension package, strengthening of farmers Cooperatives, Decentralization of power and responsibilities of development planning, implementations, monitoring and evaluation to

weredas, Accounts and Tax reforms, expansion of Technical and Vocational Schools etc, are some of the main policy measures undertaken during the last few years.

For full scale implementation of Regional Government development policies and strategies, Oromiya Bureau of Finance and Economic Development has prepared two three years and one five year development plans, including the SPM produced for the years 2004/05-2009/10) and under implementation in the Region. The overall target was increasing production and productivity, there-by improving the living standard of the population through rural-focused development strategy.

Although remarkable achievements were recorded during the last ten years in production of food crops, it was not sufficient to guarantee food security and better standard of living condition to all peoples of the region. Provision of basic infrastructural facilities necessary for improved living conditions is far from being adequate. The major challenges are:

- i. Lack of adequate and up-to-date information, capacity limitations and poor infrastructure facilities to provide basic socio- economic facilities;
- ii. Poor integration of implementing institutions at all levels;
- iii. Weak community participation in development activities as desired due to limited managerial experience in participatory disciplines and poor general public awareness;
- iv. Weak organizational structure and capacity limitation at various levels in project/program formulation, uncoordinated monitoring and evaluation strategies;
- v. Lack of competent staff at all levels, and high staff turnover for better salaries and other incentive packages.
- vi. Lack of database and networking system to timely tackle challenges confronting implementation of planned activities, and weak monitoring and evaluation system.

In order to bring the anticipated rapid and sustainable economic growth, reduce poverty and lay the foundation for prosperity, conducting Business Process Reengineering on the

existing planning, budgeting, monitoring and evaluation process was found necessary and accordingly BPR study was conducted on this process as indicated above.

1.2. Delimitation of Development Planning

Business Process Reengineering study conducted on planning, budgeting, monitoring and evaluation confined to development planning activities being planned and implemented at Regional, Wereda and Kebele levels by government sectors, UNEX-COM, NGOs and community .

1.3. Inputs Of Development Planning

Any development planning, being planned in the Region, or wereda and kebele levels should take into consideration the following factors.

- Human/societal needs by prioritizing their needs;
- Regional government development policies, strategies and programs;
- Prior years development plan implementation performance,
- Reliable and up-to-date basic socio-economic data required for planning and
- Available resources (natural, government budget, budget subsidies, donor support, NGOS and community contribution both in kind and labor).

1.4. Customers and Stakeholders of Development Planning

Regional population is the main customer of development planning at all Regional, Zonal, Wereda and kebele levels, while Ministry of Planning and Economic Development, Regional Government, Regional Council, Regional Sectors and Offices, NGOs working in the Region and donors are stakeholders of Regional development planning.

2. Sequences of Major Value Adding Tasks and Steps In Development Planning

In order to plan proper development plan, the following tasks should be sequentially followed and performed.

- A. Knowing Regional economic development policies, strategies and programs,
- B. Collecting societal needs starting from locality/kebele level and prioritize them through societal participation, and determine a desired future situation,

- C. Collecting basic socio-economic data and analyzing through the whole structures, starting from kebele level or carrying out analysis of existing situations,
- D. Estimating and knowing all available resources (finance, manpower, etc.),
- E. Discussing and preparing participatory development plan depending upon implementation strategies, people's needs and available budget,
- F. Compile the plan and submit to the Regional council for amendment and then to council for approval,
- G. Distribute the endorsed development plan to the executive organs for execution,
- H. Prepare plan of action and submit to the concerned section for follow-up, monitor and
- I. Conduct monitoring and evaluation of development plan performance based on prepared plan of action.

2.1. Collecting and Analyzing People's Needs and Basic Data, and Knowing Development Targets and Strategies

At Regional level, Planning, Budget, Monitoring and Evaluation Core Process (PBMECP), in association with executive sectors, shall prepare standardized format by which people's needs and basic socio-economic data are collected and analyzed starting from locality or kebele level to the Region. Then, PBMECP submits the format to the Regional Statistics and Information Core Process (RSICP) of BoFED for the collection of data. RSICP in turn distributes the format to the Zonal Office of Finance and Economic Development (ZOFED) or zonal planning, budgeting, monitoring and evaluation team (zpbmet) of ZOFED. People's needs and basic socio-economic data collection format are distributed both vertically down to lower structures of BoFED and horizontally to the sectors/offices.

At zonal level, zonal OFED or zpbmet distributes the received planning data and other basic information collection format vertically down to Wereda Office of Finance and Economic Development (WOFED) or wereda planning, budgeting, monitoring and evaluation team (wpbmet) and horizontally to zonal offices. Zonal offices may also distribute the formats they receive and others to their lower wereda respective structures.

Similarly, at werda level, WOFED or wpbmet distributes the format down to each kebele manager and horizontally to wereda offices. Those wereda offices, which have structure at kebele level, may also distribute the format to them.

Conversely, the kebele manager, together with other government organizations workers available at kebele level, collects and analyzes the required data, and finally submits to the WOFED and the structures available at kebele level also to their respective offices. Then wereda offices organize their respective data and submit horizontally to WOFED and vertically to their zonal structures. WOFED also analyzes, organizes wereda data as well as profile and send to ZOFED. ZOFED also analyzes, organizes data received from WOFED and zonal offices at zonal level, including zonal wereda profiles and send to RSICP. Zonal offices also send whatever data they organized at zonal level to their respective Regional sectors by making copy for ZOFED. This is simply to maintain uniformity of data and information.

Regarding Regional development polices, strategies and programs, OBoFED or PBMECP prepares various Regional development polices, strategies and programs in line with National development priorities and submits for Regional Council for discussion, amendment and approval. After Regional Council endorsed the policies and strategies, OBoFED or PBMECP distributes the approved ones to the Regional sectors, ZOFED and WOFED, in order to be distributed to the zonal and wereda sectors. Regional sectors may also distribute the received targets and strategies to their respective lower structures.

2.2. Development Planning At Different Levels Of The Region

As indicated earlier, in our Region, currently, planning is conducted at Regional and wereda levels. The managing of all planning activities is the responsibility of Bureau of Finance and Economic Development. The Bureau, together with executive sectors, prepares annual, medium and long-term development plans of the Region. Based on some selected and approved criteria, the Bureau allocates budgets in the form of block grants for the sectors and weredas and hands over to them.

The block grants to the wereda level were made in June 2002 for the first time in our Region, and simultaneously capacity building program in the use of the block grant has been initiated. Particular emphasis has been given in the National Capacity building Program to wereda level decentralization as a means of empowering local communities, developing democratization and improving delivery of basic services. Wereda Office of Finance and Economic Development (WOFED) is the basic coordinating institution at local level for planning and budgeting. All executive sectors found in the wereda are responsible for collecting data, identifying problems and prioritizing communities' needs in respect of their mandate, preparing their plans, and transferring to the wereda Office of Finance and Economic Development. WOFED is responsible for the preparation and coordination of wereda development plans and allocation of budget for the execution of plans. Below the wereda, there are no institutions involved in planning from the grassroots upwards up to the end of 2007.

At zonal level, there is no planning activity. However, zonal administration, that is the second executive organ established under the Regional Administrative Council, shall have the following duties and responsibilities.

- Coordinate the activities of the districts of the zone,
- Support, follow-up and coordinate the activities of the various government and non-government institutions being executed at zonal and wereda levels,
- Support and coordinate social and economic institutions established to give services to more than one wereda,
- Study the zonal social services and economic development and submit to the Region, and
- Provide technical, professional and material support for the weredas and zonal sectors.

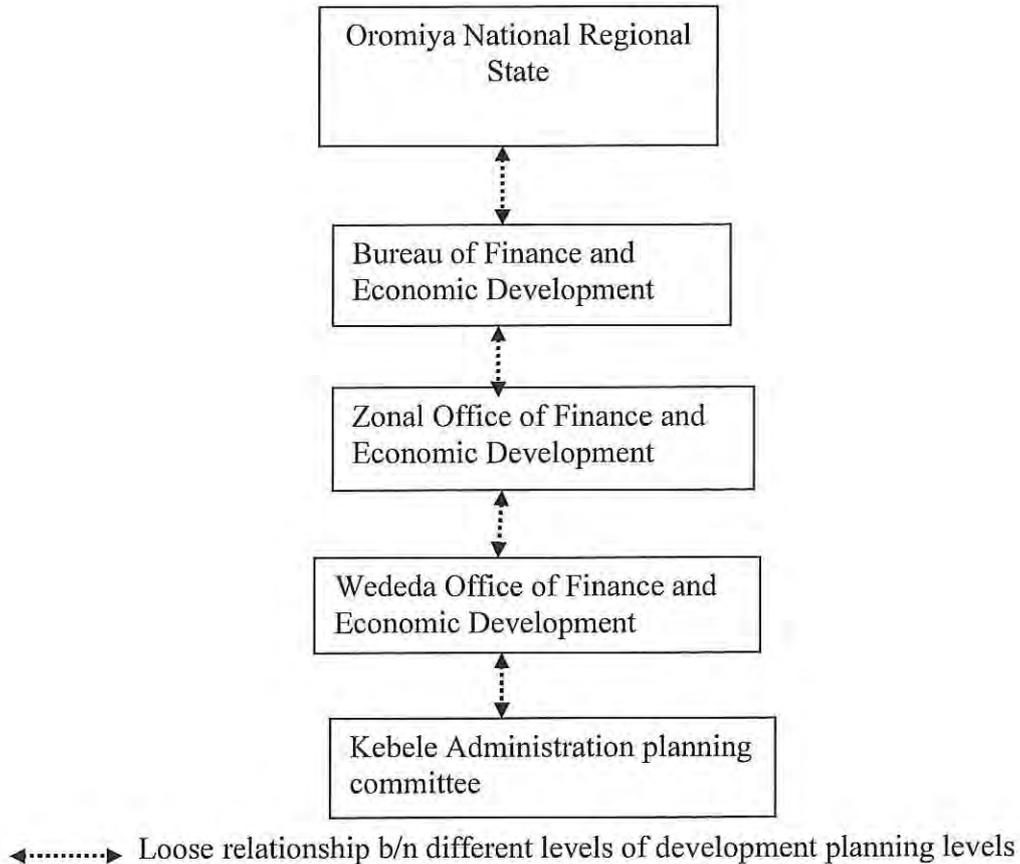
Similarly, at Regional level, Bureau of Finance and Economic Development has the following major duties and responsibilities regarding development planning.

- Supervise the execution of the economic and fiscal policies of the Region,

- Prepare long, medium and short term economic development plans of the Region, jointly with other sectors based on the Federal and Regional government's economic development policy. Initially, all line bureaus prepare their annual plans based on the given Regional government's focus targets and indicators by BoFED, and finally submit the proposals to BoFED for analysis, appraisal and budget support,
- Analyze, appraise and support the draft plans and projects; then consolidates the recurrent and capital budget proposals of the sectors and submits to the Regional Cabinet for amendment and then to Council for approval,
- Provide technical support for preparation and presentation of plans and projects,
- Administer the approved development plans or budgets, monitors and evaluates the implementation of development plans together with concerned executive sectors,
- Perform payments for those Offices having budget in the Region, follow-up the subsidiary budget or the resource share of Region assigned from the Federal Government,
- Develop and submit appropriate resource allocation criteria to the Regional Cabinet for fair distribution of budget for the weredas as well as for the executive sectors,
- Monitor and evaluate project programs prepared by different sectors and support them by budget, supervises project implementation and expenditure of capital budget, cause decisive project programs to be studied and submitted for the development of the Region.

In general, the vertical relationship between kebele adhoc planning committee, Wereda and Zonal Office of Finance and Economic Development as well as Regional BoFED is loose (see the figure below). Only lists of major needs of community transferred from kebele to wereda and from wereda to the Region through Zonal Offices of Finance and Economic Development. Every level is independent and accountable to plan the activities (except zonal level) that can be performed at its level based on available resources and focus targets, and execute them.

Figure1. Organizational Structure of Planning Process in the Region



2.2.1. Preparing and Managing Development Plan At Kebele Level

At kebele level, there is virtual team or committee that coordinates planning. The committee comprises kebele manager (one generalist) and development committee (consisting nine members – school director, DA and Health Post workers, Women and Youth Associations representatives, Kebele Council, etc). The committee is responsible for preparing and managing short, medium and long term kebele development plan based on the development indicator given by WOFED. The committee can held community meetings, workshops and consultations with the communities in order to identify problems and establish priority needs. Participation activities are supposed to involve consensus meetings, data collection and compilation, problem identification and prioritization, implementation by providing labor and materials during implementation period, and monitoring and evaluation.

Finally kebele council approves the plan that can be implemented at kebele level by kebele own budget and human resource, and sent both approved plan and major priority needs of the community to the wereda to be incorporated in the wereda development plan. Lists of major needs of community transferred from kebele to wereda and from wereda to the Region through Zonal Offices of Finance and Economic Development. Furthermore, the committee monitors and evaluates the activities undertaken by the user communities regularly, and presents the report to the kebele council twice a year (at the end of the second quarter and end of the year) for the overall evaluation of the annual plan and decision taking. .

In general, kebele manager and kebele development committee together perform the following activities.

1. Receive standard format used for the collection of people's needs and other basic socio-economic data from WOFED,
2. Distribute formats for the available government structures to be filled and returned back,
3. Establish virtual team, conducting meeting with the people and discussing on the existing problems, prioritize the problems and set the solutions accordingly,
4. Collect and organize people's needs and basic socio-economic data required for planning, and sending to WOFED,
5. Asses available ressources (Manpower, revenue, support, etc.),
6. Conduct discussion with development stakeholders (NGOs, Organizations, etc) on kebele development activities and facilitate their development participation,
7. Prepare kebele development plan based on people's needs and basic socio-economic data through participatory approach,
8. Conduct discussion with development stakeholders, people's representative, kebele council and others on draft plan, developing the plan with the given comments and submit to the kebele administration for approval by kebele council or executive committee,
9. Prepare plan of action on the approved plan and implement the plan accordingly,

10. Submit development plan approved by kebele council and major lists of people's needs that is beyond their capacity to WOFED,
11. Supervise and follow-up other development activities being implemented in the kebele by other sectors, and
12. Monitor and evaluate performance of planned activities according to plan of action and present report regularly to kebele council and WOFED.

2.2.1.1. Required Logistics

1. Stationery materials (papers, pencils, etc),
2. Typewriter,
3. Motor cycle,
4. Working room,
5. Telephone,
6. Office furniture (tables, chairs, etc) and
7. Calculator, etc.