

**B/ At Zonal Level**

Table 1:- Place & standard of performance (work flow, place to be performed, time, standard)

S.No.	Natural workflow	Where it is performed	When it is performed	Standard accomplishment	
				Time	Steps
A	<b>Medium Term Development Plan</b>				7
1	Receive standardized formats used for the collection of people's needs and basic socio-economic and budget allocation data as well as guidelines from BoFED,	BoFED/ Executive Sectors	Up to August 20	15 days	
2	Distribute standardized formats for WOFED and zonal sectors,	BoFED/ Executive Sectors	Up to August 30	5 days	
3	Collect, analyze and organize people's needs and basic socio-economic data, give feed-back for WOFED and submit to BoFED,	BoFED/ Executive Sectors	Up to October 30	30 days	
4	Give explanation on the planning ToR and working procedures for the weredas and provide them technical and professional support,		Up to February 20		
5	Follow-up and provide technical support for weredas/towns in the preparation and presentation of plans and projects based on the given development indicators and strategies,	BoFED/ Executive Sectors	Up to February 25	In this program always	
6	Receive and organize weredas/towns major medium term development plan,	BoFED/ Executive Sectors	Up to March 20	5 days	
7	Finalyz weredas/towns medium term economic development plan document and submit to BoFED and other concerned sectors,	BoFED/ Executive Sectors	Up to May 20	days 10	
<b>B</b>	<b>Strengthen capacity building activities on population program &amp; development issues,</b>	BoFED/ Executive Sectors			8

S.No.	Natural workflow	Where it is performed	When it is performed	Standard accomplishment	
				Time	Steps
1	Identify development and population issues for study,	BoFED/ Executive Sectors	As per the schedule	10 days	
2	Prepare research proposal,	BoFED/ Executive Sectors	As per the schedule	5 days	
3	Cause the proposal to be approved,	BoFED/ Executive Sectors	As per the schedule	One day	
4	Prepare/update training manuals,	BoFED/ Executive Sectors	As per the schedule	25days	
5	Facilitate and follow-up to duplicate the final training manuals,	BoFED/ Executive Sectors	As per the schedule	5 days	
6	Prepare different formats required for training and facilitate conditions for giving training,	BoFED/ Executive Sectors	As per the schedule	5 days	
7	Give training,	BoFED/ Executive Sectors	As per the schedule	As indicated in the proposal	
8	Prepare training report and submit for the concerned sectors,	BoFED/ Executive Sectors	As per the schedule	5 days	
<b>C</b>	<b>Prepare Documents on Development and Population Issues,</b>	BoFED/ Executive Sectors			2
1	Receive and distribute educational materials produced on population programs and development issues,	BoFED/ Executive Sectors	As per the schedule	5 days	
2	Give explanation on educational materials prepared on population programs and development issues and give feed-back,	BoFED/ Executive Sectors	As per the schedule	5 days	
<b>D</b>	<b>Conduct Study on Regional development strategies and population issues,</b>	BoFED/ Executive Sectors	As per the schedule		9

S.No.	Natural workflow	Where it is performed	When it is performed	Standard accomplishment	
				Time	Steps
1	Identify study topics on Regional development and population issues,	BoFED/ Executive Sectors	As per the schedule	15 days	
2	Cause the selected study topics to be approved,	BoFED/ Executive Sectors	As per the schedule	One day	
3	Prepare proposal and ToR on the selected study topics,	BoFED/ Executive Sectors	As per the schedule	10 days	
4	Cause the prepared study proposal and ToR to be approved,	BoFED/ Executive Sectors	As per the schedule	One days	
5	Collect necessary data and information, and analyze them,	BoFED/ Executive Sectors	As per the schedule	30 days	
6	Prepare draft study document and computerize,	BoFED/ Executive Sectors	As per the schedule	60 days	
7	Obtain more ideas on the draft study by distributing to some experts and presenting for discussion, and develop more,	BoFED/ Executive Sectors	As per the schedule	5 days	
8	Analyze, edit, develop and finalize the document ,	BoFED/ Executive Sectors	As per the schedule	20 days	
9	Facilitate conditions for printing and disseminating the document,	BoFED/ Executive Sectors	As per the schedule	10 days	
E	<b>Prepare Annual Development Plan and Budget</b>	BoFED/ Executive Sectors			8
1	Receive standard format used for the collection of people's needs and basic socio-economic data from BoFED and distribute to zonal sectors and WOFED,	BoFED/ Executive Sectors	Up to August 5	5 days	
2	Analyze and organize major people's needs and basic socio-economic data received from WOFED and send to BOFED,	BoFED/ Executive Sectors	Up to October 20	20 days	

S.No.	Natural workflow	Where it is performed	When it is performed	Standard accomplishment	
				Time	Steps
3	Organize and submit major projects and programs planned and approved at wereda level, that is beyond their mandate to BoFED,	BoFED/ Executive Sectors	Up to October 20	10 days	
4	Organize and record the annual weredas approved budget into IBEX, and submit to BoFED,	BoFED/ Executive Sectors	Up to October.20	20 days	
5	Organize approved annual economic development plan document of the weredas/towns and zonal sectors, if any, and distribute to the concerned sectors,	BoFED/ Executive Sectors	Up to October 15	15 days	
6	Prepare description of major projects and programs planned at weredas/towns level and performed by capital and recurrent budget, community participation and distribute to the concerned sectors,	BoFED/ Executive Sectors	Up to November 15	20 days	
7	Organize weredas/towns supplementary budget requisition,	BoFED/ Executive Sectors	As requested	5 days	
8	Provide technical and professional support for weredas/towns Office of Finance and Economic Development, and zonal Offices,	BoFED/ Executive Sectors	Always	Always	
<b>F</b>	<b>Monitoring and Evaluation</b>	BoFED/ Executive Sectors			14
1	Receive approved development plan and Plan of Action from zonal Offices,	BoFED/ Executive Sectors	Up to August 20	5 days	
2	Prepare/update formats used for reporting monitoring and evaluation of development plan as well as packages of good governance performance,	BoFED/ Executive Sectors	Hang August 10	10 days	
3	Distribute formats used for reporting monitoring and evaluation results for the concerned sectors,	BoFED/ Executive Sectors	Up to August 20	5 days	
4	Prepare 'ToR', contents and monthly, quarterly and annual Plan of Action of monitoring and evaluation of development plans and packages of good governance,	BoFED/ Executive Sectors	Up to August 30	20 days	
5	Call concerned sectors and give explanation on the Prepared 'ToR', contents and monthly, quarterly and	BoFED/ Executive Sectors	Up to August 30	2 days	

S.No.	Natural workflow	Where it is performed	When it is performed	Standard accomplishment	
				Time	Steps
	annual Plan of Action of monitoring and evaluation of development plans and packages of good governance,				
7	Collect monthly regular report, analyze, organize and distribute for the concerned sectors,	BoFED/ Executive Sectors	Monthly	Up to 7 <sup>th</sup> day	
8	Monitor and evaluate quarterly performance of development projects, programs and packages of good governance in the field,	BoFED/ Executive Sectors	Quarterly	Up to 30th of the third month	
9	Prepare general quarterly report (monthly and quarterly summary report) and submit to the concerned sector to discuss on it and take corrective measure if problems prevailed, approve the report and give feed-back,	BoFED/ Executive Sectors	Quarterly	Next month from 1-5	
10	Conduct mid-year and annual review meeting at the end of the year on the evaluation of development performance,	BoFED/ Executive Sectors	Mid-year and end of the year	January and May	
11	Give feed-back regarding outputs of development plan performance, ,	BoFED/ Executive Sectors	Quarterly	3 days	
12	Follow-up the performance of the measures taken to correct the problems occurred and give feed-back,	BoFED/ Executive Sectors	Monthly	Once a month	
13	If urgent monitoring and evaluation is foreseen, perform them,	BoFED/ Executive Sectors	As required	As per the schedule	
14	Provide technical and professional support and training on monitoring and evaluation.	BoFED/ Executive Sectors	As per the given schedule	As the standard set for training	

1. Table 2 :- Activities Performed, Skills and Qualifications Required

No.	Activities Performed	Pin-point Responsibilities	Skills required, Qualifications, Training and work experiences	Performers Job Descriptions and Number	
				Job Description	Number
I	Workflow and standard accomplishment as indicated in the table (A-F).	<p>I. Planning, Budgeting, Monitoring and Evaluation Core Process</p> <ol style="list-style-type: none"> <li>1. Consolidate mid-term and Annual Plans</li> <li>2. conduct research on population and development related issues</li> <li>3. Capacity building programs on population and development issues</li> <li>4. distribute educational materials for promotion on population and development issues</li> <li>5. Coordinate, monitor and evaluate NGOs development implementation plans</li> <li>6. Conduct monitoring and evaluation for implementation of development plans and Good-Governance Packages (GGP)</li> <li>7. prepare, analyze and disseminate data and information</li> </ol>	<p>1.First degree and above in the fields Economics, Regional Development Studies, Geography, Agricultural Engineering, Demography, Agricultural Science, Management, Statistics, etc</p> <p>2. Experiences</p> <p>0 Year =3</p> <p>2 Years=3</p> <p>4 Years =3</p> <p>For Directly related work experiences</p> <p>3.Basic skills in computer,</p> <p>4. Skills in project preparation and management</p>	<p>1.Performers of plan preparation, monitoring and evaluation</p> <p>6</p> <p>2.Performers of plan preparation, analysis and information</p> <p>3</p>	

**C/ At Woreda/Ana/City Administration Level**

**Table 1:- Work Structure, when it is performed, where it is performed and work standards**

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
A	<b>Mid-term plan preparation</b>				18
1	Prepare/update guidelines/manuals and formats for data collection and community needs	WoFED/Sectors	Up to Sept. 10	10 Days	
2	Disseminate guidelines/manuals and formats for data collection,	WoFED/Sectors	Up to Sept. 15	5 Days	
3	Collect basic data and community needs, analyze, consolidate and give feedbacks,	WoFED/Sectors	Up to Oct.15	30 Days	
4	Analyze and consolidate previous years plan implementation progresses/achievements,	WoFED/Sectors	Up to Dec.30	30 Days	
5	Identify mid-term development targets on population and development issues,	WoFED/Sectors	Up to Feb. 25	15 Days	
6	Approve the mid-term development targets on population and development	WoFED/Sectors	Up to March 10	15 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
7	Facilitate preparation of mid-term plan based on plan contents/ToR and development targets on population and development,	WoFED/Sectors	Up to March 15	5 Days	
8	Give briefings on plan preparation and implementation plans based on the ToR,	WoFED/Sectors	Up to March 20	5 Days	
9	Follow up the preparation and submission of mid-term plans and give technical supports,	WoFED/Sectors	Up to April 15	Once in a week	
10	Analyze/appraise the prepared plan against population and development targets and give feedbacks,	WoFED/Sectors	Up to April 30	15 Days	
11	Follow up submission of draft mid-term plan,	WoFED/Sectors	Up to May 20	30 Days	
12	Consolidate the draft mid-term plan,	WoFED/Sectors	Up to May 30	10 Days	
13	Facilitate approval of the consolidated draft mid-term plan	WoFED/Sectors	Up to June 10	10 Days	
14	Collect feedbacks on the draft mid-term plan and revise the document,	WoFED/Sectors	Up to June 15	5 Days	
15	Facilitate stakeholders/customers discussions on the prepared draft plan,	WoFED/Sectors	Up to June 20	5 Days	
16	Revise the document based on the feedbacks given by the stakeholders/customers,	WoFED/Sectors	Up to June 23	3 Days	
17	Submit to Woreda council and Facilitate for approval,	WoFED/Sectors	Up to June 30	5 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
18	Finalize and disseminate the final document,	WoFED/Sectors	Up to July 20	20 Days	
<b>B</b>	<b>Conduct capacity building programs on population and development</b>				10
1	Conduct training needs assessment on population and development,	BoFED/Sector	As planned	10 Days	
2	Prepae proposals,	BoFED/Sector	As planned	5 Days	
3	Approval of the proposal,	BoFED/Sector	As planned	1 Day	
4	Prepare/update training manuals	BoFED/Sector	As planned	25 Days	
5	Facilitate preparation of training manuals and materials,	BoFED/Sector	As planned	5 Days	
6	Prepare different formats required for the training program and facilitate conditions for the training,	BoFED/Sector	As planned	5 Days	
7	Give the training,	BoFED/Sector	As planned	As proposed	
9	Prepare training reports and submit to concerned bodies,	BoFED/Sector	As planned	7 Days	
<b>C</b>	<b>Promotion of population and development related issues</b>				2
1	Distribute educational materials on population and development issues,	WoFED/Sectors	As planned	5 Days	
2	Promote population and development issues and collect feedbacks,	WoFED/Sectors	As planned	5 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
<b>D</b>	<b>Undertake studies and research on population and development issues</b>				9
1	Identify research topics on population and development related issues to conduct research,	BoFED/Sector	As planned	15 Days	
2	Facilitate approval of the proposed research areas /topics on population and development related issues,	BoFED/Sector	As planned	1 Days	
3	Prepare ToR and proposal for conducting research on the approved research topic,	BoFED/Sector	As planned	10 Days	
4	Approve the proposal and ToR,	BoFED/Sector	As planned	1 Days	
5	Collect data and identify secondary sources of information and analyze,	BoFED/Sector	As planned	30 Days	
6	Prepare the draft script and computerize the data for analysis,	BoFED/Sector	As planned	60 Days	
7	Compile feedbacks on the draft document from concerned bodies and revise the document,	BoFED/Sector	As planned	5 Days	
8	Edit and finalize the document,	BoFED/Sector	As planned	20 Days	
9	Facilitate conditions for distribution of the document,	BoFED/Sector	As planned	10 Days	
<b>E</b>	<b>Preparation of Annual Plan and Budget</b>	WoFED/Sectors			38
1.	Prepare/update basic data and community needs collection formats,	WoFED/Sectors	Up to Aug. 20	10 Days	
2.	Distribute the formats sent through ZoFEDs/BoFEDs,	WoFED/Sectors	Up to August 30	10 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
3.	Collect basic data and community needs, analyze, consolidate and give feedbacks,	WoFED/Sectors	Up to Oct. 5	20 Days	
4	Consolidate planning related issues expected to be beyond the capacities of kebele's and communicate to responsible bodies,	WoFED/Sectors	Up to Oct. 10	5 Days	
5	Analyze plan implementation progresses and achievements of previous years and consolidate,	WoFED/Sectors	Up to Sept 15	15 Days	
6	Identify population and development targets,	WoFED/Sectors	Up to January. 15	20 Days	
7	Approve the targets,	WoFED/Sectors	Up to January. 20	2 Days	
8	Prepare ToR, plan contents and development targets, etc and announce to all stakeholders,	WoFED/Sectors	Up to January. 30	10 Days	
9	Give briefings on the preparation of the plan and action plans based on the ToR,	WoFED/Sectors	Up to January. 30	2 Days	
10	Follow up the preparation and submission of physical plans and give technical supports,	WoFED/Sectors	Up to Feb. 30	Once in week	
11	Appraise/analyze the prepared physical plan,	WoFED/Sectors	Up to March 20	15 Days	
12	Collect and analyze data required for budget estimation/forecast,	WoFED/Sectors	Up to Dec. 15	15 Days	
13	Prepare budget allocation criteria, facilitate discussions and approve,	WoFED/Sectors	Up to Dec.30	15 Days	
14	Undertake budget estimation	WoFED/Sectors	Up to Jan. 10	5 Days	
15	Allocate/share resources/budget based on the budget allocation criteria,	WoFED/Sectors	Up to Jan. 20	7 Days	
16	Approve the allocated budget,	WoFED/Sectors	Up to Jan. 30	2 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
17	Announce the Estimated Budget along with budget allocation criteria to concerned bodies,	WoFED/Sectors	Up to March 30	7 Days	
18	Follow up the preparation of physical plans taking in account the budget ceiling, targets and give technical support,	BoFED/sectors	Up to April 10	10 Days	
19	Review the draft physical plan and budget and give feedbacks/technical support,	WoFED/Sectors	Up to May 20	20 Days	
20	Announce the final/actual budget/,	WoFED/Sectors	Up to July 17	7 Days	
21	Follow up timely submission of final draft physical plan and budget,	WoFED/Sectors	Up to July 30	10 Days	
22	Consolidate the prepared draft plan,	WoFED/Sectors	Up to Aug 7	7 Days	
23	Approve the draft plan,	WoFED/Sectors	Up to Aug 10	3 Days	
24	Collect additional comments and feedbacks on the draft plan and budget and revise accordingly,	WoFED/Sectors	Up to Aug. 15	5 Days	
25	Consolidate the revised plan and budget,	WoFED/Sectors	Up to Aug. 18	3 Days	
26	Prepare plan and budget proclamation proposal (ToR) and facilitate conditions for approval by woreda council,	WoFED/Sectors	Up to Aug. 25	7 Days	
27	Communicate the approved plan and budget using different formats and IT facilities,	WoFED/Sectors	Up to Aug. 30	5 Days	
28	Follow up the preparation and submission of physical and financial implementation action plans,	WoFED/Sectors	Up to Sept. 1	5 Days	
29	Computerize the approved budget using "IBEX" and consolidate data,	WoFED/Sectors	Up to Sept. 20	20 Days	
30	Preparation and dissemination of plan document:	WoFED/Sectors			
	- preparation ,	WoFED/Sectors	Up to Oct. 25	20 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
	-communicate to concerned bodies,	WoFED/Sectors	Up to Oct. 15	10 Days	
31	Prepare project profiles/Green Book/ for bigger capital projects /programs and projects conducted by community participation,	WoFED/Sectors	Up to Oct. 15	20 Days	
32	Communicate this project/programs profiles to concerned bodies,	Woofed/Sectors	Up to Oct. 20	5 Days	
33	Give feedbacks/address reprogramming requests (Plans and/or Budgets Revision) based on guidelines and monitoring and evaluation progress reports,	WoFED/Sectors	Quarterly Basis	2:00 hrs.	
34	Follow up the implementation of reprogramming requests (Plan/Budget) and computerize the data and communicate to treasury unit	WoFED/Sectors	Quarterly Basis	3:00 hrs.	
35	Gather data on additional budget requests,	WoFED/Sectors	Based on the request	1 Day	
36	Consolidate all additional budget requests and communicate to responsible bodies,	WoFED/Sectors	Based on the request	5 Days	
37	Prepare proposals (ToR) for proclamation of additional budget requests and facilitate conditions for approval by the council,	WoFED/Sectors	Based on the request	5 Days	
38	Administer contingency budget;	WMMD			
	-address contingency budget requests	WoFED/Sectors	Requests based on decisions	1 Day	
	-prepare reports	WoFED/Sectors	Requests based on decisions	2 Day	
F	<b>Preparation of Multi-lateral and Bi-lateral Development Plans and Budgeting /Target Woredas/</b>				18

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
1	Facilitate conditions for the preparation of multilateral and bilateral development plans based on development targets, agreements, budgets ceiling, etc	WoFED/Sectors	Up to Feb.30	20 Days	
2	Follow up the preparation and submission of plans and give technical supports,	WoFED/Sectors	Up to March 20	30 Days	
3	Review the prepared plan against multilateral and bilateral agreements/development targets and budget ceiling and approve,	WoFED/Sectors	Up to March. 30	5 Days	
5	Consolidate prepared plans by woreda,	BoFED/sectors	Up to April 10	10 Days	
6	Submit the compiled multi-lateral and bi-lateral woreda plans to BoFED and respective sector offices,	WoFED/Sectors	Up to April 15	20 Days	
7	Notify disbursed budgets from multi-lateral and bi-lateral development partners to IPs based on the approved plan and budgets,	WoFED/Sectors	Up to June. 20	5 Days	
8	Follow up timely submission of physical and financial progress reports,	WoFED/Sectors	Quarterly	10 Days	
9	Consolidate reports according to the program and budget sources,	WoFED/Sectors	Quarterly	10 Days	
10	Communicate/submit the consolidated reports to BoFED and respective Regional sector offices,	WoFED/Sectors	Quarterly	3 Days	
11	Give feedbacks on reprogramming related issues,	WoFED/Sectors	Quarterly	2 Days	
12	Follow up timely approval of reprogramming requests,	WoFED/Sectors	End of 2 <sup>nd</sup> and 4 <sup>th</sup> quarter	3 Days	
13	Consolidate reprogrammed activities/plans by sector/woreda,	WoFED/Sectors	2 <sup>nd</sup> and 3 <sup>rd</sup> quarters	10 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
14	Consolidate and submit revised/reprogrammed activities/plans to BoFED and sector offices	WoFED/Sectors	2 <sup>nd</sup> and 4 <sup>th</sup> quarters	7 Days	
15	Monitor and evaluate multi-lateral and bi-lateral development implementation plans and prepare field reports,	WoFED/Sectors	End of 2 <sup>nd</sup> and 4 <sup>th</sup> quarters	2 Days	
16	Review program implementations quarterly and bi-annually with the participation of all IPs,	WoFED/Sectors	Quarterly	2 Days	
17	Follow up implementation progresses and give feedbacks,	WoFED/Sectors	As requested	1 Day	
18	strengthen capacity building programs (Training programs, provision of supplies, technical supports, etc.)	WoFED/Sectors	As requested	As planned	
<b>G</b>	<b>Monitoring and Evaluation</b>				11
1	Prepare/update reporting formats for monitoring and evaluation of implementation plans and Good-Governance Packages,	WoFED/Sectors	Up to Aug. 20	10 Days	
2	Distribute reporting formats for monitoring and evaluation of implementation plans and Good-Governance Packages,	WoFED/Sectors	Up to Aug. 25	10 Days	
3	Prepare Tore for monitoring and evaluation of implementation plans and GGPs monthly, quarterly and annually and communicate to concerned bodies,	WoFED/Sectors	Up to Aug. 5	10 Days	
4	Give briefings on monitoring and evaluation implementation plans and GGPs based on the ToR,	WoFED/Sectors	Up to Sept. 5	2 Days	
5	Compile monthly progress reports and communicate to concerned bodies,	WoFED/Sectors	Beginning of next month up to 7 days	3 Days	
6	Monitor and evaluate implementation progresses of projects/programs and GGPs on quarterly basis,	WoFED/Sectors	Quarterly	End of each quarter up to 30th	
7	Facilitate discussions on evaluation reports (regular	WoFED/Sectors	Quarterly	End of each quarter	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Steps
	and field visit reports) on quarterly basis and communicate the results,			26-30th	
8	Conduct mid-term and final evaluation of annual plan,	WoFED/Sectors	In the middle and end of the year	January and June	
9	Give feedbacks on the evaluation results,	WoFED/Sectors	Quarterly	3 Days	
10	Follow up implementation of corrective actions taken,	WoFED/Sectors	Regularly	Once in month	
11	Conduct monitoring and evaluation when required (ad hoc),	WoFED/Sectors	As required	As planned	
11	Give trainings and technical supports on monitoring and evaluation related issues/activities,	WoFED/Sectors	As planned	Based on training standards prepared	
<b>H</b>	<b>Evaluation of Long-term Development Plans</b>				6
1	Prepare ToR and proposal for the evaluation program,	WoFED/Sectors	Up to Sept. 15	15 Days	
2	Prepare formats for collecting data and opinions and communicate to concerned bodies,	WoFED/Sectors	Up to Oct. 15	30 Days	
3	Gather different data and analyze,	WoFED/Sectors	Up to Nov. 25	40 Days	
4	Prepare evaluation reports,	WoFED/Sectors	Up to Dec. 25	30 Days	
5	communicate evaluation results to concerned bodies and facilitate conditions for discussion,	WoFED/Sectors	Up to Dec. 30	15 Days	
6	Finalize the evaluation document and dispatch the evaluation results,	WoFED/Sectors	Up to Dec.-January.	15 Days	

**Table 2:- Activities Performed, Skills and Qualifications Required**

No.	Activities Performed	Pin-point Responsibilities	Skills required, Qualifications, Training and work experiences	Performers Job Descriptions and Number	
				Job Description	Job Description
A	Workflow and standard accomplishment as indicated in the table 1 (A-H).	<p>I. Planning, Budgeting, Monitoring and Evaluation Core Process</p> <ol style="list-style-type: none"> <li>1. prepare and consolidate mid-term and annual Plans</li> <li>2. conduct research on population and development issues</li> <li>3. conduct capacity building programs on population and development issues</li> <li>4. distribute educational materials on population and development related issues for promotion</li> <li>5. Administer contingency budget</li> <li>6. Administer woreda budgets</li> <li>7. prepare multilateral and bi-lateral development plans and consolidate</li> <li>8. coordinate, monitor and evaluate NGOs development plans</li> <li>9. conduct monitoring and evaluation of development plans and GGPs</li> <li>10. data and information preparation, analysis and disseminate</li> </ol>	<p>1. First degree and above in the fields Economics, Regional Development Studies, Geography, Agricultural Engineering, Demography, Agricultural Science, Management, Statistics, etc</p> <p>2. Experiences</p> <p>0 Year = 2            1 Years= 2            2 Years =3            3 Years= 2</p> <p>For Directly related work experiences</p> <p>3. Basic skills in computer,</p> <p>4. Skills in project preparation and management</p>	<p>1. Performers of plan preparation, monitoring and evaluation</p> <p>2. Performers of data and information preparation, analysis and dissemination</p>	<p>7</p> <p>2</p>

No.	Activities Performed	Pin-point Responsibilities	Skills required, Qualifications, Training and work experiences	Performers Job Descriptions and Number	
				Job Description	Job Description

**Remark:-** 1. At city administration/municipalities/ and woreda levels, activities performed and work standards are all the same.

2. Human resource, qualifications and education levels are similar at city administration and woredas. But, number of experts and work experiences required for city administrations/municipalities/ are based on the previously approved structures by the Regional government and Oromia Civil Service Commission.

#### **D/ At Kebele/Genda Level**

Table 1:- Work Structure, when it is performed, where it is performed and work standard

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Time
<b>I</b>	<b>Kebele Plan preparation, monitoring and evaluation process</b>	Kebele			
<b>A</b>	<b>Plan preparation and Budgeting</b>	Kebele			13
1	Organize/formulate kebele planning committee (ad hoc committee),	Kebele	Up to July 17	5 Days	
2	Distribute formats for data collection and planning needs of the community,	Kebele	Up to Aug. 30	5 Days	
3	Gather, consolidate, retrieve and communicate basic data and community needs,	Kebele	Up to Oct 30	30 Days	
4	Hold series of community meetings/discussions to identify and prioritize community needs,	Kebele	Up to Sept 20	15 Days	
5	Consensus building on development targets & strategies,	Kebele	Up to Dec.30	10 Days	
6	Prepare draft physical report,	Kebele	Up to Feb.30	30 Days	
7	Prepare summary of budget estimate,	Kebele	Up to Feb.30	10 Days	
8	Prepare draft physical plan vis-a-vis the budget,	Kebele	Up to March.20	20 Days	
9	Facilitate approval of the draft plan by kebele cabinet,	Kebele	Up to April 10	2 Days	
10	Revise/Review the draft plan based on the feedbacks and comments,	Kebele	Up to April 20	10 Days	
11	Facilitate approval of the draft plan by council,	Kebele	Up to May 20	10 Days	
12	Consolidate the plan and facilitate preparation of monitoring and evaluation implementation plans,	Kebele	Up to May 30	20 Days	

No.	Activities performed & their flows	Where it is performed	When it is performed	Accomplishment standards	
				Time	Time
13	Finalization of kebele development plan and dissemination: - preparation, -communicate to concerned bodies	Kebele Kebele Kebele	Up to May 30 Up to July 20	15 Days 3 Days	
<b>B</b>	<b>Monitoring and Evaluation of Development Plan</b>	Kebele			6
1	Collect/check availability/ reporting formats (for development implementation plans and good-governance packages),	Kebele	Up to July 20	2 Days	
2	Prepare monthly regular reports and communicate to concerned bodies,	Kebele	After each month up to 5 days	5 Days	
3	Conduct field visits to monitor and evaluate implementation of development plans and GGPs and prepare reports quarterly,	Kebele	Quarter	End of each quarter up to 30 <sup>th</sup>	
4	Facilitate discussions on evaluation reports (both regular & field visit reports) on quarterly basis communicate the results,	Kebele	Quarter	End of each quarter up to 25-30 <sup>th</sup>	
5	Conduct mid-term and final evaluations,	Kebele	In the middle and end of the year	Jan. And May up to the 10th day	
6	Follow up implementation of feedbacks given and corrective actions taken,	Kebele	Regular	Once monthly	

**2. Table 2:- Activities Performed, Skills and Qualifications Required**

No.	Activities Performed	Pin-point Responsibilities	Skills required, Qualifications, Training and work experiences	Performers Job Descriptions and Number	
				Job Description	Job Description
1	List of Activities and standards for Table( A-B).	<p>I. Planning, Budgeting, Monitoring and Evaluation Process</p> <p>1. Prepare and consolidate plan</p> <p>6. Conduct monitoring and evaluation of development plans and GGP</p> <p>7. prepare, analyze and disseminate data and information</p>	<p>College Diploma in the fields of social science, Agriculture, Education,</p> <p>Experiences</p> <p>0 Year</p> <p>Skills in community mobilization, planning, data collection, analysis and reporting</p>	<p>1.Planning, data and information Facilitator (worker)</p>	<p>One expert and planning committee</p>

## **2.5. Work Interfaces among BoFED/WoFED and Planning, Budgeting, Monitoring and Evaluation Teams of Sectors/Offices**

In the newly designed Planning, Monitoring and Evaluation Core Process, BoFED and WoFED are responsible for the preparation of ToR for development target setting, contents for plan and budget estimates, implementation action plans for monitoring and evaluation annually and hold discussions with respective sector offices and facilitates conditions for approval. Moreover, BoFED/WoFED shall also follow up the preparation of annual plans and monitoring and evaluation implementation plans in respective sector offices regularly, coordinate overall processes, give technical supports and take corrective actions as required. In line with this, Planning, Monitoring and Evaluation Sub-Process Teams of respective sector offices and Planning, Budgeting, Monitoring and Evaluation Core Process Teams of BoFED/WoFED work in collaboration/partnership for the realization of their implementation plans.

In these work processes, Planning, Budgeting, Monitoring and Evaluation teams of respective sector offices are responsible to submit regular implementation progress reports and feedbacks to Planning, Budgeting, Monitoring and Evaluation Team of BoFED/WoFED and BoFED/WoFED **PBMET** shall take the initiative to follow up, coordinate overall activities and take corrective actions as required. Similarly, Planning, Budgeting, Monitoring and Evaluation teams of sector offices are also expected to work towards realizing their action plans and follow up implementation of corrective actions taken. Moreover, it is expected that sector offices are also responsible to approve their draft plans and reports of implementation plans by their management before submission to BoFED/WoFED.

It is also anticipated that BoFED/WoFED and sector offices are supported by networking and ICT facilities for smooth implementation and realization of Planning, Budgeting, Monitoring and Evaluation processes at all levels. In addition to these, coordination and feedbacks mechanisms shall be facilitated as easy as possible.

## **2.6. Roles and Responsibilities (Pin-Point Responsibilities) of Planning, Budgeting, Monitoring and Evaluation Process Owner at different levels**

### **1. At Kebele/Genda Level**

- Gather socio-economic data, community needs and challenges using formats sent through ZoFED/BoFED and consolidate, retrieve and submit to concerned bodies,
- Facilitate series of community discussions on development issues or priorities, identify challenges and community needs and seek possible solutions,
- Facilitate preparation of kebele development plan taking in to account the available resource (Human resource, internal revenue and Community contribution) in collaboration with planning committee (ad hoc committee), hold community discussions and facilitate approval by the kebele council,
- Submit approved plan and planning needs of the community expected to be beyond the capacity,
- Participate in NGOs development project plan preparation and follow up their implementation and evaluate the achievements,
- Conduct regular monitoring and evaluation of implementation plans with the planning committee and prepare reports and submit to W/ZoFED,

### **2. At Woreda Level/City Administration**

- Arrange capacity building programmes/ trainings and give technical supports for kebele level planning units and woreda level planning, monitoring and evaluation teams,
- Facilitate implementation of data collection and reporting formats sent through Z/BoFED ,
- Follow up timely collection and submission of socio-economic data and community needs from kebeles and analyze, consolidate, retrieve and consolidate and submit planning needs expected to be beyond the capacities to responsible bodies,
- Prepare statistical abstracts and woreda profile, make it available for references and submit to ZoFED and update regularly,

- Prepare woreda short term and mid-term development plan,
- Identify development potentials of the Woreda, estimate/identify possible sources of resources (internal revenue, community contribution and subsidy), prepare budget allocation criteria for sector offices, facilitate discussions, approve and allocate budgets and communicate to concerned bodies,
- Appraise plan and allocate available budget,
- Facilitate conditions for participatory Woreda development plan preparation, hold community discussions, approve and submit big project plans and programs to ZoFED,
- Follow up and evaluate implementation progresses of government, multi-lateral and bi-lateral, NGOs and population and development programs and GGP; communicate the results, take corrective actions and give feedbacks,
- Coordinate NGOs development plan preparation, regular monitoring and evaluation; appraise projects, approve and sign project agreements accordingly,
- Administer/manage overall plan preparation procedures/processes, monitoring and evaluation of development plans in the woreda,
- Rating performance evaluation of employees/performers.

### **3. At Zonal Level**

- Consolidates basic data and community needs submitted from Woredas/city administrations; prepare statistical abstracts and prepare profiles and identify development potentials of the zone, make it available for references and submit to BoFED,
- Consolidate development plans for projects and programs submitted from woredas/city administration and submit to BoFED and concerned bodies,
- Compile implementation progress reports (Regular & Field visit reports) submitted from Woreda /city administration and submit to BoFED,
- Conduct regular monitoring and evaluate implementation progresses of government, multi-lateral and bi-lateral, NGOs projects, population and development programs and GGP; communicate the results, take corrective actions and give regular feedbacks,
- Consolidate project budgets in the zone; prepare regular reports and submit to BOFED and responsible bodies,

- Coordinate projects conducted in the zone, prepare evaluation and progress reports and submit to BoFEd and concerned bodies,
- Coordinate project plan preparation for NGOs development projects; appraise projects, approve and sign project agreements,
- Arrange capacity building and training programs for woreda/city administration level implementing bodies in the areas of planning, monitoring and evaluation, data collection and analysis and give technical supports as required,
- Coordinate overall plan preparation, monitoring and evaluation activities in the zone at woreda/city administration levels,
- Rating performance evaluation of employees /performers.

#### **4. At Regional Level**

- Identify regional development targets and communicate to implementing sectors/offices,
- Prepare/update formats for gathering basic data, community needs and challenges and submit to Regional Statistics and Information Preparation and Dissemination Core Process,
- Analyze, consolidate and retrieve/store socio-economic data, community needs and challenges, project and program profiles submitted from zones to Regional Statistics and Information Preparation and Dissemination,
- Mobilize and estimate potential/expected sources of resources (budget envelop) (Internal revenue, community contribution, government support and subsidy),
- Prepare budget allocation criteria for Regional implementing sectors/offices; facilitate conditions for discussions and approval, allocate resources and communicate to sectors/offices,
- Analyze basic data required for woreda budget allocation (block grant) (based on data sent through Regional Statistics and Information Preparation and Dissemination Process); facilitate discussions, set allocation criteria, approve, undertake woreda budget allocation and communicate to concerned bodies,
- Analyze prepared sectoral plans against the predetermined development targets, budget ceiling and give technical supports,

- Prepare/facilitate development plans for multi-lateral and bi-lateral development programs/projects taking into account development targets and budget ceiling; monitor implementation progresses regularly and evaluate the results, address reprogramming requests and additional budget requests,
- Facilitate discussions on Regional development policy and strategies and create awareness; follow up their implementations,
- Monitor implementation of population and development projects/programs and evaluate the achievements, undertake studies and researches, facilitate discussions and approval,
- Prepare short term, medium and long term Regional development plans, hold series of discussions and approval by Regional Cabinet and Council and communicate to respective sector offices,
- Facilitate different capacity building and training programs on planning and budgeting for planning experts at different,
- Coordinate and manage overall planning and budgeting processes,
- Rating performance evaluation of employees/performers.

### **3. Budgeting Processes**

#### **3.1. Budget Allocation and Notification Procedures**

In the first place, in this budgeting processes, the Regional Planning and Budgeting team shares the Regional total aggregate budget (budget envelop) into three parts/levels (for Sectors, Woredas and Contingency) based on available resources and facilitate discussions and approval by the Regional Government after series of discussions. The total budget allocated for Regional sector Bureaus/offices will be shared among the sectors based on allocation criteria approved by the Regional Government. Meanwhile, after the approval of the allocated budget by the Regional Government, both capital and recurrent budgets will be communicated to respective Regional sector Bureaus/offices using notification formats for facilitation of preconditions for plan preparation. Prior to this, it is advisable to notify budget estimates taking into account previous year budget information for exercising draft plan preparation. In addition to this, Regional Planning and Budgeting team shall be responsible to manage contingency budgets and address any issues related to additional budget requests.

Similarly, Woreda budget (block grant) allocation team of BoFED will be responsible to allocate the proportion of the total budget allocated for woredas based on the established and approved budget allocation criteria. After series of discussions, adjustments and modifications, it will be distributed to respective Woredas.

#### **3.2. Budget Notification**

Planning, Monitoring and Evaluation team of Woreda office of Finance and Economic Development (WoFED) shall be responsible for notifying the budget (Capital and Recurrent Budget) for woreda sector offices after it is being approved by Woreda Council.

#### **3.3. Plan/Budget Revision (Reprogramming)**

At normal conditions, reprogramming of plan/budget will be minimal if planning processes and procedures are given due attention. In most cases, reprogramming of plan/budget are the results of poor planning procedures and processes. There are unexpected circumstances or conditions when reprogramming issues are considered. Sometimes, some of these problems can be

addressed through reprogramming of budget (revision) while others may not be fully addressed either through revisions of physical plans or budget. To cite, when there is a government structural adjustment, revision of budgets will be mandatory. In most cases, since budget revision is an integral part of implementation of physical plan, it is very important to identify and know reasons for reprogramming taking into account evaluation reports. If budget revision is evidenced and supported by quarterly evaluation reports, reprogramming issues can be addressed with care.

Under any circumstances, there are conditions where it is impossible to address budget revision issues from one budget code to the other. In this regards, it is impossible to conduct revision/reprogram:

- ✦ From capital budget to recurrent budget and
- ✦ From recurrent budget allocated for professional fees to salary expenses and per diem.

In the other way, in an organization if reprogramming requests are supported and substantiated by evidences, reprogramming of budget from one budget code to the other and from one project/program budget to the other project/program budget is possible. Similarly, there is also possibility to address reprogramming requests (revisions) across different government offices.

In an institution; budget revision requests, from one budget code to the other, can be facilitated and carried out by the process owner (Budget Revision Team) after approval by Finance Administration Work Process. Similarly, reprogramming request from one project/program to other project/program shall be decided upon the findings of quarterly evaluation reports and approval by Planning and Budgeting Team. In this regards, information on the reprogramming results will be communicated to Planning, Procurement and Finance section for documentation. This issue can be addressed only within five working days after submission of every quarter reports.

Moreover, budget revision requests across different sector offices shall be addressed within the following pre-conditions;

- ❖ Revision of project budget will be addressed if supported by monitoring and quarterly evaluation reports of Monitoring and Evaluation Team. Moreover, this reprogramming request can be approved by Planning and Budgeting Team of BoFED/WoFED no later than May 15 in a budget year.
- ❖ Recurrent budget reprogramming request procedures shall be approved at two levels. At Regional level, it should be approved by BoFED Bureau Head and at Woreda/city administration level by WoFED Head.

#### **4. Monitoring and Evaluation of Development Plan**

In planning, monitoring and evaluation processes; the preparation of physical plan, budgeting, monitoring and evaluation processes are interrelated activities. This helps to ensure completeness of the planning and evaluation processes. In this regards, there are conditions when monitoring and evaluation activities are considered and taken as the full responsibilities of the planning team. On the contrary, there are also assumptions that it is difficult for the planning team to conduct monitoring and evaluation activities simultaneously. However, planning, budgeting monitoring and evaluation processes/activities are expected to have more sound effects if organized/established separately.

Furthermore, since planning, budgeting monitoring and evaluation processes are very long, vast and overlapping; it is very difficult to manage these activities simultaneously by one team. Moreover, considering the importance and priorities given to monitoring and evaluation activities in the region, these two tasks were established as two separate sub-teams.

Monitoring is the task of collecting data on implementation progresses on regular basis which is instrumental to take corrective actions as required. Monitoring and evaluation processes are also the means through which implementation progresses are assessed regularly against the plan. In this processes, it is very important to analyze the results and outputs achieved. As a result, monitoring focuses more on the project/program implementation results than the inputs. It is a measure of the results attained against short term and long term project objectives. The efficiency and effectiveness of this process can be realized if it is supported by relevant and reliable data sources.

#### **4.1. Preparation of Monitoring and Evaluation Reporting Formats**

Monitoring and evaluation team of BoFED, in collaboration with monitoring and evaluation teams of sector offices, prepare different reporting formats for monitoring and evaluation of development plans and good-governance packages. Accordingly, this format will be disseminated to different implementing partners down to the kebele levels.

In this monitoring and evaluation work processes and cycles; at the beginning of each year, BoFED and WoFED shall prepare ToR and action plan for monitoring and evaluation programs and disseminate to sector offices at different levels, facilitate discussions and give briefings on the implementation of the action plan and approve. Monitoring and evaluation sub process teams of BoFED/WoFED and respective sectors shall jointly monitor implementation progresses regularly. In this regards, it is also expected that BoFED/WoFED monitoring team gives technical supports, coordinate the process and take corrective actions when required. Monitoring of planning processes and its implementation should be conducted in synchronized way for ensuring sustainability of monitoring and evaluation of plan.

Furthermore, based on the approved plan and action plan for implementation, setting up of monitoring and evaluation system at different levels is very important. Finally, to support implementation of similar monitoring and evaluation systems at kebele, woreda, zone and Regional levels the following work procedures are worth considering.

#### **4.2. Monitoring and Evaluation of Development plan at Kebele Level**

At kebele level, planning and information worker (Generalist) and planning team (kebele ad hoc committee) are expected to perform the following tasks based on monitoring and evaluation formats submitted from WoFED:

- Conduct regular monitoring based on the approved kebele development plan and action plans,
- Prepare implementation progress reports and communicate to concerned bodies using the already prepared formats based on the approved annual project/program plan and Good-governance packages.
- Submit monitoring and evaluation reports to kebele planning committee/team, Administration and Planning, Monitoring and Evaluation Team of WoFED monthly (with in one day beginning of every next month) and on quarterly basis,
- Kebele Council hold discussions on the findings of evaluation reports analyze the achievements and take corrective actions on quarterly basis. Moreover, the kebele council shall communicate challenging issues to responsible bodies or higher structures.

#### **4.3. Monitoring and Evaluation at Woreda/City Administration Level**

At woreda/city administration levels; Planning, monitoring and Evaluation Team of Development Plan and Good-Governance packages of BoFED has three experts assigned for monitoring and evaluation activities. These experts are assigned to undertake monitoring and evaluation in the areas of Social, Economic and General Service areas. Similarly, in all respective sector offices based on the size and volume of work there are experts ranging from one to three assigned for following up of these activities.

Currently, there are two different types of following up of implementation progresses; these are regular monitoring based on regular reports and field visit evaluations. Field visit evaluations are conducted on quarterly basis and the evaluation results and the findings of the field visits are communicated to woreda Council for analysis and used as input for plan adjustment and budget revision or plan adjustment.

Regarding the regular monitoring activities; sector offices shall prepare formal monitoring reports on monthly basis and submit to WoFED (Planning, Monitoring and Evaluation Team) with in four days starting from the beginning of every next month. Similarly, overall quarter reports are prepared and submitted at the end of every quarter from 26-30th.

Moreover, bi-annual and annual evaluation reports are analyzed and evaluated with full involvement and participation of community representatives, stakeholders, etc and based on the reports from respective sector offices. This facilitates condition for woreda council to take corrective actions when deemed necessary. Generally the following are the major focus areas:

- Following up implementation progresses against the plan is one of the key activities to be considered at Woreda and Kebele levels. To realize sustainable developments and Good-Governance, monitoring and evaluation activities are instrumental and good inputs for considering future planning issues.
- Woreda Planning, Monitoring and Evaluation Team are mandated to follow up implementation of development plan, identify development priorities, any development issues, etc.
- To realize the objectives of the monitoring system, it is vital to focus on program/project implementations and implementations of Good-Governance packages.
- Evaluation of development plans are more substantiated if supported by good monitoring system. Therefore, Planning, Monitoring and Evaluation Team of WoFED (virtual team) shall take the initiatives to undertake evaluation of development plans on quarterly basis. In this evaluation processes, the following secondary documents should be assessed before field visits.
  - Approved annual plan,
  - Quarterly implementation plans,
  - Budget allocated against the approved plan,
  - Reporting formats.
- After checking the availability of the above data/documents, the team should prepare field visit plan and identify specific sector(s) for evaluation. Accordingly, it is also very important

to hold discussions (interview) with relevant stakeholders from these sector offices with respect to the following as a check list:

- Planned activities expected to be performed on monthly or quarterly basis,
  - Monthly and/or quarterly progress reports,
  - Unperformed activities, reasons/justifications and solutions given,
  - Budgets allocated on quarterly basis,
  - Reports of utilized and unutilized budgets with justifications,
  - Possible solutions/recommendations in the future.
- For Rural Woredas; Planning, Monitoring and Evaluation Team of WoFED are responsible to follow up implementation progresses of development plans and Good-Governance packages according to the prepared check-list, identify implementation challenges and gaps and take remedial actions.
  - When conducting field visits for evaluation; Planning, Monitoring and Evaluation Team is expected to look solutions for unperformed planned activities in that specific quarter and build consensus on how to reconsider it in the next quarters. Moreover, it is also important to discuss on implementation challenges and communicate to concerned bodies for challenges expected to be beyond local capacities.

#### **4.4. Monitoring and Evaluation of Development plans at Zonal Level**

At zonal levels ZoFED Planning, Monitoring and Evaluation Team has nine experts/ performers of which three are responsible for monitoring and evaluation of development plan. Similarly, in each of zonal level sector offices according to their sizes, there are at most three planning, monitoring and evaluation experts of which one is responsible for monitoring and evaluation of development plan. Two types of monitoring are expected to be conducted. These are monitoring and evaluation conducted at field levels and regular monitoring reports.

Planning and Budgeting Team of ZoFED and respective sector offices conduct joint field visits on quarterly basis, prepare field visit reports, submit reports to zonal Cabinet for discussion so that corrective actions can be taken timely and submit reports to respective Regional Bureaus. Based on the evaluation reports and findings, reprogramming of budget issues can be addressed. In addition to this, monitoring and evaluation teams of zonal level sector offices are responsible to consolidate reports of zonal level projects and regular progress reports to Planning, Monitoring and Evaluating Team of ZoFED on monthly basis with in four days at the beginning of every month. Similarly, quarter reports should be submitted to respective Regional Bureaus within 1-5 days starting from the beginning of next quarter.

Moreover, bi-annual and annual reports are evaluated with the participation of community representatives, stakeholders, etc based on the reports from respective sector offices. This facilitates condition for zonal council to identify achievements, challenges and take corrective actions. Generally the following data are required when considering monitoring and evaluation:

- Approved plan,
- Project/program budget,
- Action plans, on quarterly basis and
- Monthly, quarterly implementation progress reports.

At zonal and city administration levels, it is helpful and mandatory to track whether the activities planned are performed or not against the plan. To realize sustainable development and materialize Good-Governance packages, monitoring and evaluation activities are instrumental and good inputs for planners while considering planning issues. Therefore,

- Planning, Monitoring and Evaluation Team is mandated to follow up implementation of development plan on monthly basis focusing on implementation of project/programs and Good-Governance packages.
- Even though, monitoring of implementation plan is guided by its own plan it can be used as input for next planning processes. At zonal level, evaluation of projects/programs and Good-Governance packages can be conducted by ad hoc committee (virtual team) on quarterly basis. Generally the following data are required when planning for monitoring and evaluation:
  - Approved plan,
  - Implementation plan (Quarter)
  - Project/program budget and
  - Reporting formats
- After checking the availability of the above data, the evaluation team prepares field visit plan and identifies sector(s) for evaluation. In this regards, it is also very important to facilitate discussion (interview) with relevant stakeholders from zonal sector offices with respect to the following issues:
  - Planned activities/monthly or quarterly/,
  - Monthly or quarterly progress reports,
  - Activities not performed, reasons and solutions given,
  - Budget allocated on quarterly basis,
  - Reports of utilized and unutilized budgets with justifications,
  - Possible solutions in the future
- During field visits for evaluation, the team is expected to identify implementation challenges and look solutions for unperformed activities and build consensus on how to consider it in the next quarters. Moreover, it is also important to facilitate discussions on implementation progresses and communicate to concerned bodies for challenges expected to be beyond local capacities.

#### **4.5. Monitoring and Evaluation at Regional Level**

At Regional level, development projects and programs Monitoring and Evaluation Team of BoFED has seven experts in the three major development intervention areas (Economic sector (3), Social sector (2) and General services and administration (2)). Similarly, in all Regional sector offices based on the size and volume of work, there are experts ranging from two to nine responsible for planning, data management, monitoring and evaluation activities. Currently there are two techniques/methods to follow up implementation progresses. These are either regular monitoring through regular reports submitted from sector offices or evaluations conducted at field levels.

Monitoring and evaluation teams of respective sector offices are expected to submit the reports of their regular monitoring results to BoFED Planning, Monitoring and Evaluation Team within 1-4 days of every month. Similarly, monitoring and evaluation of implementation plans conducted at field levels are undertaken by group of teams established from both BoFED and respective sector offices monitoring and evaluation teams. These monitoring and field visit evaluation programs are arranged on quarterly basis and the reports are communicated to Regional Cabinet for analysis of achievements, challenges and decision making. Moreover, the findings of this field visit reports could be used for plan adjustment, budget revisions and management decisions.

In this regards, based on bi-annual/annual evaluation reports submitted from sectors and evaluation report from BoFED; discussions on evaluation results (bi-annual/annual) will be conducted with the involvement of community representatives, stakeholders, key informants and others to assess implementation progresses/achievements of projects/programs. The main inputs used for monitoring and evaluations are:-

- Approved plans,
- overall budgets for projects/programmes,
- Implementation (action) plans on quarterly basis,
- Monthly/quarterly progress reports,

At Regional level, following up of the implementation of Regional development plans are the priority areas where critical attentions are given. Moreover, to realize sustainable development and materialize Good-Governance packages, implementation of monitoring and evaluation activities are instrumental and valuable inputs for future planning. Therefore,

- Regional monitoring and evaluation teams are responsible to follow up implementations of development plans and good-governance packages on monthly basis.
- To materialize monitoring and evaluation systems of development plans, it is very important to rely more on project implementations, programs and good-governance packages.
- Evaluation systems are inputs for planner to consider important issues for future development planning
- At Regional level, it is recommendable to conduct evaluation of projects/programs and Good-Governance packages by ad hoc committee (virtual team) on quarterly basis. Generally the following data are required when planning for field evaluation:
  - Approved annual plan,
  - Implementation plan (Quarter)
  - Project/program budget and
  - Reporting formats
- After checking the availability of the above data, monitoring and evaluation team prepares field visit plan and identifies specific sector(s) for evaluation. In this regards, it is also very important to hold discussions (interview) with the relevant sector/stakeholders to gather data on the following issues:
  - Planned activities/monthly or quarterly/,
  - Monthly or quarterly progress reports,
  - Unperformed activities, reasons and remedial actions taken,
  - Budget allocated,
  - Reports on utilized and unutilized budgets with justifications,
  - Solutions given,

During field visits for evaluation, the team is expected to identify implementation challenges, hold discussions with concerned bodies and build consensus on how to finalize the remaining or unperformed activities within the remaining periods/quarters. Moreover, the team should follow solution oriented approaches and report to responsible bodies for challenges expected to be beyond the local capacities. Generally the following monitoring and evaluation techniques/methods can be used:

- ❖ Physical field observation,
- ❖ Assessment reports (from kebele level and sector offices),
- ❖ Conducting survey,
- ❖ Interview,
- ❖ Discussion with the community and implementing bodies,
- ❖ Questionnaire method to collect data,
- ❖ Inquiry methods,
- ❖ Occasional supervision/follow up when required
- ❖ Technical support when required.

**Table 1: Timetable for monitoring and evaluation**

No.	Activities Performed	When it is performed	Level and time of implementation			
			Kebele	Woreda/City	Zone	Region
1	Monitoring and evaluation of development plan and good-governance					
1.1	Prepare/update and disseminate reporting format,	July1–August 30	Up to Agust 30	Up to Agust 25	Up to-Agust 20	Up to Agust 10
1.2	Prepare monthly progress reports of projects/programs, regular activities and good-governance packages,	Monthly, within 1-10 days every	Monthly up to the first day of every month	Monthly, within 2-7 days of every month	Monthly, within 2-7 days every month	Monthly, within 2-7 days of every month
1.3	Prepare and submit evaluation reports of projects and regular programs,	Quarterly	End of each quarter from 20-25 <sup>th</sup>	End of each quarter from 25-30 <sup>th</sup>	Beginning of the next quarter from 1-5 days	Beginning of the next quarter from 5-10 days
1.4	Conduct field monitoring	Quarterly	End of each quarter up to 30 <sup>th</sup>	End of each quarter up to 30 <sup>th</sup>	End of each quarter up to 30 <sup>th</sup>	End of each quarter up to 30 <sup>th</sup>
2	Conduct bi-annual and annual evaluations (twice a year)	January & May	January and May up to 10 <sup>th</sup>	January and May up to 20 <sup>th</sup>	January and May up to 25 <sup>th</sup>	January and May up to 25 <sup>th</sup>