5. Work Interfaces of Planning, Monitoring and Evaluation Core Process

5.1. Vertical (Top-down & Bottom-up) Interfaces

In planning, monitoring and evaluation processes, the structure of work interfaces extends from the regional Bureau to the kebele levels. These interfaces can be explained as follows: first, Planning and Budgeting team of BoFED prepares different formats for collecting basic socio-economic data and community needs and submit to Regional Statistics and Information preparation, Analysis and Dissemination process and this team also disseminate these formats to zone. Similarly, ZoFED also distribute these formats to woredas/city administrations.

Planning, monitoring and evaluation teams of respective woredas' forward these formats and manuals/guidelines to kebele level planning and data organizer. Accordingly, Kebele Planning and data worker/organizer in collaboration with kebele planning team (ad hoc committee), collect basic data and community needs, compile and submit to woreda Planning, Monitoring and Evaluation Team. These consolidated data at woreda level will be submitted to BoFED (Regional Statistics & Information preparation, Analysis and Dissemination process) and other concerned bodies through planning, monitoring and evaluation team of ZoFED. Finally, Regional Statistics & Information preparation, Analysis and Dissemination team shall analyze and disseminate the results to concerned bodies. This process will ensure credibility of data if managed centrally by one body.

Meanwhile, development targets and priorities and budget ceiling (block grant) shall be communicated to Regional and zonal level sector offices through planning and budgeting team of BoFED. Similarly, the zones also communicate this information to WoFED and finally woreda planning, monitoring and evaluation team notify kebele level planning committee.

Woreda planning, mentoring and evaluation team consolidates woreda promulgated budget and bigger project/program planned at woreda level and submit to zonal level planning, monitoring and evaluation team. Accordingly, zonal level team will submit these documents to BoFED planning and budgeting team after it is being consolidated.

Similarly, regarding monitoring and evaluation processes; at BoFED it starts with the preparation and dissemination of reporting formats and manuals/guidelines to ZoFED through which WoFED planning, monitoring and evaluation team collect these reporting formats and submit to kebele level planning and data worker. Accordingly, kebele level planning and data organizer and kebele planning committee shall prepare monitoring and evaluations reports and submit to WoFED planning, monitoring and evaluation team. Finally, these reports shall be sent to BoFED through WoFED and ZoFED planning, monitoring and evaluation teams after compilation.

In general, based on the supports given in the areas of training and technical supports regarding planning, budgeting, data collection and analysis, population & development, multi-lateral and bi-lateral development programs, monitoring and evaluation, etc all planning, monitoring and evaluation teams at all levels work together in collaboration.

5.2. Horizontal Interfaces

Basically, it is mentioned that there are close interfaces among planning, monitoring and evaluation teams at each level. In this newly designed work processes, these relationships are not only limited to vertical relationships among planning, monitoring and evaluation teams at each level. Moreover, there are strong work relationships and interfaces among planning, monitoring and evaluation teams and different work processes at different levels.

Regional Planning and Budgeting Process prepares procurement action plans for Regional Procurement and Finance Administration Core process at each budget year. There are also close relationships among these two core processes during the preparation and submission of quarterly expenditure action plans based on zero-limit approaches and in budget notification processes. In this regards, there are also close work relationships between Planning and Budgeting and Monitoring and Evaluation teams. Planning and Budgeting team prepare implementation plan (action plan) for monitoring and evaluation team. Moreover, monitoring and evaluation reports are the other major areas of interest where the interfaces between these two work processes are very strong.

Similarly, Regional Planning and Budgeting team and Regional Statistics and Information Preparation and Dissemination Core Processes have strong work interfaces. Planning and budgeting team identifies data

needs, develops different formats and submits to Regional Statistics and Information Preparation and Dissemination Core Processes for data collection. In both cases, exchange of required data and information are the areas where the two work process interface directly.

Monitoring and evaluation team also requires regular financial expenditure reports from Regional Procurement and Finance Administration Core process. In general, regarding exchange of data and information, IT unit has strong work relationships among different work processes.

5.3. External Interfaces

The external interfaces between planning and budgeting process and external institutions at federal, Regional and woreda and kebele levels can be expressed as follows. Based on this BoFED receives policy frameworks, development targets and budget support or subsidies from Federal Ministry of Finance and Economic Development. Similarly, with different levels of Regional government institutions, there are also close work interfaces regarding development targets and development priorities, budget allocation criteria, approval of the draft plan and exchange of monitoring and evaluation reports. Moreover, this work interfaces also focused on joint monitoring and evaluation activities and regular discussions on the implementation progresses which are fundamental for joint decision making and corrective actions taken.

During annual plan preparation and budgeting and approval processes, there are also strong work interfaces between Oromiya Regional Government and Woreda Councils.

Planning, Monitoring and evaluation core process team of B/WoFED and respective sector offices have significant joint roles and responsibilities during development target setting, preparation of draft plans and plan revisions, budget support, exchange of basic socio-economic data, preparation of implementation plan (action plan), joint monitoring and evaluation activities and exchange of evaluation reports.

The other interfaces are with different multi-lateral and bi-lateral development partners. These work relationships could be in the areas of planning and budgeting, budget support, monitoring and evaluation activities. Moreover, coordination of overall NGOs projects, project appraisal and agreement signing processes, monitoring and evaluation are also the mandate of BoFED. Accordingly, there are work relationship and interfaces with NGOs and planning, monitoring and evaluation teams at different levels.

5.4. Interfaces between Planning and Budgeting Process and Monitoring and Evaluation Process

- Planning, monitoring and evaluation team facilitate the preparation and submission of plans including physical activity plans for programs and projects inline with Regional development targets, priorities and community needs and facilitate budget requirements for all projects and programmes,
- Facilitate conditions for promulgation of development plans and required budgets,
- Next, Planning and budgeting teams of respective sector offices prepare their implementation action plans and submit to monitoring and evaluation team and facilitates condition for commencement of the implementation (Starting from beginning of July),
- Monitoring and evaluation team consolidate monitoring and evaluation reports to be used as and input during plan revisions and future planning and submit these reports to planning and budgeting team on monthly and quarterly basis.

Table 2:- External Interfaces of Planning, Monitoring and Evaluation Core Process

No.	Institutions	Interfaces
1	Ministry of Finance and Economic Development (MoFED),	-Notification of development targets, development strategies and development priorities, preparation of five years development plan, budget support/subsidy
2	Regional Government institutions; /Woreda/City Administration levels	-Notification of development targets, strategies and development priorities, - Budget allocation criteria and approval processes, -Approval of draft physical plan and budget, -exchange of monitoring and evaluation reports/feedbacks and implementation of corrective actions.
3	Oromia Regional State Council and Woreda Councils	Approval processes of draft development plan
4	Multi-lateral and bi-lateral development partners and NGOs	Development plan preparation , budget support, joint development program implementation, monitoring and evaluation,
5	Regional Sectors/Offices	- notifying regional development target and budgeting processes, - joint plan preparation and revision processes, - exchange of socio-economic data, - preparation & implementation of physical plans (action plan), -joint monitoring and evaluation, - regular submission of feedback reports on program implementations, -plan revisions, amendments and modifications(if any)

5.5. Empowerment of Performers/Employees/

In the newly designed Regional Planning, Monitoring and Evaluation work Processes, performers at different levels are fully empowered and mandated to perform the following activities:

- Give right decisions timely on the work they are signed to perform from end to end,
- Responsible and give decisions regarding effective and efficient utilization of resources (financial and material resources, etc)
- Maintain/strengthen good work relationships with all concerned bodies at all levels,
- Has the right to receive different incentives (rewards, promotion, etc) with the team members equally and share equal responsibilities regarding any threat and damage against community and government interests.

5.6. Pin-point Responsibilities of Monitoring and Evaluation Sub Process Owner

- Prepare/update reporting formats for monitoring and evaluation of development plans and good-governance packages,
- Follow up timely submission of approved annual and action plans from respective sector offices,
- Disseminate reporting formats for monitoring and evaluation of development plan and good-governance packages to sectors and implementing partners at different levels,
- Prepare and give briefings on the ToR for monthly and quarterly monitoring and evaluation action plans and notify respective Bureaus/offices
- Conduct monitoring and evaluation of development plans and good-governance packages according to the ToR,
- Collect and consolidate regular progress reports from respective offices and submit to all concerned bodies,
- Conduct field visits to monitor and evaluate implementation progresses of big projects/programs and good-governance packages on quarterly basis,
- Facilitate discussions on the findings of the evaluation results on quarterly basis with the participation of the cabinet; identify implementation challenges, take corrective actions, follow up implementation of remedial actions taken.
- Give feedbacks on the evaluation results/findings ,

- Follow up the implementation of corrective actions taken,
- Conduct occasional monitoring and evaluation as required,
- Give trainings (capacity building programs) and technical support on monitoring and evaluation for regional, Zonal, and woreda level implementing partners,
- Coordinate/manage overall implementation of monitoring and evaluation programs,
- Rating performance evaluation of employees.

5.6. Overall Pin-Pont Responsibilities of the Teams

- These teams are responsible to give right decisions on the overall program implementation and they are fully empowered and accountable,
- Decide on available resources required for program implementation and efficient and effective utilization of these resources,
- Maintain/strengthen good work relationships with all concerned bodies at all levels.

3. Skils, Qualifications and Experiences Required

No.	Level	Required Number	Qualifications	Skills and Qualifications Required
1	Kebele	1	Diploma in the fields of Social science, Agriculture and Education	Skills in community mobilization, planning, data collection, analysis and reporting, etc muxannoo duwwaa
2	Woreda			
2.1.	WoFED			
a	Planning, Monitoring and Evaluation Team	9	'BA/BSC' in the fields of Economics, Geography, Demography, Sociology, Regional and Local Development, Agricultural Engineering, Rural Development, Population and Environmental Development, Agricultural Economic, statistics, Animal and Plant Science, Management, etc	Skills in collection, Analysis, Planning , Reporting, Project preparation, Basic computer skills (Word processing, spread sheet), etc, Experiences, 0 Year =3, 1 Year = 2, 2 Years =2 and 3 and above Years =2
c	Secretary	1	Certificate and above	Skills in programming and 3 years work experiences
d	Cleaner and Messenger	1	10th or 12th Grade complete	0 Year Experiences
2.2	Sectores	1-3	'BA' or' BSC' and above	one and above year work experiences and specific to respective sector offices,
3	Zones			
3.1	BoFED			
a	Planning, Monitoring and Evaluation Team	8-9	'BA/BSc' in the fields of Economics, Geography, Demography, Sociology, Development Studies, Agricultural Engineering, Regional and Local Development Studies, Agro-Economics, Rural Development, Population and Environmental Development, Agricultural Economics, Statistics, Animal & Plant science, management/, etc	Skills in data collection, analysis, planning, reporting, project preparation, basic computer skills, etc, Work experiences O year =3, 1 Year =2, 3 years =2 , 4 Years= 2, Diploma and above in Cartography.

No.	Level	Required Number	Qualifications	Skills and Qualifications Required
c	secretary	1	Certificate and above	Experiences in different computer programming and 3 years work experiences
d	Cleaner and Messenger	1	Grade 10 or 12 complete and above	O Year
e	Driver	1	Grade 10 or 12 complete	Grade three driving license and above, skills in Mechanics and two years work experiences
3.2	Sectores	1-3	'BA' or ' BSC' and above	work experiences, 3 Years and above and based on sector specific requirements
4	Regional Level			
4.1.	BoFED			
a	Planning and Budgeting process	20	'BA/BSC' and above in the fields of Economics, Geography, Demography, Sociology, Regional and Local Development Studies, Agricultural Engineering, Agro-Engineering, Rural Development, Statistics, Animal and Plant Science, etc	Skills in planning, data collection and analysis, reporting, project planning, basic computer skills. **Experiences:** 1. Planning and Budgeting team of Economic Sector 5 Years =1, 4 Years =1, 3 Year =1, 0 Year =1 2. Planning and Budgeting team of Social Sector. 5 Year =1, 4 Year =1, 0 Year =1 3. Planning and Budgeting team of General service and Administration 5 Year =1, 4 Year =1, 0 Year and above =1 4. Research on Population and development strategies 6 Years =2, 4 Years =2, 3 Years = 2 5. Woreda Budget Allocation Team 5 Years =1, 4 Years =1, 2 Years =1, 6. Multi-lateral and bi-lateral development performers 5 Year s and above =2
E	Monitoring and	7	BA/BSC/MA/MSC in the fields o	Skills in data collection, analysis, planning, reporting,

No.	Level	Required Number	Qualifications	Skills and Qualifications Required
	Evaluation of development plans and Good-Governance Packages		Economics, Geography, Demography, Sociology, Regional and Local Development Studies, Agricultural Engineering, Agro-Economics, Environmental development, statistics, Animal and plant Science, etc	project preparation, basic computer skills, etc, Work experiences: 5 years =3, 4 Years =2, 3 years =2 , 2 Years =2 and 0 Year = 1
F	Secretary, photocopier, documentation	3	Certificate and above	Experiences in different computer programming and 3 years work experiences
f	Cleaner and Messenger	2	Grade 10 or grade 12 complete	0 work experience
e	Driver	3	Grade 10 or grade 12 complete	Grade three driving license and above, skills in Mechanics and two years work experiences
f	Record Officers	2	Grade 10 or grade 12 complete	Writing and Reading skills, first grade driving license 0 Year work Experience
4.2	Sector offices	2-9	'BA' or ' BSC' and above	Specific to respective sector offices Experiences: 1 Year and above

Table 4: Work standards, Implementation Facilities and where it is performed

No.	Activities Performed	Work Standard				Implementation Facilities	Responsible body	Level of implementation
		Quantity	Quality	Time	Cost			
1	Collect data and information needs and identify development plan							
1.1	Prepare/update data collection formats and community needs		Very High	20 Days		IT facilities (WAN and LAN)	BoFED	Region
1.2	Disseminate formats for basic data collection and community needs,			15 Days		IT facilities (WAN and LAN)	BoFED/WoFED	Regional /Zonal/ Woreda/ Kebele level
1.3	Collect basic data, community needs, analyze and consolidate, retrieve, and disseminate,			80 Days		IT facilities (WAN and LAN)	BoFED /WoFED/ Kebeles	Regional /Zonal/ Woreda/ Kebele level
1.4	Analyze and consolidate previous years implementation plans and budget,			15 Days				
1.4	Identify development targets, strategies, and contents for development plan,			12 Days		IT facilities (WAN and LAN)	BMMD/WMMD	Regional / Woreda/ level
1.5	Communicate development targets, strategies, and contents for development plan to sectors,			22 Days				
1.6	Follow up preparation and submission of physical plan and budget and give technical support,			Up to January 30th				
1.7	Analyze and consolidate physical plans,			Up to Feb. 30th				

		Work Standard				Implementation Facilities	Responsible body	Level of implementation
2	**Identify financial resources, allocate resources and notification**			20 Days				
2.1	Collect relevant data and analyze regarding potential sources finance,			Up to Dec. 30th		IT facilities (WAN and LAN)	BoFED/WoFED/ kebele	Region/Woreda/ Kebele
2.2	Prepare budget allocation criteria, facilitate discussions and approval,			Up to Mud 30tti (Days15)			BoFED/WoFED	Region/Kebele
2.3	Informing Budget distribution			Up to April 15th (7 days)		IT facilities (WAN and LAN)	BoFED/WoFED	Region/Kebele
3	**Planning and Budgeting**							
3.1	Preparation of physical plan,			Up to April 20 (120 days)		IT facilities (WAN and LAN)	BoFED/WoFED/ Sector offices	Region/Kebele
3.2	Physical plan revision according to the approved budget,			Up to May 30th		IT facilities (WAN and LAN)	BoFED/WoFED/ sectors	Region/Kebele
3.3	Discussions on draft physical plan and budget			Up to June 15			BoFED/WoFED/ Kebele	Region/Kebele
3.4	Approval of draft physical plan and budget,			Up to July 7		IT facilities (WAN and LAN)	BoFED/WoFED	Region/Kebele
3.5	Consolidate and computerize the approved physical plan and budget,			Up to July 13		IT facilities (WAN and LAN) and BIs	BMMD/WMMD	Region/Zone/W oreda

		Work Standard				Implementation Facilities	Responsible body	Level of implementation
3.6	Prepare action plans			Up to July 20		IT facilities (WAN and LAN)	BoFED/WoFED/ Sectors/Kebele	Region/Woreda/ Kebele
4	**Monitoring and Evaluation Process**							
4.1	Prepare and disseminate monitoring and evaluation reporting formats,			July to August 20		IT facilities (WAN and LAN)	BoFED/WoFED/ Sectors/Kebele	Region/Zone/ Woreda/Kebele
4.2	Conduct regular monitoring on monthly and quarterly basis,			As planned		Supported by 'MIS' program	BoFEd/WoFED/ Sectors/Kebele	Region/Zone/ Woreda/Kebele
4.3	Conduct field visits quarterly to evaluate implementations of development plan and good-governance packages and prepare reports,			As planned		Supported by 'MIS' program	BoFEd/WoFED/ Sectors/Kebele	Region/Zone/ Woreda/Kebele
4.4	Facilitate discussions on regular and field visit reports,			As planned			BoFEd/WoFED/ Sectors/community	Region/Zone/ Woreda/Kebele
4.5	Submit both regular and field visit reports to cabinet and councils for discussions,			As planned			BoFEd/WoFED/ Sectors	Region/Zone/ Woreda/Kebele
4.6	Conduct bi-annual and annual evaluations of development plan and good-governance packages,			Twice a year (January and May)		Supported by 'MIS' program	BoFEd/WoFED/ Sectors/Kebele	Region/Zone/ Woreda/Kebele

5. Pinpoint Responsibility of Each Team and Each Performer in a Team

Levels	Professional Titile	Pin point Responsibility of each Performer
Kebele	Kebele planning and data organizer/worker (1)	Organize and prepare kebele developent plan, monitoring and evaluation of development activities, collect and analyze basic kebele data,
Wereda	Wereda development plan preparation, monitoring and evaluation team (6)	Performs wereda planning, budgeting, monitoring and evaluation of all development activities including packages of good governance, coordination of population programs and NGOs affairs, Bilateral and Multilateral development plans and budgets, supplementary buget,etc
	Performers of Woreda Data & Information Preparation, Analysis and Dessimination (2)	Collect, organize, analyze wereda's socio-economic data; prepare wereda's statistical abstract and profiles,
Zone	Performers of Plan Preparation, Monitoring and Evaluation (5-6)	Coordinate and organize zonal level Government and multi-lateral and bi-lateral development plans; computerize weredas' declared budget using 'IBEX' facilities; follow-up NGOs projects/activities, appraise and sign project agreements; monitor and evaluate development plans and projects, etc
	Performers of zonal Data & Information Preparation, Analysis and Dessimination (2)	Collect, organize, analyze zonal socio-economic data; prepare zonal statistical abstract and profiles; prepare atlas, etc
	Cartographer (1)	Prepare different zonal and wereda level maps showing distributions of natural resources and socio-economic data using modern technologies like GPS and GIS; facilitate utilization of Aerial photographs,

Levels	Professional Titile	Pin point Responsibility of each Performer
Region	Development planning and budgeting performers (10)	Prepare, analyze and appraise Regional development plans (Government, multi-lateral and bi-lateral dev't plans) for economic, social and administrative and general services sections; computerize declared budget using 'IBEX'; give feedbacks regarding budget revisions/adjustment; conduct monitoring and evaluation of development plans.
	Performers of wereda block grant and budget allocation criteria (3)	Analyze and organize data required for wereda block grant; prepare/propose budget allocation criteria; facilitate discussions and approval; conduct budget allocation; announce/notify declared budget.
	Performers of Research and Study on Population and Development strategies (6)	Budget estimation (local revenue, grants and loans, subsidies, etc); allocation of resources/budgets and notification; organize annual plan preparation; conduct studies or researches on Regional development polices, strategies, major projects and population programs; prepares Regional medium/long term development plan; facilitate the approval of bigger projects/programs submitted from woredas; manage/administer Reginal budget & subsidies; etc
	Multilateral and Bilateral development programs coordinating unit case performers (2)	Coordinate overall program implementations; facilitate plan preparation, analysis/appraisal, agreement signing processes; Notify multi-lateral budget ceiling; consolidate physical and financial reports and submit to concerned bodies; address budget revisions and reprogramming issues; conduct capacity building programs (training, supplies, etc); conduct regular monitoring and evaluation activities; give technical supports, etc.

6. Different Formats

Form A. Form Used For Reporting Development Plan Performance Monitoring and Evaluation

Name of Wereda/Town _____

Name of Kebele _____

Name of Sector/Office _____

Duration of report _____

1. In the reporting period major planned activities and on which monitoring and evaluation conducted
   1.1. Core activities
   1.2. Major activities
   1.3. Minor activities
2. Strong side of the development activities performed

   _____

   _____
3. Implementation problems raised, their sources and suggestions forwarded to solve the problems

   _____

   _____

   _____
4. Solutions given for the previously prevailed problems

   _____

   _____

   _____
5. Problems not solved so far

   _____

   _____
6. Have previous report, approved plan and plan of action

   Names of team members conducting monitoring and evaluation team

   1. _____
   2. _____

Form B. Form Used for Reporting Monthly Regular Report

Zone/Wereda/Town _____

Bureau/Office _____

Duration of report _____

S.No.	Type of activity	Measurement unit	Annual plan	Monthly report			Monthly report'			From annual plan (%)
				Plan	Perfor mance	%	Plan	Perfor mance	%	
	1	2	3	4	5	6=5/4	7	8	9=8/7	10=8/3

:- Reporting starts from July 1

Form C. Form Used for Reporting Quartely Activities

Zone/Wereda/Town _____

Bureau/Office _____

Duration of report _____

S.No	Type of activity	Measurement unit	Annual plan	Quarterly			Up to ---Quarter			From annual plan (%)
				Plan	Performance	%	Plan	Performance	%	
0	1	2	3	4	5	6=5/4	7	8	9=8/7	10=8/3

Form D. Form Used For Reporting Additional Activities Performed

Zone /Wereda/Town _____

Bureau/Office _____

Duration of report _____

S.No.	Type of activity	Measurement unit	Planned activity	Amount performed		Reasons or favourable conditions initiated to perform the activities out of plan
				Amount	%	

Format E. Format Used For Reporting Planned, But Not Performed Activities

Zone/Wereda/Town _____

Bureau /Office _____

Duration of report _____

S.No	Type of activities not performed	Measurement unit	Planned activity	When it is performed / Planned activity	Description or reasons for the activities not to be performed

Form F Used for Reporting Activities Performed by Community Participation

Zone/Wereda/Town_____
Bureau /Offices _____

Duration of report _____

S. No.		Amount of activity					Type of participation			General community participation
					By labor		By regional equipment		By contributing money	
	Type of activity	Measurement unit	plan	Performance	Amount	Money	Type of equipment	Money	Amount contributed (money)	Total money
	1	2	3	4	5	6	7	8	9	10=6+8+9

N.B. Activities performed by community participation (labour, contribution, etc) changed into money

Form G Used For Reporting Status of Budget Utilization

Zone /Wereda/Town _____

Bureau/Office _____

Duration of report _____

S.No.	Sources and budget code	Annual budget	Quarterly budget utilization			Quarterly budget utilization			Annual budget ut. Perfm.
			plan	Perfm.	%	Plan	Perfm.	%	
1	2	3	4	5	6=5/4	7	8	9=8/7	10=8/3
A	**Government treasury (1+2)**								
1	Recurrent budget								
	Wages								
	Recurrent expenditure								
2	Capital budget								
B	**Declared external budget(*)**								
1	External loan								
2	External support								
C	**Not declared external (*)**								
	Total								

(*): Loan and donor/support by source, perfm.= performance, ut.= utilization

Form H Used For Reporting Activities of Packages Of Good Goverenance

Zone/Wereda/Town /Kebele/_____

Bureu/Office _____

Duration of report _____

	Programs of good governance performed by types								
1									
1									
2									
3									
4									
5									

6.2. Appendix

1) Contents of Terms of Reference

1. Reference Already Prepared Core Activities and Select the Best Contents for Reference,
2. Select the best contents of ToR,
3. Clearly indicate the objectives and goals of the study,
4. Indicate the scope of the study,
5. Decide methods of the study,
6. Indicate activities to be performed and outputs of the study,
7. Indicate how?, when? And by whom the study is coducted.

2. Methods of Preparing Proposal of Core Activities

- Decide contents of proposal,
- Collect necessary data,
- Justification the necessity of conducting research,
- Identfy major activities incorporated and outputs expected,
- Identfy the schedule of the study and by whom the acitivity is performed,
- Indicate methodolgy of the study,
- Indicate cost of the study and source of finance,
- Indicate plan of action,
- Submit the proposal to the concerned sector for comment, correction and approval.

3. Preparing ToR for Providing Training

Major activities to be formed

1. Prepare training proposal,
2. Prepare necessary materials required for training,
3. Arrange training center,
4. Give training
5. Prepare report of training

4) Give Feed-back assessment

1. Prepare questionnaire,
2. Collect and organize data,
3. Analyze data,
4. Identify the problems clearly,
5. Prepare report
6. Deliver the report for decision.

5) Research conducted by Bureau's own force

1. Prepare research proposal,
2. Prepare research ToR,
3. Identify sources of data clearly
    - Sources of primary and secondary data,
4. Collect necessary data,
5. Identify collected data one by one,
6. Organize collected data,
7. Analyze collected data,
8. Prepare draft research document,
9. Collecte supplementary opinion on prepared draft research document,
10. Develop draft research document by the obtained comments/suggestions,
11. Print research document and disseminate for concerned sectors.