



# Research-inspired Policy and Practice Learning in Ethiopia and the Nile region

## Assessment of budget in the water sector

A case study of two selected *woredas* in Oromia  
Regional State (Babile and Goro-Gutu *woredas*)

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## **Research-inspired Policy and Practice Learning in Ethiopia and the Nile region (RiPPLE)**

is a 5-year Research Programme Consortium funded by UKaid from the Department for International Development aiming to advance evidence-based learning on water supply and sanitation (WSS). The RiPPLE Consortium is led by the [Overseas Development Institute \(ODI\)](#), working with the [College of Development Studies at Addis Ababa University](#); the [Ethiopian Catholic Church Social and Development Coordination Office of Harar \(ECC-SDCOH\)](#), [International Water & Sanitation Centre \(IRC\)](#) and [WaterAid-Ethiopia](#).

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## Acronyms

<b>BIRDP</b>	Babile Integrated Rural Development Project
<b>BoFED</b>	Bureau of Finance and Economic Development
<b>BSC</b>	Budget standing committee
<b>CSA</b>	Central Statistics Authority
<b>DA</b>	Development agent
<b>DPP</b>	Disaster prevention and preparedness
<b>EB</b>	Ethiopian Birr (local currency)
<b>EFY</b>	Ethiopian fiscal year
<b>FGD</b>	Focus group discussion
<b>FS</b>	Food security
<b>HCS</b>	Hararghe Catholic Secretariat
<b>KA</b>	Kebele Association
<b>MfM</b>	Menschen für Menschen (NGO)
<b>MoFED</b>	Ministry of Finance and Economic Development
<b>NGO</b>	Non-governmental Organization
<b>PSNP</b>	Productive Safety Net Program
<b>RiPPLE</b>	Research-inspired Policy and Practice Learning in Ethiopia and the Nile Region
<b>WSS</b>	Water supply and sanitation
<b>ZoFED</b>	Zone Finance and Economic Development

## Introduction

Findings of previous case studies in other regional states have revealed poor use of the budget due to low institutional capacity at *woreda* level and poor budget implementation and control process. Informed by these case studies, and developed in consultation with stakeholders in the region, this research aims to explore how two selected *woredas* address Water Supply and Sanitation (WSS) budget in all stages of the budgeting process.

Furthermore, the paper will explore the extent to which the budget system was open, transparent, participatory, and ensured accountability and equity in addressing the WSS sector. The budget process is frequently weak in stakeholder participation, especially at community level. The Delta Partnership Report on 'Strengthening financial management within the water and sanitation sector, Ethiopia'<sup>1</sup> argued that the basis on which funds are allocated (at regional and *woreda* levels) was often unclear, and that local political and economic factors weighed heavily on spending patterns. The study aims to find ways to make the community and other stakeholders more budget-literate and increase their participation in the budget process.

This research is based on the assumptions that similar problems may exist in the two selected *woredas*, Babile and Goro-Gutu in East Hararghe Zone of the Oromiya Regional State. The purpose of the study is to examine the overall budget system and the level of transparency of the budget process in Babile and Goro-Gutu. Furthermore, the study seeks to find out the existing linkages of the budgetary process for water supply and sanitation services and their policy implications.

While budgeting generally refers to the allocation of various resources (i.e. financial, material, human, etc.) among competing needs, this study focuses only on financial aspects. As such, this study uses the term 'budget' to refer to processes by which *woredas*' financial resources are planned, allocated, executed and controlled. For the purposes of this paper the budget is, therefore, a financial statement which includes revenue, expenditure and the balance between the two.

### 1.1 Objectives of the study

The specific objectives of this study are as follows:

- To identify how budgets for water and sanitation in both Babile and Goro-Gutu *woredas* are formulated, approved, implemented, and monitored.
- To test the level and procedures of application of so-called Open Budget principles (participation, transparency, inclusiveness, accountability, and equity).
- To conduct trend analysis of the water and sanitation budgets for both Babile and Goro-Gutu *woredas* in relation to the overall budget.
- To assess the disbursement and use of funds channelled to water and sanitation services.
- To observe the monitoring and evaluation mechanisms of the budget.
- To recommend ways and means of overcoming problems and challenges identified in the budget process.

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<sup>1</sup> See <http://deltapartnership.com/strengthening-financial-management-within-the-water-and-sanitation-sector-ethiopia/> for more information

## 1.2 Methodology

### 1.2.1 Data collection

Both primary and secondary data were collected for this study. The primary data were gathered through the use of structured interviews with key informants from the offices of Finance and Economic Development and Water Supply and from experts in the offices of health who were working on sanitation issues, in conjunction with other health interventions. Three focus group discussions (FGDs) were conducted with members of the WoFED, Water supply office and the Woreda House of Speakers.<sup>2</sup>

Secondary data on approved budgets by sources for the different sectors and expenditures disbursements over the study period have been collected both from WoFEDs and Zonal Office of Finance and Economics Development (ZoFED). In cases of conflicts between the data from the *woreda* and zonal offices, attempts have been made to reconcile by obtaining additional information from the responsible individuals. Whenever such reconciliations were found to be difficult, data taken from the *woredas* were viewed as more reliable and accurate as they were obtained from the frontline.

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<sup>2</sup> See Annex 2 for participants

## 2 Description of the study area

### 2.1 East Hararghe Zone of the Oromiya Regional State

East Hararghe Zone is one of the administrative zones of Oromiya Regional States and is located in the eastern part of the region. The zone is characterised by shortage of rainfall, recurrent droughts and food insecurity. There are few springs in East Hararghe's lowlands, where the primary concern for the community is the availability of water, regardless of its quality. In the midlands and highlands the existing springs were drying up from time to time. Increasing deforestation has degraded the natural environment and aggravated the loss of water and soil in the area. This, in turn, has resulted in the reduction of the quantity of water conserved from precipitation (rainfall), thus reducing the level of groundwater recharge, and the subsequent discharge of springs in the area. In combination, this intimately aggravates the water shortage in the zone.

In order to alleviate the problems of potable water in the zone, a number of urban and rural water supply schemes have been constructed by government and NGOs. In 1995 EFY (2003/04) 355 hand pumps, 53 motorised boreholes, 200 springs and 49 water schemes were constructed. In the following three years the number of schemes has increased significantly; in 1998 EFY there were 510 hand pumps, 92 motorised boreholes, 337 springs and other 167 water schemes (Zonal water resource office, 1998). And in the same year, the urban, rural and total (rural and urban) water coverage for the zone was 76, 41, and 43 percent, respectively.

#### 2.1.1 Babile woreda

Babile woreda is located in East Hararghe zone of Oromiya Regional State. It has a total area of 3,169 km<sup>2</sup>, accounting for about 14 percent of the total area of East Hararghe. The woreda town Babile is located 35 km from Harar town in the south east. The woreda is classified into *woinadega* and *kolla* agro-climatic zones, covering about 10 percent and 90 percent of the total area, respectively. The *woinadega* agro-climatic zone (1,500-2,000 meters asl) is characterised by average annual rainfall ranging between 600 mm and 2,000 mm and temperature between 15°C and 20°C, while *kolla* agro-climatic zone (900-1,500 meters asl) has an average annual rainfall varying between 410 mm and 820 mm and temperature and 20°C and 25°C (ZoFED, 2001).

Agricultural production (both crop and livestock) is the main source of income and employment to the people. Mixed farming is practiced and the most commonly produced cereals are sorghum and maize. Groundnuts are also an important crop grown in the area. The total livestock population was 89,639. The estimated irrigable land is 240 hectares, but only 62 hectares are actually irrigated (ZoFED, 2001). The woreda has a high incidence of malnutrition (Zone DPP and FS office, 2007). The total of targeted Productive Safety Net Programme (PSNP) beneficiaries is 31,898 which is 36.2 percent of the total population.

There are approximately 100 water schemes including motorised boreholes, spring gravity and hand pumps. The woreda has total water supply coverage of 60 percent (Zone water resource office, 1999).

Over the past few decades, several non-governmental organisations (NGOs) have been operating in the woreda. However, the only actively operating NGO during the study period was Menschen für Menschen (MfM).



### 2.1.2 Goro-Gutu woreda

Goro-Gutu, one of the *woredas* in East Hararghe, is found in the north western point of the zone. The *woreda* has a total area of 531 km<sup>2</sup>, which accounts for about 2.35 percent of the total area of the zone. Its capital, Karamile is located 108 km west from Harar city.

Goro-Gutu *woreda* is classified into *dega* (2,000-2,657 m asl), *woinadega* (1,500-2,000 ms asl) and *kolla* (<1,500 m asl) agro-climatic zones, covering about 11, 52 and 37 percent of the total area of the *woreda*, respectively. The climatic conditions are characterised by the agro-climatic zones of the *woreda*.

Agricultural production (both crop and livestock) is the main source of income and employment to the people. The average land holding per household in the *woreda* is 0.37 hectares. Mixed farming is practiced, and the common cereals produced are sorghum, maize and wheat. The total livestock population is 195,578. The estimated irrigable land is 436 hectares and the total irrigated land amounts to 156 hectares. The total number of PSNP beneficiaries was 23,989 individuals, which constitutes 25.6 percent of the total population of the *woreda* (Zone DPP and FS office, 2001).

The World Bank (WB) and two NGOs (HCS and CISP) support the PSNP and operate other development and rehabilitation programs focusing on water supply, agricultural productivity and natural resource management and capacity building of government partners and others in the *woreda*. There are a total of 50 water schemes including motorised boreholes, motorised springs, on-spot springs, gravity springs, and hand pumps.

## 3 Woreda planning and budgeting exercise

### 3.1 Concept of *woreda* planning

According to the Bureau of Finance and Economic Development in Babile *woreda*, all sector offices and concerned bodies took part in budget meetings that focused on the identification of needs and problems of the community. During budget formulation phase emphasis was given to five public bodies, namely: Education, Health, Agriculture, Water and Rural Roads. Also, a five-year strategic plan from 1998 to 2002 EC (2005/6 – 2010/11) was prepared.

In Goro-Gutu *woreda*, a similar strategic plan was developed by a team of experts drawn from each sector office. The experts carried out several surveys in all the rural *kebele* associations and two urban *kebele* associations of Karamile and Boreda towns. While undertaking the surveys, the team involved the entire community to discuss the development potentials and threats, and identified strategic issues and options that may enable the *woreda* to release its untapped potential. Generally, the strategic plan of the *woreda* was developed in somewhat participatory manner.

### 3.2 What does a budget mean for the *woredas*?

The information obtained through interviews indicated that sector offices other than WoFED do not see the budget as a tool that helps to show the government's policy direction. The sector offices formulated budgets to fulfil preconditions for the release of financial resources without necessarily knowing the importance of the budget as a guide for effective and efficient utilisation of scarce resources. As a result, the budgets, in most cases, did not reflect the poverty-priority sectors of the *woredas*. For instance, although the water sector should be given more consideration, it was left behind in budget allocation, mainly because it was seen to be getting additional funds from different donors and NGOs operating in the *woredas*.

### 3.3 Source of budgets

The major source of the budget for both *woredas* was the block-grant given by the regional/state government, based on resource-mapping formula and the revenue-collecting capacity of the *woredas*. The block-grant is based on a needs assessment report and projected socio-economic outcomes. The composition of the block-grant and locally collected revenue, as sources of budget, varied from one *woreda* to another, depending on *woredas*' revenues-collecting capacity and other factors, such as population size, and the current development status.

The major problem observed during interviews and group discussions regarding block-grant was that sector offices were reporting inaccurate figures, and either overstating or understating the values, thus leading to unfair allocation of financial resources under the block-grant.

The block-grant and own sources of revenue are the principal budget items that are discussed and announced to the Cabinet and the House of Peoples Representative, and passed through the budget processes, whereas funds from other sources at *woreda* level are not planned and discussed. Additional funding is however discussed during reporting. Funds from the Safety-Net Program are released every six months without pre-planned procedures. The resource utilisation from donors and other sources are reported together with the *woreda* budget.

Based on the composition of the block-grant and own revenues, *woredas* can be classified as surplus (i.e. own collected revenue is greater than the approved budget); self-sufficient (i.e. own collected revenue is enough to cover the approved budget); and deficit (i.e. own collected revenue is insufficient to finance the entire approved budget). Based on these categories, the two study *woredas* can be characterised as deficit *woredas*, since they were unable to fully cover their budget requirements from their own collected revenues. On average, for the period 1995 – 2000 EC, the share of own revenue from the total approved budget was only 12 percent in the case of Babile and 17 percent in the case of Goro-Gutu (see Table 3-1 and Figure 3-1 and Table 3-2 and Figure 3-2).

Table 3-1: Budget by source: Babile *woreda* (in ETB)

Year (EC)	Block-grant	Percentage %	Own revenue	Percentage %	Total approved budget
1996	4,036,383	84	761,000	16	4,797,383
1997	4,213,732	87	634,567	13	4,848,299
1998	5,413,420	91	559,887	9	5,973,307
1999	6,424,822	90	698,831	10	7,123,653
2000	8,248,267	90	937,590	10	9,185,857

Table 3-2: Budget by source Goro-Gutu *woreda* (ETB)

Year (EC)	Block-grant	Percentage %	Own revenue	Percentage %	Total approved budget
1995	3,146,138	71	1,289,993	29	4,436,131
1996	4,291,538	78	1,239,000	22	5,530,538
1997	4,689,331	79	1,243,635	21	5,932,966
1998	5,915,194	88	806,906	12	6,722,100
1999	7,419,777	89	922,687	11	8,342,464
2000	11,480,787	92	1,067,830	8	12,548,617

Trends in the source of budget in the two case study *woredas* depict two different characteristics. In both *woredas* block-grant increased every year but at different pace. The rate at which block-grant increased in Goro-Gutu was much higher than that of Babile. Similarly, own revenue has been increasing at a higher rate in Goro-Gutu than in Babile. The low growth rate of both the block-grant and own revenue in Babile could be explained by the results of the referendum conducted in 1996 EC which led to the restructuring of some *kebeles* in the *woreda*. The restructuring led to the inclusion of 40,304 people into Somali Regional State from Oromiya State (CSA, 1998) which resulted in the reduction of the total population in Oromiya Regional State, and a simultaneous reduction in both own revenue and block-grant.

It was also indicated that continuous reduction in the amount of rainfall in the *woreda* from year to year was associated with declines in agricultural production and agricultural income, which also led to low growth rates for both budget sources.

Figure 3-1: Trend of the total approved budget of Babile *woreda* (in ETB)

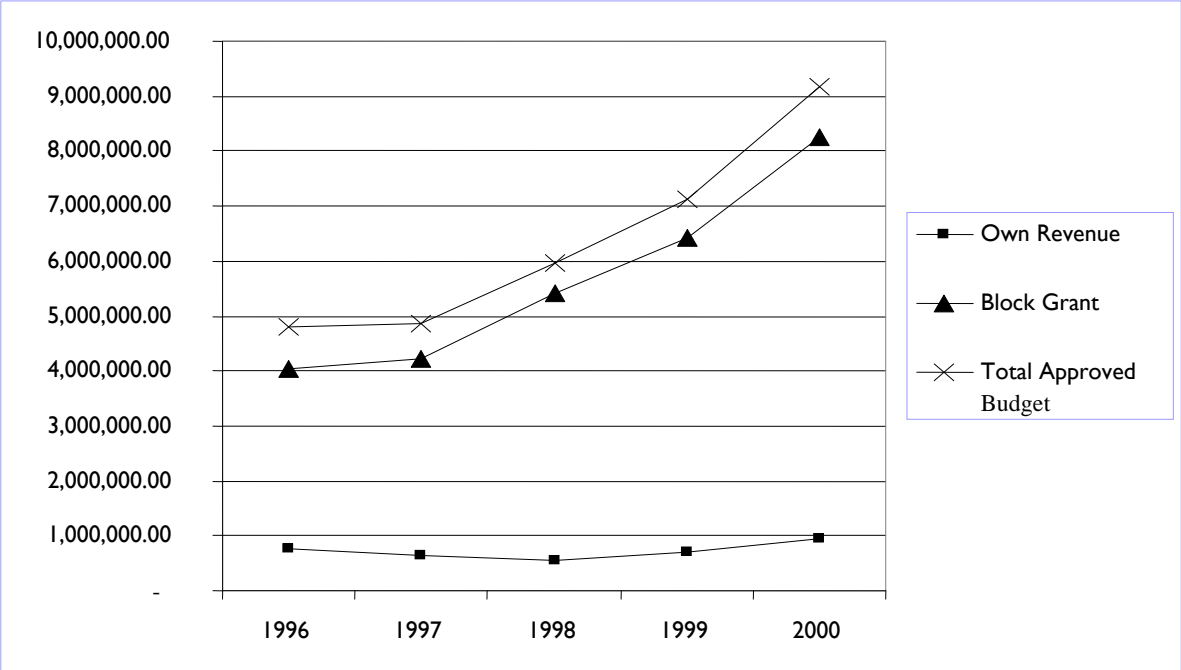
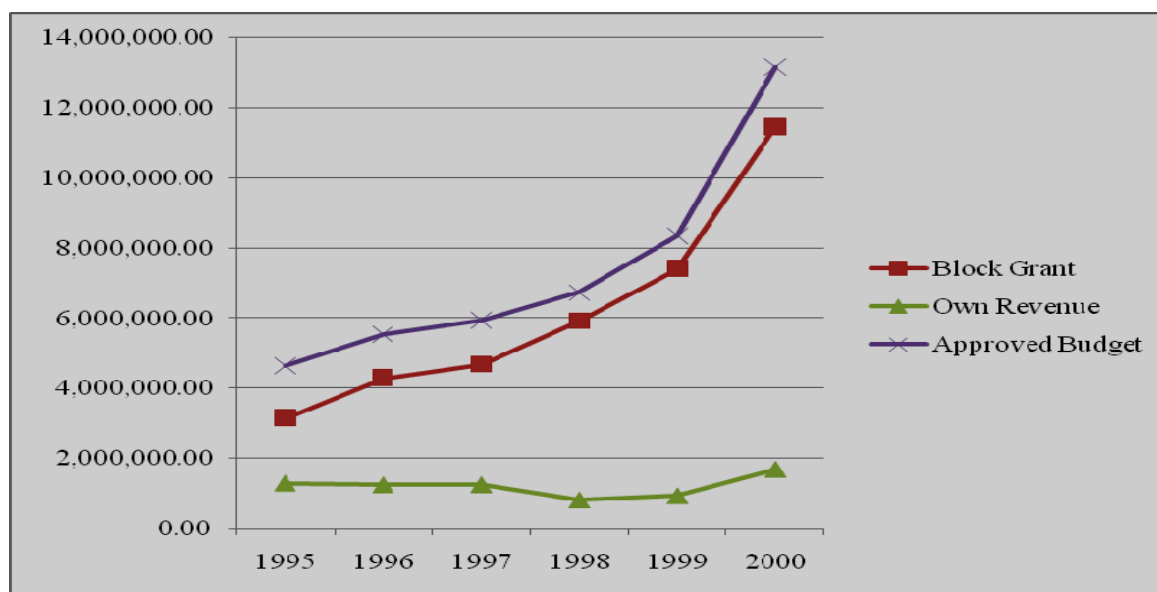


Figure 3-2: Trend of the total approved budget of Goro-Gutu woreda (in ETB)



### 3.4 Budget variance analysis

Budget variance was used to better understand the difference between the approved budget and the actual expenditures with the view to draw conclusions about the budget utilisation performance. A budget variance close to zero indicates good performance in terms of budget utilisation, provided that expenditures are made in accordance with the operational plans and the envisaged outcomes of the plans. As demonstrated on Table 3-3, budget variances of Babile woreda are all favourable as the approved budgets are greater than the actual expenditures. For all years, the budget variances are less than one percent of the total approved budget which indicates good performance of the sector offices in terms of budget utilisation.

Table 3-3: Approved budget vs. actual expenditures of Babile woreda (in ETB)

Year (EC)	Approved budget*	Actual expenditure	Budget variance favourable (Unfavourable)	Variance percentage
1996	4,768,170.79	4,741,309.25	26,861.54	0.56 %
1997	5,687,054.22	5,675,308.73	11,745.49	0.21 %
1998	6,547,206.60	6,521,869.03	25,337.57	0.39 %
1999	7,837,592.75	7,773,337.67	64,255.08	0.82 %
2000	10,992,813.38	10,970,096.31	22,717.07	0.21 %

Source: Babile Woreda Office of Finance and Economics Development

\* Sum of the block-grant and collected revenue of the woreda

Table 3-4: Approved budget vs. actual expenditures of Goro-Gutu *woreda* (in ETB)

Year (EC)	Approved budget*	Actual expenditure	Budget variance favourable (unfavourable)	Variance percentage
1995	4,636,240.58	4,323,874	312,366.58	6.7 %
1996	5,530,537.98	4,628,305.86	902,232.12	16.3 %
1997	5,932,966	5,932,989.30	(23.30)	0.0 %
1998	6,722,100	6,722,100	0.00	0.0 %
1999	8,342,467	8,349,188.40	(6,721.40)	-0.1 %
2000	13,160,735.95	13,120,933.30	39,802.65	0.3 %

Source: Goro-Gutu Woreda office of Finance and Economics Development

### 3.5 Budget for water supply office

As shown in tables 3-6 and 3-7, there was no budget for water supply as a separate and independent budget line in 1995 EC for either *woredas*. In 1996 EC total budgets of about 40,000 Birr for Babile and 1,500 Birr for Goro-Gutu were reported, following the establishment of an independent water office at *woreda* level. Prior to 1996 EC, issues related to water supply were under the responsibility of the Bureau of Agriculture.

The total budget for the water supply office at Babile *woreda* shows an increasing trend from 1997 to 2000 EC for both recurrent and capital budgets (Table 3-6). The distribution of recurrent and capital budgets allocated to Babile water supply office is 82 percent and 18 percent, respectively (Table 3-6). Although the water supply office was supposed to invest more of its budget on capital projects, the pattern of the budget apportionment was found to contradict this aim.

Table 3-5: Approved and disbursed budget for water resources at Babile woreda (in ETB)

Year (EC)	Recurrent budget	Capital budget	Total budget	Disbursed budget	Percentage increase (Decrease)
1996	33,984	7,000	40,984	33,825.00	
1997	29,983	7,000	36,983	32,547.50	10%
1998	37,892	8,000	45,892	37,551.55	24%
1999	48,591	10,000	58,591	95,955.32	28%
2000	71,798	16,500	88,298	183,698.45	51%
Percentage	82%	18%			

Source: Babile Woreda office of Finance and Economics Development

As seen in Table 3-6, disbursed budget for the last two years was more than the approved budget. This is mainly due to the supplementary budget (in the middle/end of the fiscal year there is a supplementary budget). The collected data only refer to the originally approved budget.

After the establishment of the water supply office at Goro-Gutu, the budget for the office has been increasing from year to year. The budget for the year 2000 EC increased by 163 percent from 1999 EC. Similarly, the budget for 1999 EC increased by 58 percent compared to 1998 EC (Table 3-7). The big percentage change reported in 2000 EC was mainly due to the allocation of a significant amount of capital budget. As stated earlier, though the water sector requires more capital investment, the salary and administration expenditures constitute the largest share of the budget (i.e. 70 percent for recurrent and 30 percent capital as indicated in Table 3-7).

From the above analysis, it can be observed that in Goro-Gutu the budget for capital expenditure was assigned only in 2000 EC, which demonstrates how the office overlooked the budget for capital expenditure in other years.

Table 3-6: Approved and disbursed budget for water resources at Goro-Gutu woreda (in ETB)

Year (EC)	Recurrent budget	Capital budget	Total budget	Disbursed budget	Percentage increase (Decrease)
1996	1,500	-	1,500*	4,121.45	-
1997	23,916	-	23,916	9,240	1494
1998	27,916	-	27,916	37,783.46	16.73
1999	43,980	-	43,980	94,679	57.54
2000	50,494	65,000.00	115,494	188,876.74	162.61
Percentage	70%	30%			

Source: Goro-Gutu Woreda office of Finance and Economics Development

\* In the indicated year, the water office (before being established independently) was under Agriculture office with a small amount of budget to cover only miscellaneous expenditures.

### 3.6 Budget share of water supply offices

Another aspect of budget analysis was to find out what percentage of the total budget of the woreda was allocated to the water supply office during the study period, since the amount of the allocated budget could explain the level of emphasis given to the water supply sector by public bodies. The budget allocated to water supply offices at both woredas was less than one percent during the study period (see tables 3-8 and 3-9).

Table 3-7: Proportion of water budget in the total budget of Babile woreda (in ETB)

	Years			
	1997	1998	1999	2000
Approved budget for water resources	36,983	45,892	58,591	88,298
Total budget for the entire woreda	5,687,054	6,547,207	7,837,593	10,992,813
Budget for water expressed as a percentage of total woreda's budget	0.65%	0.70%	0.75%	0.80%

Source: Babile Woreda office of Finance and Economics Development

Table 3-8: Proportion of water budget from the total budget of Goro-Gutu woreda (in ETB)

	Years			
	1997	1998	1999	2000
Approved budget for water resources	23,916	27,916	43,980	115,494
Total budget for the entire woreda	5,932,966	6,722,100	8,342,467	13,160,734
Budget for water expressed as a percentage of total woreda's budget	0.40%	0.42%	0.53%	0.88%

### 3.7 Budget share of sector offices of the woredas

When looking at the sectors' share of the budget, in 2000 EC the education sector took the lion's share in both woredas with around 39 percent allocation in Babile and 41 percent in Goro-Gutu. The next largest share of the budget went to health (13 percent) in Babile and to agriculture (12 percent) in Goro-Gutu. The smallest share of the budget that year was earmarked for the road sector which was allocated less than one percent of the total budget in Babile. Based on the budget allocations, the office of water resource was ranked the 18th among the 23 public bodies operating at Babile. This gives an indication of the lack of emphasis given to the provision of water supply in the woreda.

The major factor that determined the amount of budget allocated to the sectors was the number of qualified employees working in the sector, as salaries make the most significant proportion of the total budgets. The education sector, for instance, has a large number of employees with better qualification levels compared to other sector offices, which was seen as the major reason why the sector had the largest share of the budget.

The earmarked budget for the water sector at Goro-Gutu was only one percent of the total budget in 2000 EC. With this figure, the water supply office was ranked 11<sup>th</sup> among the 21 public bodies in the woreda. However, the approved budget indicated in Table 3-10 does not include the components financed through PSNP, World Bank, and other donors and NGOs. It should be also noted that most of the water projects were implemented with high involvement of the community through financial



and labour contributions. Discriminated from the tax money and largely left to donors, NGOs and communities, the situation raises the question of sustainable delivery of water supply at *woreda* level.

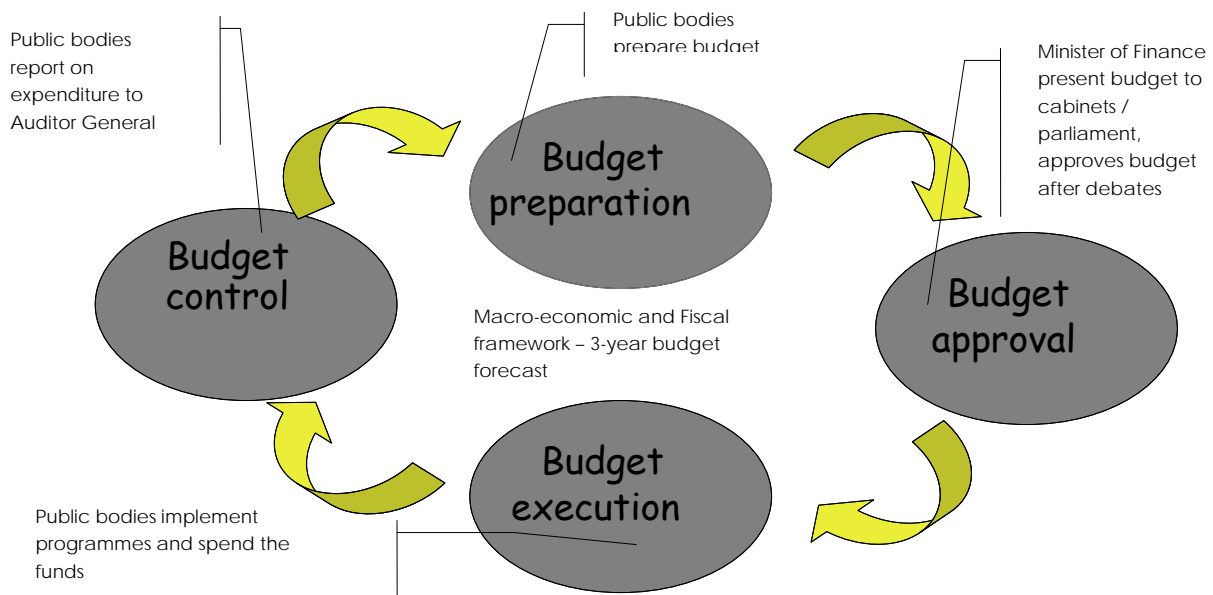
## 4 Stages of the budget process

### 4.1 Budget process and Open Budget System

#### 4.1.1 Stages of the budget process/cycle

Ethiopia's budget process/cycle involves four stages at any level of jurisdiction. These stages are budget preparation (drafting/design process), budget approval and appropriation (legislative process), budget execution (implementation process), and budget control (performance monitoring - audit and evaluation process).

Figure 4-1: The general stages of the budget cycle



**Budget preparation:** The first stage in the budget process has four phases. All public bodies are required to perform all budget preparation activities, program review for the current year, preparation of unit costs and work plan for the following year.

1. **Budget call letter:** issued by MoFED/BoFED/WoFED to all public bodies. It shows recurrent and capital budget ceilings, priority or focal areas to be considered in preparing the budget, and a submission date of the budget request by public bodies to the respective finance and economic development institutions at all jurisdictions.
2. **Budget hearing:** All public bodies through their representatives are required to defend their budgets before MoFED/BoFED/WoFED.
3. **Budget consolidation:** Based on the budget hearing, government policies and priorities, total expenditure ceiling, and allocated ceilings for each public body; the requested budget will be reviewed, adjusted and consolidated.

4. **Budget recommendation:** MoFED/BoFED/WoFED presents the consolidated budget to the respective executive bodies - council of ministers, regional, and *woreda* cabinet. The executive bodies review and recommend the budget to respective House of Peoples Representatives (HPRs) for approval.

**Budget approval:** The House of Peoples Representatives at all levels review, amend, and approve the budgets. Notification of the approved budget then follows.

**Budget execution:** Once budget is approved, the respective finance and economic development institution sends out a letter to all public entities to announce the approved budget and request execution plan. This is the disbursement of the approved budget by public bodies to carry out the planned activities for the year.

**Budget control:** This involves monitoring activities based on annual reports of the public bodies and that of the auditors to the HPR at all levels. The office of the Auditor General is in charge of auditing public bodies and presents its findings before the HPR.

#### 4.1.2 *Characteristics of open budget*

**Participation** is the level of involvement of all stakeholders in the budget process directly or through legitimate intermediaries. The process of budget preparation, approval, implementation, and control needs participation of various stakeholders. It is through participation of people that one can bring people's perspectives to the policy makers. It also allows citizens to hold the government accountable, to identify weaknesses in a budget, to build consensus, and to mobilise the community effectively to meet budget targets (Shapiro, 2001).

**Transparency** refers to the provision of comprehensive, accurate, timely and frequent information to the stakeholders in appropriate formats about the budget process. It is also related to the existence of clearly defined rules, procedures, and regulations on the basis of which budget decisions are made. This information should be made available, accessible and understandable to the general public and open to public scrutiny. Transparent budget system allows citizens and civil societies to hold the government accountable, motivates the general public to participate, and helps to mobilise the community effectively to meet budget targets.

**Accountability** refers to the state by which decision-makers and implementers are held accountable in the way the budget is formulated, approved, implemented and its performance reviewed by those whose interests are affected by their actions or inactions.

Governments should be accountable in all the four phases of budget cycle. That is:

1. Accountability in budget preparation implies whether the government keeps its commitment to stated policy priorities while allocating budget.
2. Accountability in budget approval involves budget conformity with laws and constitution, the agreed budget formula, budget documents, criteria for allocation of resources among regions and *woredas*. Emphasis on general public's input in the budget preparation should also be taken into consideration.
3. In the case of budget execution, accountability demonstrates whether disbursement is in line with what is approved and released without delay.

4. Accountability in budget control refers to the efficient and effective use of public resources. This includes accountability for objects of expenditure (what the state spends the money on), results achieved (meeting objectives for which public funds are spent), reliability and timeliness of audit reports, and transparency of the overall budget process.

For an effective accountable budget system, the institutional arrangements are very important. Accountability requires robust financial management systems and legislations, an independent auditor general and a strong parliament, active civil society, strong media, and a vigilant electorate.

## 4.2 The budget process at Babile and Goro-Gutu woredas<sup>3</sup>

**Budget preparation:** As per the information obtained from Babile and Goro-Gutu woredas' WoFED, two budget call letters are usually sent to all sector offices. The first letter is without the budget ceilings so as to help sector offices to prepare their budget plan during April and May. The second call letter is sent at the end of June to disclose the ceilings using the budget forms. The budget preparation should be completed and presented for approval before or on July 15<sup>th</sup>. The second budget call letter indicates that the first budget draft is subject to revision based on the magnitude of the resource envelope.

The sector office prepares budget plans based on the five-year strategic plan. In addition, budget performance of the previous year and activities not implemented during the previous plan period are also used as inputs. The planning section of WoFED gives briefing to planning experts from all sector offices on how to prepare budget.

Based on the first budget call letter, all sector offices, including the water office, prepare their budgets in collaboration with WoFED experts. In addition to the above mentioned inputs, all sector offices prepare their respective budgets in consultation with stakeholders at local level, and review their performance and unit costs in the first half of the current fiscal year and unit costs.

The water office also identifies community needs and priorities after a series of discussions with the community representatives and stakeholders. The office also takes inventory of the available water supply facilities and schemes at the end of each budget year. The findings of the physical inventory are among the important factors to be considered while prioritising the needs.

The office initially prepares a bill of quantities for the required inputs. The bills are then converted to a financial plan using the respective unit costs of items. The unit costs are obtained either from the market and/or WoFED's market survey report. Once the total budget of the water office is compiled in this manner, the contingency of 30 percent of the total budget is added as a provision for price fluctuations.

The second level of budget preparation is an adjustment to the resource envelope after the amount of the grant to the woreda is communicated by BoFED. This grant comes with guidelines about

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<sup>3</sup> Most of the discussions are based on an interview on 3<sup>rd</sup> July 2009 with Mr Mumed Abdule, Woreda House Speaker, Experts from WoFED (Mr Ahmed Jemal-Budet: Plan, Follow-up, Control and Good Governance Process Owner; Mr Tesfaye: auditor; Mrs Meseret Shiferaw: accountant) for Babile woreda. For Goro-Gutu woreda the discussions are based on interviews on 2<sup>nd</sup> July 2009 with Mr Feysel Nasir: WoFED Head and Mr Mohammed: Head Water Office and with House of the Speaker of the Woreda Council.

budget allocation among different sectors. For instance, the guidelines indicated that about 65 percent of the *woreda* total financial resource envelope has to be allocated to the five priority poverty-sectors (agriculture, health, education, rural road and water) and the balance to all other sectors.

The budget plan has to be submitted to WoFED. There is no formal defence of the budget before WoFED. After consolidating all sector budgets, WoFED presents the consolidated budget to the *woreda* cabinet. The *woreda* cabinet consists of the *woreda* administrator (the chair of the cabinet) and the following delegated offices: Agriculture, Health, Education, Women's Affairs, Capacity Building, Youth and Sport, Justice and Security, Information, Transport, WoFED and Community Mobilization.

It should be noted that the water office, one of the five priority poverty-sectors, was not represented in the cabinet in either of the two *woredas*. The House of Speaker and experts from WoFED explained that this exclusion is based on historical factors. The office was not independent until 1996 EC, but water sector was instead dealt with by agriculture or the health office. As explained by WoFED and water office, the plan is to include the water office as a member of the cabinet in the near future.

Once the *woreda* cabinet receives the consolidated budget from WoFED, it reviews and recommends the budget to the HPR for approval. Before making recommendations to HPR, it allows sector offices to comment and perhaps defend their budget. As explained by WoFED experts, most complaints are from the non-priority sectors. There was, however, a complaint from the water office for not being represented. The response from the cabinet was that the water office gets budget subsidy from other sources, such as PSNP, and that direct implementing NGOs are largely involved in the development of water supply schemes. (WoFED officials noted that so far there have been no sector offices that have managed to change the budget during the cabinet deliberations).

**Budget approval:** The budget is approved by the legislative body, HPR, on the basis of a two-third majority rule. After approval, the budget is proclaimed by the Magalata Oromiya, the official law gazettes of the regional government, followed by a notification of the approved budget.

During the budget approval, all sector heads/representatives are invited as non-voting participants in order to comment on the budget before approval. There are no cases, however, where sector offices influence budget approval. When the legislative seats approved the budget in 1998 EC in Babile *woreda*, the *woreda* water office made a complaint about the inadequacy of the budget. The response from the HPR was to consider this in the next fiscal year. It seems that the main reason for the possible inadequacy was the perception that the water sector is supported by donors and NGOs. In principle the HPR can amend the budget, however in most cases, what is approved is the recommended budget by the BSC.

**Budget implementation:** Once the budget is approved by the HPR, it is communicated to WoFED, which in turn issues letters to all sector offices announcing the approved budget and requesting for their implementation plans. Attached to the letter are six recurrent and two capital budget formats, which will be used during preparation of the implementation plans. In accordance with this, each sector office prepares its annual implementation plan for recurrent and capital budget. The disbursement of the approved budget is executed based on this plan and subsequent disbursements are made based on timely, regular and reliable reports. With the recent usage of pool

system<sup>4</sup>, the financial management and control system will become WoFED's responsibility. Expenditures are managed based on prior requests from sector offices. With this, WoFED prepares purchase plan twice - at the beginning of the first and third quarter. In principle, the budget is not released unless sector offices submit performance reports.

The request for procurements of goods and services are made by sector offices through submitting purchase requisition forms to WoFED. Procurement tenders are floated, once WoFED collects completed forms from all sector offices. Hence, the delay in the submission of the requisition of even a single office will delay the procurement of all sectors offices.

All goods and services for all sector offices are purchased under the pool system. There is a clear procurement policy at the regional level which calls for undertaking procurements centrally with the logic of reducing the overall costs and improving the efficiency of procurements. Though the pool system has created a great deal of workload on WoFED employees, it should be taken as a good opportunity by sector offices as it enables one sector office to learn from the best practices and experiences of others. The system is found to be appropriate as it reduces fragmented order and order-processing costs and corruptions. Whenever there is a need to check for the quality and features of items and/or services to be procured, WoFED involves experts from the sector offices to make quality checks before acquisitions.

WoFED tries its best to accomplish activities before the budget year elapses, but problems related to the procurement process may cause delays. Among the major problems described are:

1. Shortage of trained staff
2. Gaps in prescheduled requisition of inputs and lack of organised requests by sector offices hamper the procurement of materials;
3. Lack of market information, extended bid process due to price fluctuation, unavailability of the right bidders, and low bidders' interest to participate;
4. Less capacity of local market to supply all the required materials; and
5. Shortage of vehicles

**Budget control:** Budget control starts with the follow-up of budget which includes orientation and awareness raising about budgeting and its processes. Generally, the various committees at WoFED handle the follow-up. Recently WoFED in both *woredas* has reorganised itself into two work processes. The Plan, Follow-up, Control and Good Governance Process team is in place as one work process in order to follow-up and monitor the budget process.

Regarding controlling mechanism, the Water Office has almost no role to play as most of the procurements of goods and services are made by WoFED on behalf of water supply facilities management process team. Records of the budget expenditures are also kept at WoFED.

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<sup>4</sup> The pool system of the Babile *woreda* uses two pools, the *capacity building pool* and the *administration pool*, after reviewing the previous four-pool system which included the capacity building pool, the rural development pool, finance and economic development pool, and the administration pool. 2007/2008 GC reviewed pool system has 12 sector offices under capacity building, including WoFED, and 11 sectors under the administration pool including Water Office. Based on the first pool system, the pooled sector offices used to implement the manpower development, financial, and material procurements management and administration. From 2007/2008 onwards the responsibilities were to administer and manage manpower resources. The WoFED coordinates the budget process, including the procurements of materials and equipments upon requests from sector offices.

**General reflections:** It is quite difficult for each sector office and WoFED to adhere to the budget calendar. Sector offices have always suffered from shortage of planning experts. In addition to this, BoFED does not liaise with WoFED about the amount of regional grants within the budget calendar. In most cases, information about the grant is communicated after June, when the budget year begins.

Despite the fact that the water sector is one of the priority poverty-sectors, the budget allocated to the sector from the treasury is always very small. One of the reasons, as explained by WoFED experts and the House Speaker, is that the water sector is seen to be supported by other sources of funds like PSNP, donors, NGOs and related sources. This violates the additive principle of PSNP and other source of financing for the water sector. As a result, the budget plan of the Water Office has never been met by the regional state budget. The following tables demonstrate this clearly.

**Table 4-1: Babile requested and approved budget for water office (1997-2002 EC in ETB)**

<b>Year</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Requested	-	25,000	32,000	45,000	48,000	60,000
Approved	7,000	8,000	12,500	16,500	15,000	-
Percentage of approved to requested	-	32%	39%	37%	31%	-

Source: Babile Woreda WoFED

**Table 4-2 : Goro-Gutu requested and approved budget for water office (1997-2002 EC in ETB)**

<b>Year</b>	<b>1997</b>	<b>1998</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Requested	170,100	24,000	65,000	213,000	80,000
Approved	75,000	-	65,000	80,000	-
Percentage of approved to requested	44%	-	100%	38%	-

Source: Goro-Gutu Woreda WoFED

## 5 Practice of Open Budget system

The Open Budget system at WoFED level does not follow particular principles. There was no proper participatory system at the *kebele* association (KA) level, and development agents (DAs) did not discuss and address the needs of the community. Even when the members of the House of People's representatives at KA level decided on the budget, they did not discuss the problems or propose solutions.

Generally, the principles of Open Budget system were in their rudimentary stage. When looking at the NGO sector (especially MfM), encouraging efforts in the development of participatory and open approaches have been made. MfM allows the community on farmers' associations level to participate and indicate where the water resource could be, accessing roads, stone and sand collections, digging until water is reached, fencing and guarding. MfM also discloses schemes discharge rate, construction date, depth, number of households benefiting from the schemes, date of construction, construction costs, etc. Furthermore, MfM supported the water desk by providing machineries, logistics, printing receipts, and strengthening water user committees' at all levels. So, the system, especially the monthly cash contribution, may support the *woreda* community during the phase-out period of MfM.

Goro-Gutu WoFED felt that the budgetary process in the *woreda* was open, decisions were based on open discussions and budget allocation and disbursement were based on the priority areas identified in the strategic and operational plans of the *woreda*.

The water supply facilities management team of Babile *woreda*, on the other hand, felt that the budget preparation, implementation, and control processes were not fully open in terms of participation, and transparency.

### 5.1 Level of participation

In Babile *woreda*, the level of direct and indirect community participation during the budget preparation phase was said to be very high since the budget was prepared by the community on the prioritised needs of the community.

As stipulated in the budget process at Babile *woreda*, the draft budget was formulated by the water supply facilities group and it was submitted to WoFED where it was trimmed and adjusted to fit to the budget ceiling. The trimming and adjustment to the draft budget was made by the budget committee in WoFED, based on criteria unknown to the water supply facilities management team. This team was not represented on any of the budget hearing meetings or during the trimming of the budget, reducing the level of participation of stakeholders.

Information obtained from Babile *woreda* water supply facilities management process revealed that the level of participation during the budget implementation was noticeable since the budget was used to fulfil the needs identified during the budget preparation phase.

### 5.2 Transparency

According to WoFED Goro-Gutu *woreda*, the approved budget for the *woreda* was well communicated to the sector offices. It was posted on the notice boards of the office, and also sent to the heads of *kebele* associations. Once the approved budget was communicated to the sector offices and representatives of the rural farmers associations, WoFED did not make any efforts to ensure



that sector offices and rural peasant associations' officials passed the budget information down to the community.

The level of transparency of the budget process, according to the water supply facilities management process of Bible *woreda*, was not sufficient. The water supply facilities management team was not fully aware of the criteria used while adjusting and consolidating the submitted draft budgets. Moreover, details of the approved budget were not communicated to the community at farmers' association level and to the employees of the sector offices.

### 5.3 Accountability

The findings of the interviews indicate that there was a lack of accountability in the budgetary process as budget owners have no full autonomy on their respective budgets during disbursements. The procurements of goods and services were made by WoFED. Hence, it was very difficult to hold the budget owner fully accountable for the ineffective and inefficient use of the approved budget.

### 5.4 Equity/Accessibility

The trend of the proposed and approved budgets for water supply at Babile *woreda* shows that the approved budget was always far less than the requested budget. Even then, the process team tried its best to make the distribution of the approved budget as equitable as possible. The approved budget was used for the fulfilment of the needs of the community according to the priority set during the budget preparation phase.

### 5.5 Budgetary and expenditure management and reporting mechanisms

As far as keeping records of the budgets and expenditures of the *woredas* was concerned, the respective offices of Finance and Economic Development did all the recordings and made the necessary adjustments to the budgets and expenditures and submitted the monthly reports of budget performance of the *woreda* that showed the details of the budget performances sector-wise to the BoFED. The bureau then released the block-grant fund allocated to the *woredas* based on these reports. The major problem WoFED was facing was the lack of trained staff and an inefficient system.

Regarding the management of expenditure, the water supply facilities management process team in Babile *woreda* was not active, as the procurement of goods and services were carried out centrally. The procurement of goods and services was the key driver of the budget expenditures. Hence, the management of expenditures seemed to be left for MoFED and the role of the water sector was found to be minimal.

## 6 Budget for sanitation

Although the plan was to assess the budget processes of water supply, sanitation and hygiene as if they were in one budget category, we found out that sanitation and hygiene fell under health and was not singled out in the budget preparation. There was no budget for sanitation and hygiene from both the government and PSNP. However, UNICEF, in 2000 and 2001, supported the sanitation sector through funds allocated to health institutions and schools. There were efforts by the government and MfM in increasing pit latrine coverage at community level. Within less than a year, 164 slabs were distributed, which covered 10 percent of MfM's plan. In connection to this, MfM organised workshops and training for health extension workers, development agents, social workers, teachers, students as well as influential persons. Sanitation campaigns are also part of the program in participating schools and *woreda* administration. According to the health office, the pit latrine coverage was 69.2 percent, safe water supply 29.7 percent, and garbage pits 10 percent. This figure fluctuates and the health office informed the research team that the plan is to reach 100 percent.

## 7 Monitoring and evaluation

Principally, the monitoring system follows two major plans and work schedules: the development of new water schemes (mainly hand-dug wells) executed by the office and the maintenance of damaged schemes. The water office held weekly monitoring meetings. According to an official of Babile Woreda Water Resource Development office, the staff largely engaged in the maintenance of schemes since the capital budget for the sector was non-existent, especially before 1998 EC. In 1998 EC the Water Office was granted a limited PSNP budget, which enabled the staff to monitor new schemes that were being developed. For most part, the maintenance of schemes followed three stages:

- i) up-to-date maintenance by trained water user groups (seals, loose bolts, etc.)
- ii) dismantling platforms and washing basins and cattle troughs; and
- iii) repairing damaged pump cylinder and pedestals.

The monitoring and follow-up of activities were done with only two available motorcycles and even the available motorcycles had problems which forced field experts to remain in the office. The process of maintaining faulty water pumps sometimes took a month or more, as there were delays in procuring spare parts.

Even if the water office conducted an inventory of water points, the zone water office explained that no reports regarding the outcomes would be produced. Regular reporting procedures were in place, including monthly, quarterly, bi-annual and annual reports to the WoFED, Woreda Council, *woreda* administration, and Zone water office. The reports simply described the developed and maintained schemes but did not identify problems or provide solutions. The office also disclosed information on the financial achievements during a specific period.

The data depicting the potable water coverage were also different from one source to the other. The zone and the *woreda* showed different water coverage levels. According to the water office, the annual coverage of potable water increased from 40 percent in 1997, to 43 percent in 1998, 47.5 percent in 1999 and to 53.7 percent in 2000, but this increase has been undermined by failures of new schemes. According to a parallel study conducted in the same *woredas* on aid effectiveness, the functionality and non-functionality rate of the two *woredas* indicated that the rate of functionality was high in Goro-Gutu with an average non-functionality rate of 15 percent while the same figure in Babile was 31 percent. In both cases the rate varied depending on technology used and in different operational years.

The head of water office explained that there was an increase in water schemes. In 2000 EC the total number of hand-dug wells (HDW) was 18 (8 SWs by UNICEF and 5 by MfM, 4 HDWs by MfM and 1 by PSNP) in comparison to 1999 EC there were only nine constructed schemes. The office itself became active after 1998 EC, when the monitoring and own activities were undertaken. The linkage among managing, monitoring, and reporting was found to be better at *woreda* level than at zonal level. At *woreda* level community reported on the existing problems and failures of different water schemes first to the *woreda* administration or council. *Woreda*, when considered appropriate, paid a field visit and liaised with water office experts to identify problems. This was not the case at zonal level and not all the information was communicated to zonal water office.

## 8 Linking policy with budget

The issue of sustainable food security cannot be resolved without addressing the water sector. However repeated complaints concerning budget shortage are made by water supply office even though some progress can be seen from the budget and staffing trends of the office over the last five years.

The secondary data from WoFED in Babile indicated that the adjusted budget for water sector falls within the rank of 14 or 15 among all the sectors. This appears to show that even though water sector is in principle one of the priority poverty-sectors, the data on budget allocation indicate otherwise. The budget share of the water sector ranges between 0.4 and 0.9 percent of the total adjusted budget for the two *woredas*.

It should be noted, however, that recent positive observations have been made about the sector at least fulfilling staffing requirements. According to data obtained from both *woredas*' water resource development offices, the number of staff members in the two study offices increased from 1998 to 1999. These figures show an increase which might be due to the merging of the two offices (irrigation and water offices). However, the quick increment may have also been caused by the sector receiving more attention than in the past. The staff increment in both *woredas* in the year 2000 was three-fold from 1998. In terms of qualification and diversification, the data showed a significant improvement. However most of the new recruits are fresh graduates from different TVETs and colleges, and thus may need time to build their capacity to deal with practical issues related to water.

## 9 Summary and recommendations

### 9.1 Major findings

- Studied sector offices have a poor level of understanding of a budget as a tool to indicate policy direction
- In both of the studied *woredas*, the preparation of the annual operational plans has shown a tendency of being governed by the five-year strategic plan.
- Little is done in terms of budget control and evaluation both at the *woreda* and regional levels, especially in relation to the assessment of budget outputs and outcomes, though the HPR is making some efforts on budget supervision. Budget monitoring and evaluation mechanisms and schedules are not even indicated in the budget calendar.
- While reporting baseline data, sector offices do provide unreliable data due to lack of up-to-date database concerning socio-economic variables.
- In both of the studied *woredas*, the contributions of own revenue to the overall financing of expenditures were found to be very low (i.e. less than 20 percent on average).
- The budget trend of own revenue and block-grant have exhibited a similar pattern in the two studied *woredas*.
- The overall public budget utilisation in both *woredas* has shown good performance provided that the expenditures are based on the operational plan.
- The budget for water supply has shown an increasing trend over the study period in both *woredas*. The rate of increase may be nominal as the budget figures were not adjusted for inflation. The capital budgets in both *woredas* show similar trends, and a significant share of the budget went to the recurrent budget contradicting the nature of the water sector, i.e. needing capital investments.
- Though the water sector is among the priority poverty-sectors, the budget share is very low.
- The funding from other sources, including the Safety Net Programme, does not pass through the regional state budget process.

### 9.2 Recommendations

Based on the findings of this study, the following recommendations are forwarded by the study team.

- Efforts have to be made to further convince all actors in the budget process that there is a need for allocating more funds to the water sector (one of the priority poverty sectors) if the MDG and the Development objectives of the country are to be met.
- Workshops and trainings sessions should be organised to raise awareness about the importance of budget to all concerned parties.

- The work of budget control through monitoring and evaluation has to be given a weight equal to the other elements in the budget process, i.e. preparation, approval and implementation.
- Data collectors and experts working on the *woredas'* baseline data should be given sufficient training of the importance of the data they provide in determining the budget so that they provide more reliable information to the budget process.
- New ways of improving contributions of own revenue to overall financing of *woredas'* expenditures should be explored.
- The allocation of a lump-sum budget to the capital expenditure must be increased.
- Funding from other sources than the central treasury and own revenue should be planned for.

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## **Annex I: List of interviewees and participants of the FGD**

Ato Alemayehu Tessema, Head (Gorogutu)

Ato Eskender Tizazu, Expert (Gorogutu)

Ato Ahmedin Shafi, Irrigation expert (Gorogutu)

### **Participants of the WoFED office FGD:**

W/ro Senedu Tefera, Head (Babile)

W/ro Meseret Shiferaw, Accountant (Babile)

Ato Ahmed Jemal, plan monitoring and evaluation and good governance process owner (Babile)

Ato Tessfaye Engedawork, Accountant

### **Participants of the house speaker office FGD:**

Ato Mammed Abdulae, Speaker (Babile)

Ato Yerga Ferede, Secretary (Babile)

### **Respondent from the inland revenue office:**

Ato Abebe Nigussie, Head (Babile)



## Annex 2: Adjusted budget vs. year-to-date expenditure

### Goro-Gutu woreda adjusted budget vs. year-to-date expenditure

Description	1998		1999		2000	
	Adjusted budget	YTD expenditure	Adjusted budget	YTD expenditure	Adjusted budget	YTD expenditure
House of Speaker Office	130,470	130,277	147,540	145,405	159,565	159,618
Construction of Woreda House of Speakers Office			21,249	20,087		
Office of Woreda Administration/Mayor	497,378	496,953	580,588	580,551	755,817	757,612
Construction of shed					80,772	80,879
Women's Affairs Office	28,740	28,728	35,104	34,940	79,310	82,377
Justice Office	241,068	240,979	84,068	63,774	78,380	86,113
Police Office	377,465	377,404	374,631	372,731	427,014	439,682
Security & Administration Office			46,379	46,369	245,465	257,666
Militia and Neighbouring Regions Affairs Office			123,883	123,883		
Construction of Office	20,000	19,342				
Office of Finance and Economic Development	468,385	467,499	406,147	399,651	501,782	519,259
Office of Information and Public Relation	83,991	83,990	61,198	61,197	88,788	94,432
Office of Revenue			110,091	110,027	211,778	216,022
Office of Agriculture and Rural Development	1,295,421	1,198,607	1,321,266	1,332,812	1,610,518	1,612,072
Construction Of two FTC	300,000	203,623	279,443	276,555	210,000	209,960
Cooperative Promotion Office	55,163	55,152	41,521	41,409	64,878	66,752
Water Resource Development Office	37,840	37,783	49,993	49,536	126,163	128,450
Construction of potable water					65,000	65,734
Rural Road Office	18,766	18,650	18,701	18,334	10,568	11,870

Education Office			4,012,451	3,861,523	5,157,630	6,356,393
Capacity Building Office	3,398,214	3,398,147	249,851	245,974	485,304	490,085
Office of Youths Affairs & Sport	10,835	10,774	58,707	57,769	91,856	95,676
Office of Tourism & Culture			17,987	17,488	19,374	21,165
Office of Public Organization & Social Affairs	129,418	129,355	107,081	107,005	296,203	282,063
Construction of shed					134,000	133,966
Office of Health	718,989	718,819	933,924	918,207	1,441,006	1,381,061
Construction of Health Post			100,000	99,595	200,000	200,000
Relief & Rehabilitation	60,552	60,551	61,120	60,915	79,142	67,943

Babile woreda adjusted budget vs. year-to-date expenditure

Description	1998		1999		2000	
	Adjusted budget	YTD expenditure	Adjusted budget	YTD expenditure	Adjusted budget	YTD expenditure
House of Speaker Office	149,887	147,589	141,116	138,960	215,719	214,988
Office of Woreda Administration/Mayor	454,518	454,349	635,132	630,482	969,163	965,929
Construction of Shed			103,000	99,503	190,000	188,011
Women's Affairs Office	30,761	29,894	45,107	45,058	68,286	68,151
Justice Office			77,728	77,124	101,174	100,337
Police Office	381,149	380,973	414,187	412,947	496,407	495,910
Security & Administration Office	195,127	194,371	51,916	50,789	320,616	320,102
Militia and Neighbouring Regions Affairs Office	71,299	71,296	126,103	124,309		
Construction of Office			30,000	29,996		
Office of Finance and Economic Development	385,879	385,344	390,083	382,111	548,641	548,375
Office of Information and Public Relations	53,602	53,149	65,058	64,917	103,090	102,932
Office of Revenue	49,039	48,990	110,586	110,072	154,642	154,629
Office of Agriculture and Rural Development	843,040	839,116	984,498	980,170	1,347,248	1,340,454
Cooperative Promotion Office	74,113	72,529	90,084	90,059	100,107	98,030
Water Resource Development Office	37,892	37,551.55	51,185	48,528	131,798	131,643
Construction of potable water					60,000	59,875
Irrigation Development Office			49,282	47,427	52,139	52,054
Rural Road Office	18,965	18,950.05	21,758	19,606	42,518	42,498
Education Office	2,817,670.29	2,811,051.50	3,125,749	3,104,076	4,344,388	4,342,672
Construction of Elementary School			60,000	59,911		
Capacity Building Office			249,458	249,383	360,541	360,228
Office of Youths Affairs & Sport	20,477.60	20,475.20	60,583	59,547	118,877	118,619
Office of Tourism & Culture	94,251.50	94,251.20	9,583	9,459	64,548	64,537
Office of Public Organization & Social Affairs	86,153	82,619.89	74,944	74,757	133,673	133,610
Construction of shed					1,612,851	1,610,450
Office of Health	718,919	714,987.50	869,489	863,297	141,442	141,442
Construction of Health Post					85,254	85,218
Relief & Rehabilitation	64,462	63,780.78	63,336	63,137.60		