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ASSESSMENT REPORT
ON
PUBLIC FINANCIAL MANAGEMENT (PFM) PERFORMANCE AND
BENCHMARK RATING OF WOREDAS (DLR 8.8)

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ADDIS ABABA, ETHIOPIA

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ACRONYMS AND ABBREVIATIONS

BoFEDs	Bureau of Finance and Economic Development
BST	Basic Services Transformation
DLIs	Disbursement Linked Indicators
DLRs	Disbursement Linked Results
DPs	Development Partners
ESPES-AF	Enhancing Shared Prosperity through Equitable Services-Additional Financing
GTP2	Growth and Transformation Plan
HSBS	Health Sector Budget Support
IBEX	Integrated Budget and Expenditure
MoF	Ministry of finance
PBS	Promotion of Basic Services
PFM	Public Financial Management
PIs	Performance Indicators
SNNP	Southern Nations, Nationalities and Peoples
WoFEDs	Woreda Offices of Finance and Economic Development

EXECUTIVE SUMMARY

Two DLR based PFM performance assessments have been made at woreda levels, the first in 2016 for the period of 2013-2015 and the second in 2019 for the period of 2016-2018. The main purpose of this assessment was three fold: (i) to fulfill the World Bank’s DLR-based requirement for disbursement of the fund attached to DLR 8.8 under the ESPES-AF1 program, (ii) to assess progress since the last DLR-based assessment in 2016, and (iii) to provide the government (MoF), DPs and other stakeholders updated information on the PFM performance as a basis for further dialogue and decision making on PFM related issues. This self-assessment was carried out by internal staff with no involvement of consultants.

The current report of the 2019 PFM performance assessment covers 1021 (99.5%) woredas from the total of 1026 woredas in the country as a whole at the time of the assessment. Four woredas from Afar and one woreda from Dire Dawa were not included in the assessment.

Given the wide range of PFM activities undertaken in the ESPES program, this assessment has considered seven pillars with twenty two performance indicators. The pillars with the number of indicators include : budget credibility (PI-1, 2, and 3); comprehensiveness and transparency of the budget (PI-4,5,and 9); cash forecast and asset administration (PI-7 and 17); policy based budgeting (PI-9 and 10); accounting, recording & reporting (PI-11,12,14,15, and 16); auditing and controlling (PI-18 and 19);and oversight support and capacity building (PI-20,21,and 22).

All these pillars and indicators provided analysis and measurement of the PFM results in the evaluated woredas. This DLR-based assessment also offers an update of progress in PFM systems performance since the last evaluation exercise in 2016.

Each indicator measures performance with a scale from A to D. The scores for each indicator are provided in a table at the end of this summary assessment. The main conclusion of the assessment of the PFM performance at woreda levels is an overall good performance with 831 (81%) evaluated woredas scoring 68% and above. On the contrary, 190 woredas (19%) have shown unsatisfactory performance with scores of “D” (below 68% of performance).

Of these woredas, 9 woredas have shown superior performance with a score of “A” (more than 95% performance), 236 woredas scoring “B” with performance range of 84-94% (very good), 586 woredas scoring “C” with performance range of 68-83% (Good) and 190 woredas (19%) performed below 68%.

The following table shows the overall PFM performance assessment result of woredas by region. Further details by woredas and indicators are also given in the respective sections of the report and in Annex 2 and 3.

PFM performance assessment results of Woredas by Region

No.	Regions/City Administration	Total number of woredas	Number of woredas by evaluation result in percent				Total number of evaluated woredas	% of evaluated woredas from total woredas
			Excellent (>95%)	Very Good (84-94%)	Good (68-83%)	Unsatisfactory (<68%)		
1	Tigray	53	2	40	11		53	100.0%
2	Afar	34		7	19	4	30	88.2%
3	Amhara	176	5	79	85	7	176	100.0%
4	Oromia	336		57	214	65	336	100.0%
5	Somale	90		5	78	7	90	100.0%
6	Ben-Gum	25			18	7	25	100.0%
7	SNNPR	159	2	36	85	36	159	100.0%
8	Gamabella	14			6	8	14	100.0%
9	Harari	9			9		9	100.0%
10	Dire Dawa	9		2	1	5	8	88.9%
11	Addis Ababa	121		10	60	51	121	100.0%
	Total	1026	9	236	586	190	1021	99.5%

Comparisons of the 2016 and the 2019 DLR based assessment results

Comparisons of the 2019 assessment with the 2016 assessment show the changes in results of the PFM performances at woreda levels. Accordingly, the number of woredas with score “A” has increased from 6 in 2016 to 9 in 2019 and the woredas with score “B” increased from 142 in 2016 to 236 in 2019, while the number of woredas scoring “C” and “D” has decreased from 628 in 2016 to 586 in 2019, and from 222 in 2016 to 190 in 2019 respectively. These can be observed from the following table.

Number of woredas with PFM performance scores in the two DLR based assessments

Scores	Previous Assessment (2016)	Current Assessment (2019)
A (95% and above/Excellent)	6	9
B (84-94%/Very Good)	142	236
C (68-83%/Good performance)	628	586
D (Below 68%/Unsatisfactory)	222	190
Total	998	1021

The changes in scores between the two assessments further indicate that 6 woredas with scores of “B”, 2 woredas with scores of “C”, and 1 woreda with score of “D” in 2016 have moved to a more advanced state by scoring “A” in 2019.

Similarly, 29 woredas with “D” scores and 120 woredas with “C” scores in 2016 moved to a level of “B” in 2019. Furthermore, 103 woredas with scores of “D” in 2016 have shown improvement and scored “C” in 2019. On the other hand, 74 woredas with “B” scores, 410 woredas with “C” scores, and 83 woredas with “D” scores in 2016 maintained their status with no change in 2019.

On the contrary, 6 woredas with “A”, 62 woredas with “B”, and 29 woredas with “C” scores in 2016 have shown fallback in 2019 with scores of “B”, “C”, and “D” respectively. The changes in the number of woredas can be observed in Annex 4.

PFM performance results/ scores of Woredas by indicator

Performance Indicator	Number of Woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	694	231	60	36	1021	68.0	22.6	5.9	3.5
PI-2	690	208	39	66	1003	68.8	20.7	3.9	6.6
PI-3	515	219	176	108	1018	50.6	21.5	17.3	10.6
PI-4	826	127	33	31	1017	81.2	12.5	3.2	3.0
PI-5	750	185	39	39	1013	74.0	18.3	3.8	3.8
PI-6	599	242	146	32	1019	58.8	23.7	14.3	3.1
PI-7	557	186	52	93	888	62.7	20.9	5.9	10.5
PI-8	407	268	223	117	1015	40.1	26.4	22.0	11.5
PI-9	361	244	192	221	1018	35.5	24.0	18.9	21.7
PI-10	272	243	245	219	979	27.8	24.8	25.0	22.4
PI-11	418	290	141	147	996	42.0	29.1	14.2	14.8
PI-12	243	389	169	185	986	24.6	39.5	17.1	18.8
PI-13	253	166	135	254	808	31.3	20.5	16.7	31.4
PI-14	437	165	145	270	1017	43.0	16.2	14.3	26.5
PI-15	298	257	233	233	1021	29.2	25.2	22.8	22.8
PI-16	201	379	194	236	1010	19.9	37.5	19.2	23.4
PI-17	342	317	206	150	1015	33.7	31.2	20.3	14.8
PI-18	386	257	233	142	1018	37.9	25.2	22.9	13.9
PI-19	291	336	161	97	885	32.9	38.0	18.2	11.0
PI-20	233	227	176	189	825	28.2	27.5	21.3	22.9
PI-21	469	349	164	37	1019	46.0	34.2	16.1	3.6
PI-22	228	379	320	92	1019	22.4	37.2	31.4	9.0

1. INTRODUCTION

Ethiopia has implemented a number of multi-donor supported set of basic services delivery and systems strengthening programs such as Promoting of Basic Services (PBS), Enhancing Shared Prosperity & Equitable Services (ESPES), Basic Services Transformation (BST), and Health Sector Budget Support (HSBS).

All these programs have made important contributions in improving equitable access to basic services and strengthening public finance management system including related accountability systems at the decentralized levels over the years.

The on-going ESPES program is implemented all over the country with the main objective of improving equitable access to basic services and strengthening accountability systems. The program fund is sought to help finance the expenditures associated with the country's Inter Governmental Fiscal Transfer system which provides block grants through P4R to regions and woredas for delivering basic services that include health, education, water & sanitation, agriculture, and rural roads. The donors' fund for this program is disbursed based on the fulfillment of Disbursement Linked Indicators (DLIs) / Disbursement Linked Results (DLRs).

One of these DLRs relates to the establishment of a government system for benchmarking Woreda PFM Performance. In line with this, DLI/DLR based assessment of the PFM performance and benchmark rating of woredas (DLR 8.3) was conducted for the first time in 2016 covering the period of 2013-2015. As a follow-up to this, the second round assessment (DLR 8.8) has been conducted in 2019 covering the period of 2016-2018.

The main purpose of the assessment is to fulfill the World Bank's DLR-based requirement for disbursement of the fund attached to DLR 8.8 under the ESPES-AF1 program. Measuring of the woredas' PFM system performance helps to identify good practices and encourage the pursuit of improvements on one hand and to facilitate strengthening of poor performing woredas on the other.

Through this approach, the government (MoF) seeks to achieve continuous improvement in the PFM system of public basic services, while strengthening accountability for service provision. It also offers an update of progress in PFM systems performance since the last assessment in 2016 which serves as a basis for further dialogue and decision making on PFM related issues. This self-assessment was carried out by internal staff with no involvement of consultants.

The current assessment has considered seven pillars consisting of 22 indicators that measure the performances of the PFM at woreda levels. The indicators are two types (unique and composite) and are formulated based on specific, measurable, reliable and time bound criteria.

The PFM performance assessment was conducted by the woreda offices of finance and economic development (WoFEDs) with the assistance of ZoFEDs and BoFEDs based on the operational manual and reporting format developed by MoF for the first assessment.

The assessment covered 1021 woredas out of the total 1026 woredas of the country focusing on public financial management aspects of basic services and the report is structured in six sections. Following the introduction in section one, sections two provides an overview of relevant country-related information that

lays the context underpinning the indicator results and the overall PFM performance at woreda levels. Section three presents the analysis of detailed assessment of performances in terms of the seven pillars of the PFM system and measurement of results in terms of the 22 performance indicators (PIs) of the PFM system. Section four indicates the changes in the PFM performance since the first DLR-based assessment carried out in 2016; and finally, section five draws broad conclusions and recommendations from the analysis of the PFM performances.

2. COUNTRY BACKGROUND INFORMATION

This section provides some background information on Ethiopia's socio-economic development relevant to the PFM system with the aim of placing the PFM performance measurement in a wider context. The country's location gives it a strategic position as a jumping off point in the Horn of Africa, close to the Middle East and its markets.

With about 102 million people (2016), Ethiopia is the second most populous nation in Africa after Nigeria, and the fastest growing economy in the region. The country has registered impressive economic growth on all fronts over the last two decades. The economy grew at an average annual real GDP growth rate of 8.2 percent during the second Growth and Transformation Plans (GTP 2) implementation period (2015/16-2019/20) aiming to reach lower-middle-income status by 2025. Robust investments on infrastructure such as roads, education, and health facilities have played a significant role in the growth process.

The consistently high economic growth resulted in positive trends in poverty reduction in both urban and rural areas. To further reduce poverty and improve the welfare of its citizens, the Government is determined to invest more in education and capacity building, promoting basic healthcare services, expanding infrastructure, building institutions, promoting good governance, and ensuring democratization and decentralization.

Over the years, Ethiopia's fiscal policy has been realized through strengthening domestic revenue generation, effective and efficient utilization of the resources collected from various sources, and maintaining macroeconomic and fiscal stability, improving service delivery, investing in infrastructures, facilitating the growth of the private sector and enhancing poverty reduction.

Ethiopia takes primary responsibility for its development placing high importance on domestic resources reliable in financing development plans. In line with this, about 77 percent of the country's budgetary expenditure has been financed from domestic revenue sources (tax and non-tax revenues) during the 2008/09-2019/20 period.

The country's fiscal policy was also dedicated to building an efficient and effective public expenditure management system over the last decade. The annual budget focused on allocating more resources towards important sectors in poverty reduction, basic services provision, and infrastructure building. Accordingly, the bulk of the financial resources were devoted to capital expenditures that are critical in promoting social services.

Over the past 10 years, government spending has grown at an annual average rate of 21.0 percent. Spending on pro-poor sectors, on average, has been 65 percent of the total expenditure for the last ten consecutive years. The trend of recurrent expenditure outweighs capital expenditure over the period between 2016/17 and 2019/20. In 2019/20 the share of recurrent expenditure was 57.5 percent, while capital expenditure's share in total expenditure amounted to 42.5 percent.

With regard to Public Finance Management, the government is pursuing a broad reform program embracing both revenue and expenditure measures to deliver better results vital to the improved effectiveness of public spending and, thus, to the achievement of the development outcomes targeted in the Growth and Transformation Plan 2016-20 (GTP 2).

The government issued proclamation on financial management (No. 648/2001), which is updated as of 970/2016 to be implemented at decentralized level. Following the 648/2001 proclamation, the government has formulated and / or customizing different rules, regulations, and directives. The directives prepared and applied at decentralized levels throughout the country include: cash management, budgeting, accounting, and property administration and procurement management, among others.

The sub-national Governments commonly called the National Regional States and City administrations also proclaimed their respective financial management system on the basis of above mentioned proclamation, executed in line with the framework of the national government financial management system.

Furthermore; the rules, regulations and directives as well as manuals formulated at national level were customized at the regional level for implementation depending on their respective regional context to be applied for the financial management.

3. ASSESSMENT OF PFM PERFORMANCES AND BENCHMARK RATING OF WOREDAS

3.1. Assessment of PFM Performances

Public Financial Management includes all phases of the budget cycle, including budget preparation and execution, internal control and audit, procurement, monitoring and reporting, and external audit. The broad objectives of public financial management are to achieve overall fiscal discipline, allocation of resources to priority needs, and efficient and effective allocation of public services.

The quality of PFM depends on a number of important variables, including how well PFM systems work, the quality of inputs provided to the system and the feedback and control mechanisms that ensure a rigorous focus on delivery of outputs and achievement of outcomes.

This section presents the indicator-led analysis and measurement of results of the 1021 assessed woredas with seven pillars consisting of 22 performance indicators (each assessed independently) of the public finance management. The purpose is to measure PFM performance across a wide range of woredas.

However, performance indicator 13 was not applied in regions of Tigray and SNNP. Harari and Dire Dawa have not also used performance indicators of PI-16 and PI 7 respectively, while Addis Ababa didn't use performance indicators of 7, 19, and 20 for the assessment. The analysis detailing the 22 performance indicators is presented as follows.

Pillar one: Credibility of the budget :

The following three performance indicators (PI-1,2, and 3) considered in this pillar (group) assess to what extent the budget is realistic and implemented as intended firstly by comparing the actual revenues and expenditures with originally approved ones, and then by analyzing the composition of expenditure out-turn in the woredas covered with this assessment.

PI-1: Aggregate expenditure out-turn compared to originally approved budget:

The ability to implement the budgeted expenditure is an important factor in supporting the local government's ability to deliver the public basic services for the year as expressed in the woreda's work plan. The indicator reflects this by assessing the extent to which the annual budget approved by legislative body (woreda council) is executed. It compares the aggregate expenditure out-turn (actual expenditure) against the total of originally approved annual budget, as defined in the local government budget documentation and fiscal reports.

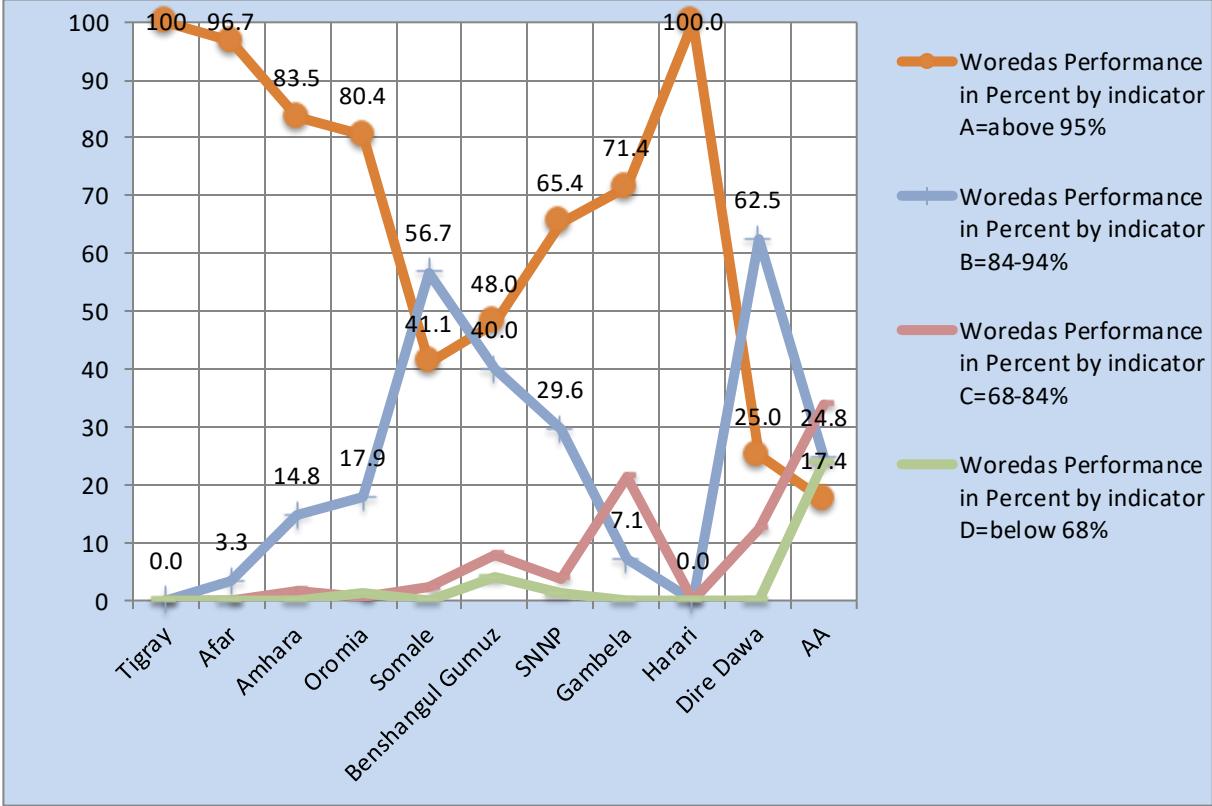
The aggregate expenditure includes recurrent and capital expenditure. As can be seen in table 1, budget execution has shown significant variation on the achievement of aggregate budget spending among woredas with the different regions and city administration.

Accordingly, a little more than two thirds of woredas (694) considered in the PFM performance assessment have managed to implement the budget within the scale of 95-100% (excellent), 231 and 60 woredas fall within the range of 84-94% (very good) and 68-83% (good) respectively, while a small number of woredas (3%) performed below 68%.(unsatisfactory). These variations can also be observed by region from Figure 1.

Table 1:-Aggregate expenditure out-turn compared with originally approved budget by region

Regions	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
Tigray	53	0	0	0	53	100	0.0	0.0	0
Afar	29	1	0	0	30	96.7	3.3	0.0	0
Amhara	147	26	3	0	176	83.5	14.8	1.7	0
Oromia	270	60	2	4	336	80.4	17.9	0.6	1
Somale	37	51	2		90	41.1	56.7	2.2	0
Benshangul Gumuz	12	10	2	1	25	48.0	40.0	8.0	4
SNNP	104	47	6	2	159	65.4	29.6	3.8	1
Gambela	10	1	3		14	71.4	7.1	21.4	0
Harari	9	0	0	0	9	100.0	0.0	0.0	0
Dire Dawa	2	5	1	0	8	25.0	62.5	12.5	0
Addis Ababa	21	30	41	29	121	17.4	24.8	33.9	24

Figure 1:-Progress on Aggregate expenditure outturn compared with originally approved budget



PI-2: Composition of Expenditure Out-turn compared to originally approved budget

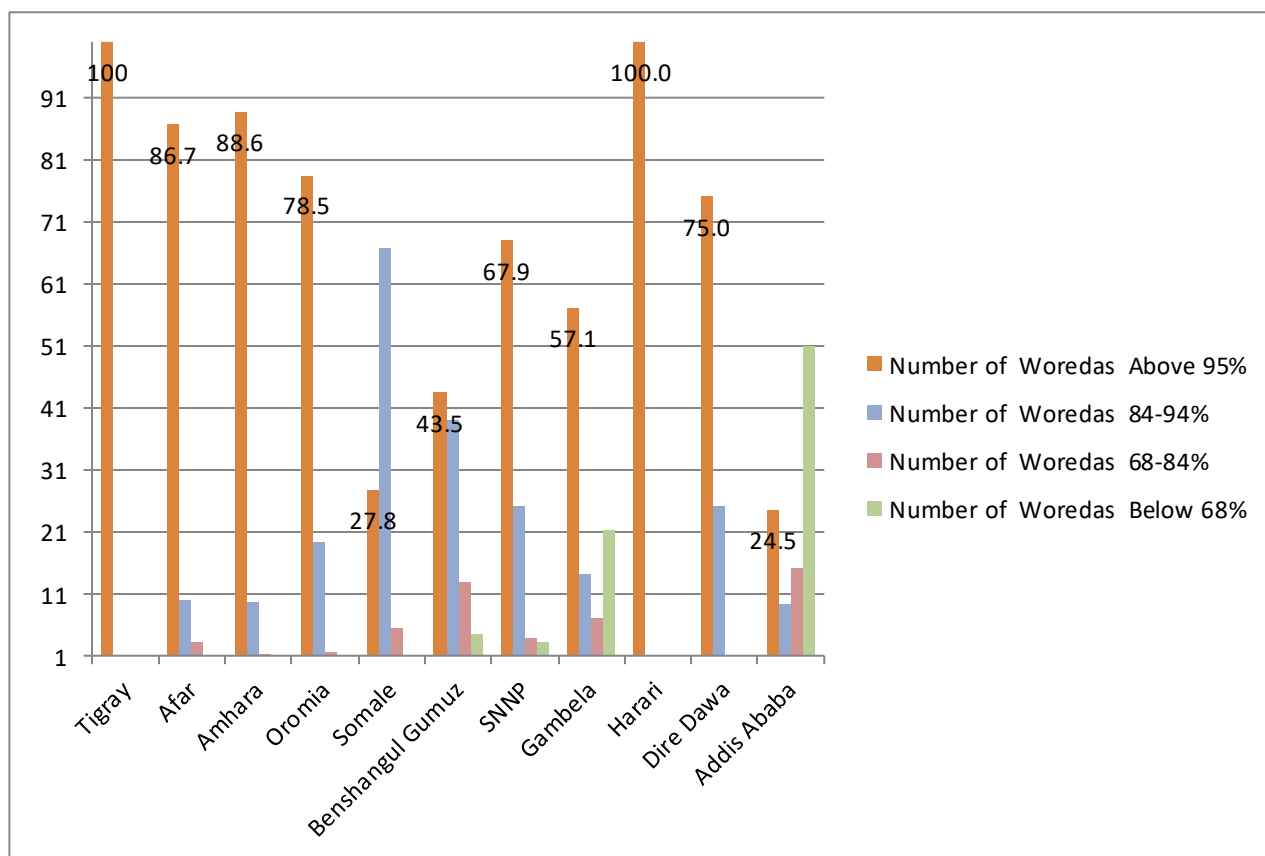
This indicator (PI-2) measures the extent to which the annual budget allocated for pro-poor sectors in the woredas is executed. This is expressed in the difference between the originally approved budget and end-of-year out-turns in expenditure composition.

As can be seen in table 2 and Figure 2, the assessment with this indicator has shown variation on the spending of approved budget for the different components of activities in the poverty oriented sectors. Accordingly, among the 1003 woredas assessed with this indicator, 690 (69%) and 208 (21%) woredas spent more than 95% and 84-94% of the budget allocated for pro-poor sectors for the year under review respectively. On the other hand, 4% of the woredas spent their pro-poor sector budget with a range of 68-83%, while 6% of woredas have performed below 68%.

Table 2: Composition of expenditure overrun compared with originally approved budget

Regions	Number of Woredas				
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas
Tigray	53	0	0	0	53
Afar	26	3	1	0	30
Amhara	156	17	2	1	176
Oromia	263	65	5	2	335
Somali	25	60	5		90
Benshangul Gumuz	10	9	3	1	23
SNNP	108	40	6	5	159
Gambela	8	2	1	3	14
Harari	9	0	0	0	9
Dire Dawa	6	2	0	0	8
Addis Ababa	26	10	16	54	106

Figure 2: Composition of expenditure overrun compared with originally approved budget



PI-3: Aggregate revenue out-turn compared to originally approved budget

The regional/woreda governments are entitled to collect their own revenue in their respective regions /woredas from individual businesses, farmers, and property. Nevertheless, the tax revenues collected by regional states with the exception of the Addis Ababa city administration are insufficient to cover their expenditure needs. As a result, regional states depend on federal government transfers in the form of block grants and conditional special grants to cover the majority of their spending.

Based on this, the woredas add-up the block grant and the revenue collected by their own and gets approved by the woreda council as annual budget to spend on various planned activities implemented within their jurisdiction.

In this respect, the above mentioned performance indicator (PI-3) measures the extent to which revenue outturns deviate from the originally approved budget at the commencement of the fiscal year. As can be seen in table 3 , the total number of woredas assessed with performance indicator PI-3 are 1018. Of which, 515 woredas (51%) performed with scale of 95-100%, 219 woredas (22%) performed with a range of 84-94%, 176 woredas (17%) of woredas fall between the range of 68-83%, while the remaining 108 woredas (10%) performed below 68% for the year under review.

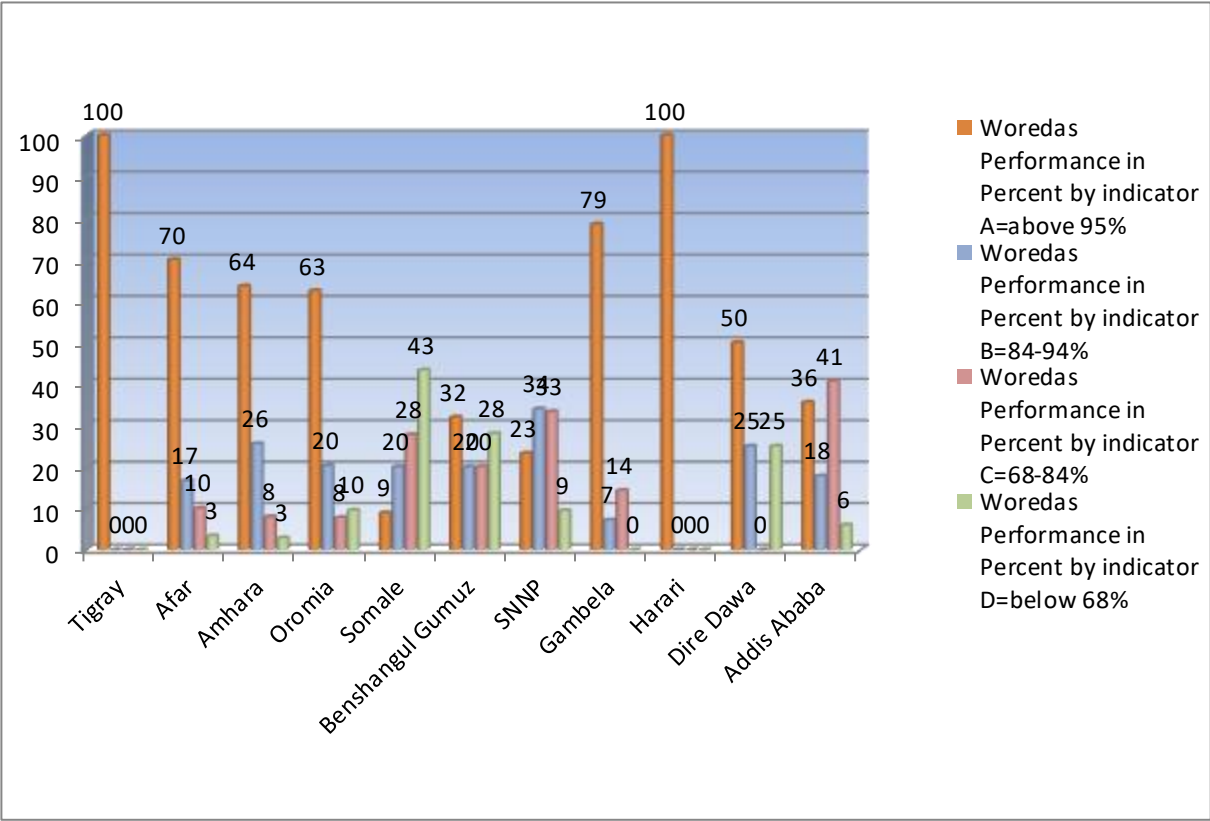
These findings are further analyzed using figure 3 below. The graph shows the woreda variations on the revenue collection by regions. Accordingly, with the exceptions of Somali, Benishangul Gumuz and Dire Dawa that showed considerable variations with relatively low performance, all other regions have performed well.

Although woredas in some regions showed variations on the collection of revenue compared with the budget, it can generally be said that the overall actual revenue collection compared to revenue estimates in the originally approved budget is very encouraging with 89 % of the evaluated woredas performing above 67 %.

Table 3: Revenue out-turn compared to originally approved budget

Woredas	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
Tigray	53	0	0	0	53	100	0	0	0
Afar	21	5	3	1	30	70	17	10	3
Amhara	112	45	14	5	176	64	26	8	3
Oromia	210	68	26	32	336	63	20	8	10
Somali	8	18	25	39	90	9	20	28	43
Benshangul Gumuz	8	5	5	7	25	32	20	20	28
SNNP	37	54	53	15	159	23	34	33	9
Gambela	11	1	2		14	79	7	14	0
Harari	9	0	0	0	9	100	0	0	0
Dire Dawa	4	2	0	2	8	50	25	0	25
Addis Ababa	42	21	48	7	118	36	18	41	6

Figure 3: Revenue out-turn compared to originally approved budget



Pillar Two: Comprehensiveness and Transparency (PIs 4-6)

PI-4: Budget Classification

Budget classification is one of the fundamental building blocks of a sound budget management system, as it determines the manner in which the budget is recorded, presented, and reported, and as such has a direct impact on the transparency and coherence of the budget.

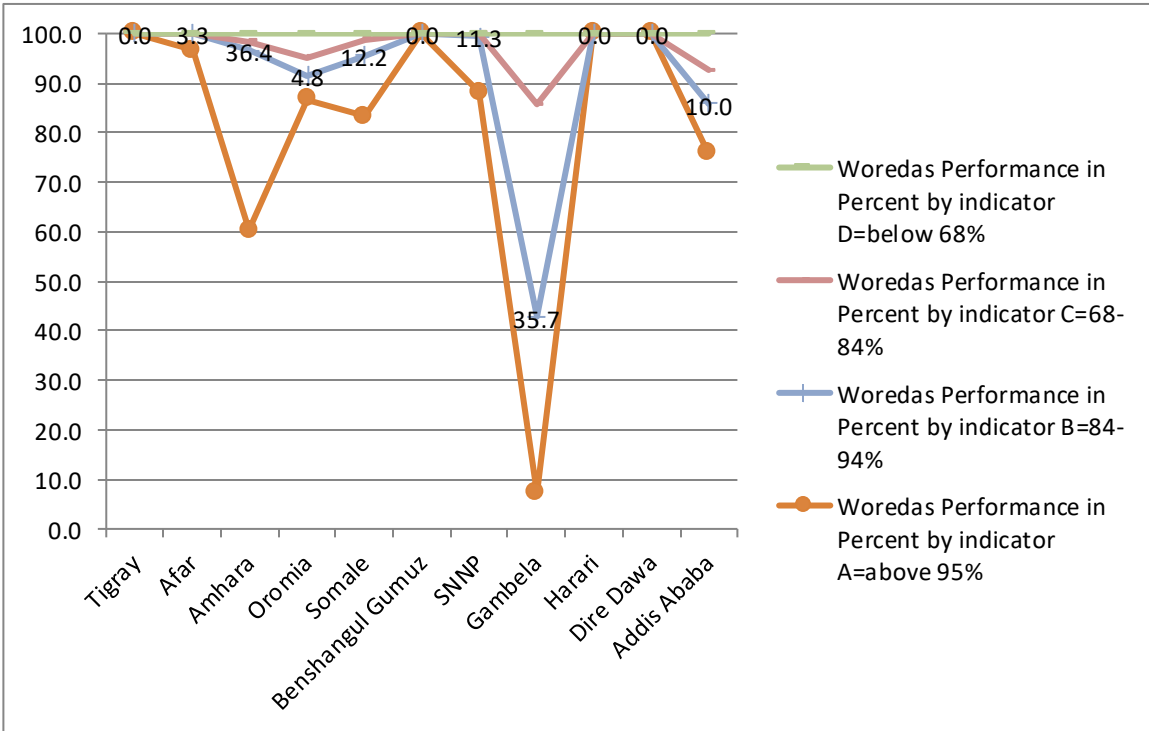
The woreda budget is classified into various components (categories) and structured by WoFED in the form of charts of accounts. This indicator assesses the extent to which the classification of the woreda budget is consistent with the government’s charts of accounts (the accounting classification) to ensure that all transactions can be reported in accordance with any of the classifications used.

In total, 1017 woredas representing all regions were assessed with this indicator. As can be noted from table 4 and Figure 4, a vast majority (81%) of the woredas performed with scale of 95-100% (scoring A-Excellent), 127 woredas (13%) performed with a range of 84-94% (scoring B-Very Good), 33 woredas (3%) fall between the range of 68-83% (scoring C-Good), while the remaining 31 woredas (3%) performed below 68% (scoring D-Unsatisfactory) for the year under review.

Table 4: Classification of Approved Budget

Woredas	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
Tigray	53	0	0	0	53	100.0	0.0	0.0	0.0
Afar	29	1	0	0	30	96.7	3.3	0.0	0.0
Amhara	106	64	3	3	176	60.2	36.4	1.7	1.7
Oromia	289	16	12	16	333	86.8	4.8	3.6	4.8
Somale	75	11	3	1	90	83.3	12.2	3.3	1.1
Benshangul Gumuz	25				25	100.0	0.0	0.0	0.0
SNNP	140	18	1	0	159	88.1	11.3	0.6	0.0
Gambela	1	5	6	2	14	7.1	35.7	42.9	14.3
Harari	9	0	0	0	9	100.0	0.0	0.0	0.0
Dire Dawa	8	0	0	0	8	100.0	0.0	0.0	0.0
Addis Ababa	91	12	8	9	120	75.8	10.0	6.7	7.5

Figure 4: Classification of Approved Budget



PI-5: Comprehensiveness of information included in the Budget Documentation:

The annual budget documentation submitted to the woreda council for approval should contain complete information related to budget proposals and out-turn of previous years. In this respect, information such as revenues and expenditures with details of recurrent and capital expenditures should be included.

Woredas covered with this indicator showed variations on the comprehensiveness of information included in the budget proposal document. This implies that the woredas have some gaps in the submission of the required information for budget approval.

Although, there appear variations in the woredas, the comprehensiveness of the budget documentation in the majority of woredas is regarded to be high with 74%, 18%, and 4% of woredas scoring 95% & above, 84-94%, and 68-84% respectively. However, 4% of woredas were found to be unsatisfactory in terms of comprehensiveness of information included in budget documentation. This implies that the low performing woredas have information gaps in their budget proposals. For the details see Annex 2.

PI-6: Extent of reporting on extra-budgetary operation

Extra-budgetary funds generally refer to public resources and government transactions that are not included in the annual budget or are not subject to the same general level of reporting, regulation, or audit as other public finance items.

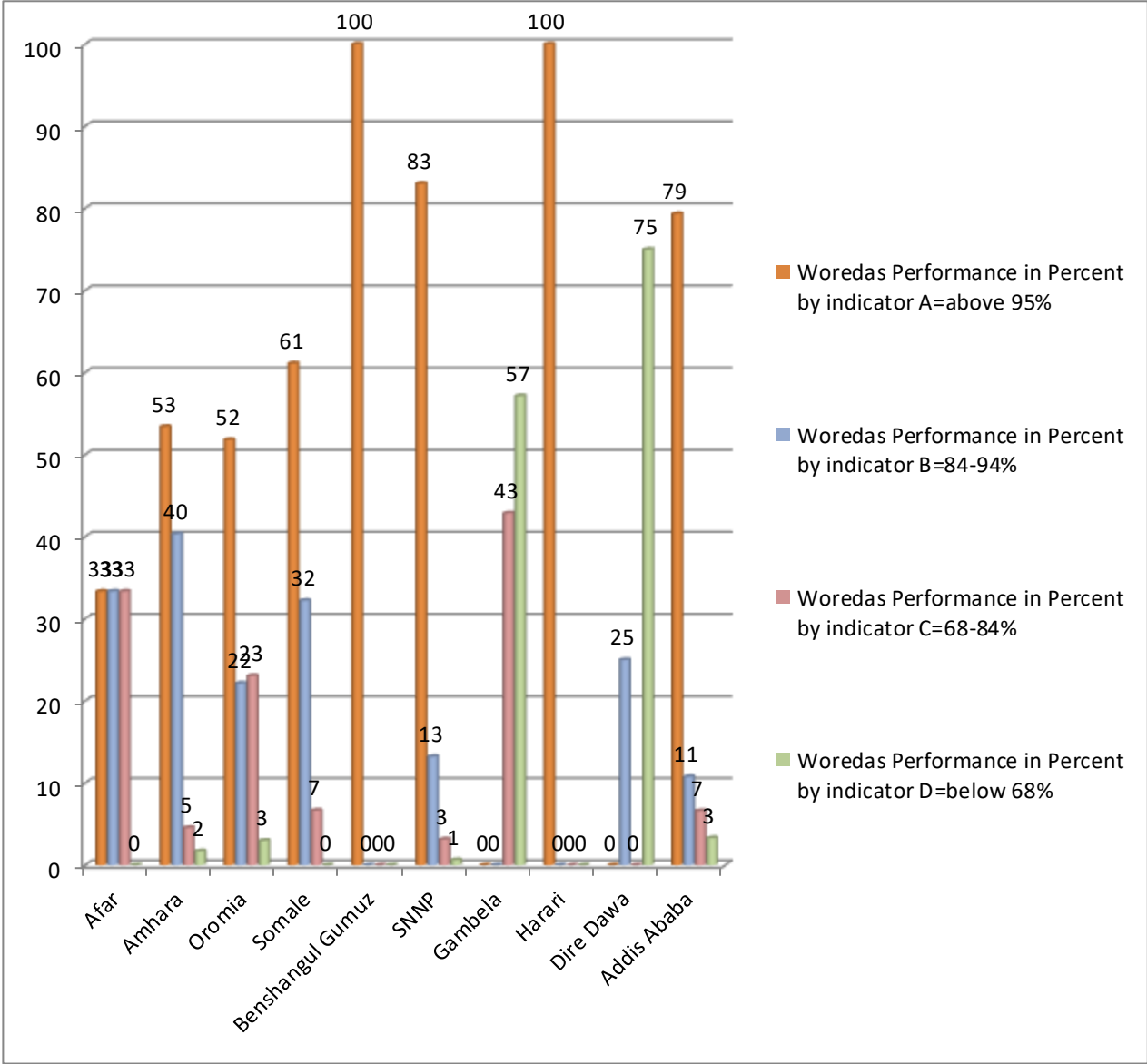
Normally, woredas are expected to implement their planned activities with the originally approved annual budget. However, there are cases when the woredas use budget for activities not considered in the originally approved annual budget. Such extra-budgetary activities are reported in the woreda budget by the concerned institutions or through separate annual reports.

Accordingly, table 5 and Figure 5 show that 59%, 24%, and 14% of the total woredas covered with the assessment have performed with scale of 95-100%, 84-94%, and 68-83% respectively, while 3% of woredas have showed unsatisfactory performance scoring below 68%.

Table 5: Extent of reporting on extra-budgetary operation

Woredas	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
Tigray	5	22	26	0	53	9.4	41.5	49.1	0.0
Afar	10	10	10	0	30	33.3	33.3	33.3	0.0
Amhara	94	71	8	3	176	53.4	40.3	4.5	1.7
Oromia	173	74	77	10	334	51.8	22.2	23.1	3.0
Somale	55	29	6		90	61.1	32.2	6.7	0.0
Benshangul Gumuz	25				25	100.0	0.0	0.0	0.0
SNNP	132	21	5	1	159	83.0	13.2	3.1	0.6
Gambela			6	8	14	0.0	0.0	42.9	57.1
Harari	9	0	0	0	9	100.0	0.0	0.0	0.0
Dire Dawa	0	2	0	6	8	0.0	25.0	0.0	75.0
Addis Ababa	96	13	8	4	121	79.3	10.7	6.6	3.3

Figure 5: Extent of reporting on extra-budgetary operation



Pillar Three: Cash Forecast and Asset Administration

Public Finance Management depends on the quality of cash flow plan or work plans prepared by the respective implementing institutions and submitted to Woreda Office of Finance and Economic Development.

The amount of cash flow plan is payable to user institutions or clients by WoFEDs. No disbursements shall be made out of the approved budget unless the cash flow and cash requirements are submitted to WoFEDs by the implementing institutions.

Payment instructions based on the cash flow requirements of the public body would be given to a bank taking into consideration the revenue collected and the work program of the public body.

Public assets and properties planned and stocked in the WOFED are also transferred to user institutions on time to enable them provide sustained services. The overall performance of the cash forecast and asset administration of woredas was assessed using four indicators (PI-7, 17, 17.1, AND 17.2) and presented as follows.

PI-7: Predictability of available cash flow plan as approved budget

Woredas have varied on progress of using the planned amount of financial resources i.e. payable to them. Out of the total 888 woredas assessed with PI-7, 63% and 21% of woredas have paid more than 95% and 84-94% of the submitted appropriate requisite of payment in the second half of the fiscal year (January-June) respectively, while 6% and 10% of the woredas have performed with 68-83% and below 68% respectively.

PI-17: Public Asset Management, Control and Disposal

Public assets are classified as current and fixed. At woreda levels both the current and fixed assets are managed, controlled, and disposed by WoFED in accordance with the rules and regulations of the government. The assessment with this indicator was carried out focusing mainly on fixed assets.

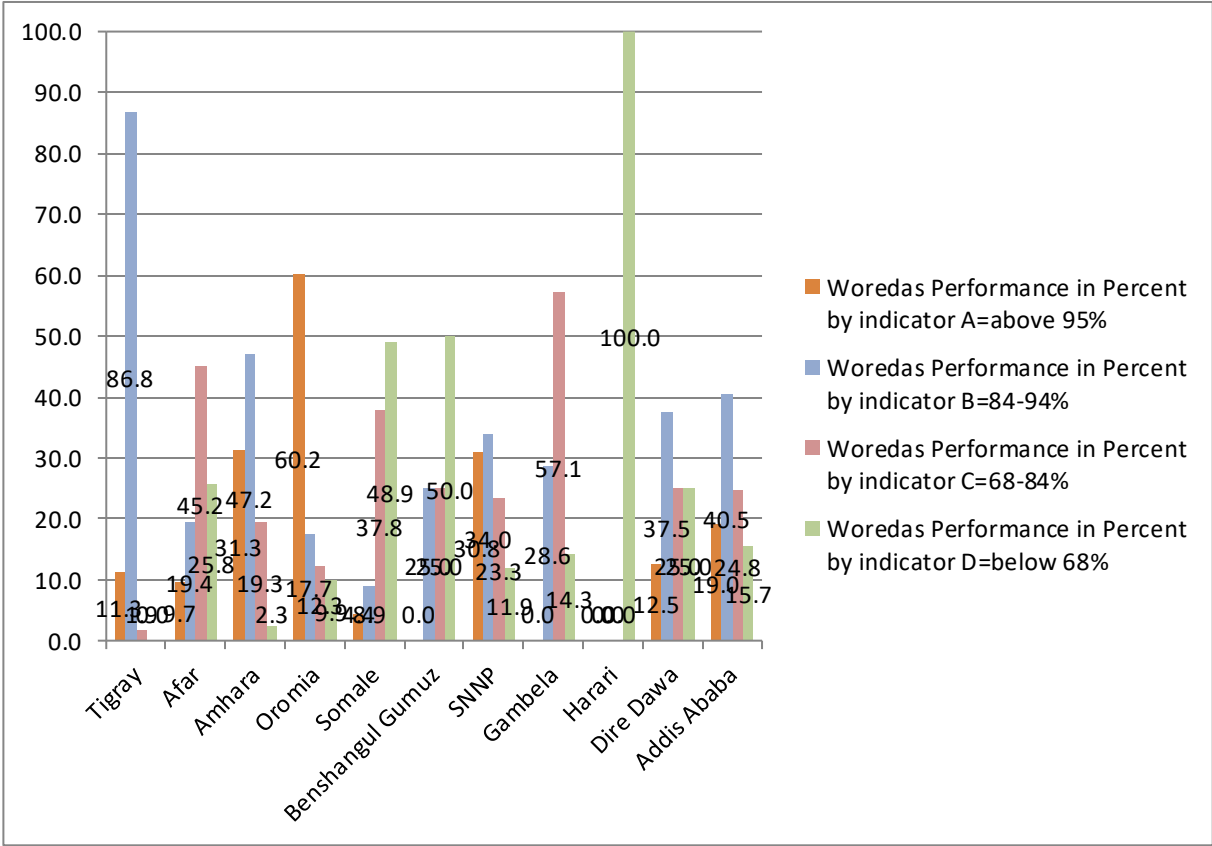
Accordingly, out of the total 1015 evaluated woredas, 34% and 31% have fixed property recording system and conducted annual property inventory and disposing unusable quantity of property respectively, while 20% and 15% of woredas contained fixed asset registration system and undertook annual property inventory and disposal of property for the fiscal year under review respectively.

As indicated in table 6, and Figure 6, most of the woredas in Oromia, Amhara, and SNNP have showed relatively high performance. Regions with a considerable number of low performing woredas include Harari, Benishangul Gumuz, and Somali.

Table 6: Public Asset Management control and disposal

Woredas	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
Tigray	6	46	1	0	53	11.3	86.8	1.9	0.0
Afar	3	6	14	8	31	9.7	19.4	45.2	25.8
Amhara	55	83	34	4	176	31.3	47.2	19.3	2.3
Oromia	201	59	41	33	334	60.2	17.7	12.3	9.9
Somale	4	8	34	44	90	4.4	8.9	37.8	48.9
Benshangul Gumuz		5	5	10	20	0.0	25.0	25.0	50.0
SNNP	49	54	37	19	159	30.8	34.0	23.3	11.9
Gambela		4	8	2	14	0.0	28.6	57.1	14.3
Harari	0	0	0	9	9	0.0	0.0	0.0	100.0
Dire Dawa	1	3	2	2	8	12.5	37.5	25.0	25.0
Addis Ababa	23	49	30	19	121	19.0	40.5	24.8	15.7

Figure 6: Public Asset Management control and disposal



Pillar Four: Policy-Based Budgeting (PIs 9 and 10)

Policy-based budgeting is a process where the fiscal strategy and the budget are prepared with due regard to government’s fiscal policies, strategic plans, and adequate macroeconomic and fiscal projections.

Budget is allocated to implementing intuitions based on the public policy priorities to meet its objectives. Accordingly, the woreda councils approve annual budget for the implementation of planned activities for the fiscal year under review.

This section presents the assessment of performance indicators of PI-9 and PI-10, which deals with the annual budget preparation & approval, and accounting of revenues & follow-up respectively.

PI-9: Annual budget preparation & approval

The budget preparation process in the woredas starts at the sectoral level in consultation with stakeholders. The draft budget proposals prepared by the respective sector offices are presented to the Woreda Finance & Economic Development Offices for their review. As part of the review process, WoFEDs arrange meetings with the respective sector offices and other stakeholders to have a clear understanding on the proposed

budget. Following this, WoFED consolidates the budget proposal and submit same to the woreda cabinet. The woreda cabinet after discussing the budget with the various stakeholders submits it to the regional council for approval.

According to this indicator, the woredas vary on the timing of budget preparation and submission for approval as well as transferring to end –user institutions. Thus; out of the total 1018 woredas covered with this indicator, 36%, 24% and 19 % of the woredas have shown relatively high performance scoring more than 94%, 84-94%, and 68-83% respectively. This implies that the woredas in these categories have prepared their budget based on the guidelines and timely submitted the budget proposals to the woreda councils for approval. However, 21% of the woredas with scores less than 68% have not prepared budget based on the guidelines.

PI-10: Accounting of revenues and follow-ups

Revenue accounting is the process of tracking, receiving, accounting for and collecting funds coming into an organization. Woredas have collected revenues from various sources for use as budget. These needs proper accounting and follow ups by WoFEDs.

Woredas have shown variations in accounting of revenues and follow-ups. Accordingly, from the total of 979 woredas assessed with this particular indicator, 28% and 25% of the woredas have shown excellent (scoring more than 94%), and very good (scoring 84-94%) performances respectively. While, 25% and 22% of woredas have shown performances with scores of 68-83%, and below 68% respectively. Region wise performances indicate that woredas in Amhara, Tigray, Gambella, and Afar have shown noticeably better performances than the woredas in other regions (Table 7).

Table 7: Accounting of revenues and follow-up

Woredas	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
Tigray	34	13	4	2	53	64.2	24.5	7.5	3.8
Afar	15	6	8	1	30	50.0	20.0	26.7	3.3
Amhara	136	33	4	2	175	77.7	18.9	2.3	1.1
Oromia	36	62	121	91	310	11.6	20.0	39.0	29.4
Somale	1	18	39	32	90	1.1	20.0	43.3	35.6
Benshangul Gumuz	4	4	12	5	25	16.0	16.0	48.0	20.0
SNNP	39	86	20	14	159	24.5	54.1	12.6	8.8
Gambela	7	7			14	50.0	50.0	0.0	0.0
Harari	0	0	9	0	9	0.0	0.0	100.0	0.0
Dire Dawa	0	0	4	4	8	0.0	0.0	50.0	50.0
Addis Ababa		14	24	68	106	0.0	13.2	22.6	64.2

Pillar Five: Accounting, Recording and Reporting (PIs 11-16)

Accounting is the process of recording, summarizing, and reporting financial transactions. Preparing accounting reports allows tracking the financial history, project future revenue and has accurate records.

In Ethiopia, the public finance management system uses modified cash –based accounting system for the proper recording of accounts and registration of financial spending. Under pillar five, woredas have been assessed with six performance indicators (PIs 11-16) detailed out as follows.

PI-11: Quality and Timeliness in Accounting, Recording and Reporting

This performance indicator focused on the number, quality and timeliness of monthly reports produced in the fiscal year under review, and on the quality & timeliness in the preparation and submission of annual reports.

In this regard, woredas have shown variations on the quality and timeliness of accounting, recording as well as reporting of performances in budget execution and expenditure, closing of accounts, preparing and submitting monthly and annual .reports.

As per the assessment of woredas, out of the total 996 woredas covered with this indicator, 42% and 29% of the woredas scoring more than 94% and 84-94% have been able to produce at least 11 and 10 monthly reports with quality information respectively. Another 14% of the woredas with scores of 68-83% have also produced at least 9 monthly reports, while the remaining 15% of the woredas with scores less than 68% produced less than 9 monthly reports in the fiscal year under review. These same woredas with same categories have been able to close their annual accounts and submit same within 1-10 days, 11-15 days, 16-20 days, and with 21 days after the end of the fiscal year respectively.

PI-12: Public Procurement plan preparation

The preparation of procurement plan helps to increase efficiency, effectiveness and transparency of the procurement process. Procurement is one of the basic public financial management activities executed following the approval of the annual budget for the woredas. Woredas have used large amounts of budget for procurement of works, goods, and services

This performance indicator assesses the availability of the procurement plan and its implementation in the woredas covered with the assessment. As measured with PI-12, out of the 986 evaluated woredas, 25% and 40% of the woredas have been able to prepare annual procurement plan within two months and three months after the beginning of the fiscal year and procured more than 94% and 84-94% of the required items as per the plan following the procurement rules and regulations respectively.

Another 17% of the woredas have prepared their procurement plan within four months after the beginning of the fiscal year and procured 68-83% of the required items as per the plan, while, 19% of the remaining woredas required more than four months to prepare their annual plan after the fiscal year began and performed less than 68% of the planned activities.

PI-13: Procurement complaints handling Mechanism

As explained under PI-12, significant amount of the public spending took place through public procurement system at woreda levels. A well-functioning procurement system could enhance efficiency, transparency and compliant handling mechanism of the procurement achieving value for money as well as the delivery of program activities and services as per the plan. Hence, the complaints pointed out in the procurement implementation process needs to be managed with the established system.

This assessment indicator has been applied in the woredas of eight regions excluding Tigray, SNNP, and Harari. These three regions didn't establish compliant handling mechanism for procurement related complaints assuming that it needs separate institutional arrangement.

As the result, the assessment under PI-13 covered a total of 808 woredas only from eight regions. Out of these woredas, 31 % and 21% of the woredas have established procurement handling systems and managed to resolve more than 94%, and 84-94% of the complaints rose during the fiscal year under review respectively.

On the other hand, 17% and 31 % of the woredas that have the complaint handling systems resolved 68-83% and less than 68% of the cases submitted to the woredas offices during the fiscal year under review respectively.

PI-14: Effectiveness of payroll preparation and control

The wage bill is usually the biggest item of the woreda expenditure and needs follow-ups. The woreda offices have prepared and use attendance sheets for their employees. The attendance sheets and payroll sheets need before effecting salaries for employees to minimize the risk of compensation being issued to nonexistent or terminated employees.

The assessment result of this indicator have shown variations among woredas in that 43% and 16 % of the 1017 woredas assessed with this indicator have reconciled the attendance sheet with the payroll before 5 and 3 days of the salary payment date respectively. Whereas, 14% and 27% of the woredas have reconciled the attendance sheet with the payroll before 2 and less days respectively.

PI-15: Effectiveness of the internal control for non- salary expenditure

This indicator measures the effectiveness of internal controls for non-salary expenditures such as commitments and payments for goods and services, casual labor wages, and discretionary staff allowances. The risks involved with such expenditures make it particularly important for assessors to establish whether or not effective control exists.

The woredas covered with PI-15 have shown variations on the actual expenditures compared with the originally approved budget for non-salary expenditures for the fiscal year under review. In this regard, 29% and 25% of the 1021 woredas assessed with indicator have used more than 90%, and 84-94% of the non-salary budget approved for the fiscal year under review respectively.

These same woredas with same categories have been able to increase the actual non-salary expenditure for the fiscal year under review by more than 15% and 10-15% compared with the actual non salary expenditure for the preceding year respectively.

The other 23% of woredas and the remaining 23% of woredas have used 68-84% and less than 68% of the non-salary budget approved for the fiscal year under review, and increased the actual non-salary expenditure for the fiscal year under review by 5-9% and less than 5% compared with the actual

Non-salary expenditure for the preceding year respectively.

PI-16: Account Reconciliation and Financial integrity

Account reconciliations are activities performed typically at the end of an accounting period to ensure the general ledger account balance is complete and accurate. Financial integrity describes the characteristics of a financial system that operates in a clean, transparent and accountable way.

Reliable reporting of the financial information requires constant checking and verification of the recording practices of the accounts. As indicated in Annex 2, woredas have shown variations on the bank reconciliations and cash counts for timely account registration that could be done along with the available supportive documents.

Accordingly, out of the total 1010 woredas assessed with this indicator, 20% and 38% of the woredas have reconciled bank accounts monthly and for only 11 months of the year, and conducted cash counts daily for more than 94% and 90-94% of working days in the year under review respectively. Similarly; 19% and 23% of the woredas have conducted bank reconciliation for 10 and less than 10 months of the year and conducted cash counts for 80-89% and less than 80% of the working days of the year under review respectively.

Pillar six: Internal and External Auditing and Control (PIs 18 & 19)

Auditing and controls are essential parts of any public financial management (PFM) system. The government of Ethiopia has controlled public financial management through establishing the internal and external controlling system at all levels. The performance of woredas in relation to this pillar was assessed with two indicators and described as follows.

PI-18: Effectiveness of internal control

The effectiveness of the internal control system of financial management at woreda levels could be assessed in terms of:

- ✓ Availability of field staffs as per the approved internal control structure,
- ✓ Progresses of audit activities as per the plan, and
- ✓ Performance in audit findings ratification.

The assessment result of this indicator has shown variations among the woredas in that, out of the 1018 woredas being evaluated, 38% and 25% of the woredas have established audit structures, fulfilled their human resources requirements as per the approved internal control structures, and performed audit findings ratifications with scales of 95-100%, and 84-94% , and achieved the internal control plan in the fiscal year under review respectively. Another 23% and 14% of the woredas have also filled their structures with staffs and rectify the internal audit findings with performance scales of 68-83%, and below 68% respectively.

PI-19: Annual External Audit and its Control

The assessment of this indicator showed that 33% and 38% of the 885 woredas covered in the assessment have performed with 95-100% and 84-94% progressive implementation on the ratification of the current and repetitive findings respectively, while 18% and 11% of the woredas have achieved 68-83% and below 68% progress on the ratification of audit findings respectively.

Pillar seven: Oversight Support and Capacity Building (PIs 20-22)

Oversight refers to the actions taken to review and monitor public sector institutions and their policies, plans, programs, and projects, to ensure that they: are achieving expected results; represent good value for money; and are in compliance with applicable policies, laws, regulations, and ethical standards.

The woreda councils are among the oversight bodies responsible for such functions. The finance and budget standing committee in the woreda council have provided an oversight function role on the public financial management, controlling performances in the provision of equitable, effective, transparent and accountable services to clients, on budget preparation and approval, audit practices including findings and ratification through conducting monitoring, controlling and evaluation. The PFM performances of the woredas assessed with PIs 20, 21, and 22 is presented as follows.

PI-20: oversight bodies' support and control

This indicator assessed the functions of oversight bodies in terms of the timely approval of the annual budget, review and approval of annual accounts, and audit reports. In this regard, woredas have shown variations on the progress of accomplishing the oversight function on public financial management services provision.

Accordingly, out of the total 825 woredas assessed with this indicator, 28% of the woredas have been able to prepare and approve their annual budget within the agreed time line. While, the other 28%, 21%, and 23%, of the woredas approved their budget within 1-10 days, 11-15 days, and 15 days after the agreed timeline respectively.

Similarly, the annual reports of the woreda accounts for the same 28% of woredas have been reviewed and approved by the woreda council within 1-5 working days after their submission. While, the reports of the

other 28%, 21%, and 23% of the woredas have been reviewed and approved by the woreda council after 6-10 days, 10-15 days, and 15 days from their submission dates respectively.

On the other hand, the annual audit reports for the same 28% of woredas have been reviewed and approved by the woreda council within 1-5 working days after their submission. While, the reports of the other 28%, 21%, and 23% of the woredas have been reviewed and approved by the woreda council after 6-10 days, 11-15 days, and 15 days from their submission dates respectively.

PI-21: Institutional Structure, Staffing and Capacity Development

This indicator focused on the Woreda Office of Finance and Economic Development and assessed the availability of adequate staff based on the approved structure, and the provision of staff training.

In line with this, a total of 1019 woredas have been assessed with this specific indicator. Of which, 46% and 34% of WoFEDs have been able to fill 95-100% and 84-94% of the positions in the approved institutional structure respectively. While, 16% and 4% of WoFEDs have employed 68-84% and less than 68% of the staffing needs of their approved institutional structure respectively.

With regard to staff training, 46% and 34% of WoFEDs have been able to provide training opportunities to more than 10% and 5-9% of their staff members in the fiscal year under review respectively. While, 16% and 4% of WoFEDs have given the chance for 1-4% and less than 1% of their staff in the fiscal year under review respectively.

PI-22: Effectiveness of establishing and strengthening modern information system capacity

Sound PFM supports aggregate control, prioritization, accountability and efficiency in the management of public resources and delivery of services. Public financial management would be effective if it is planned to be supported with modern information technology and strengthened to achieve an effective service provision. The system helps to provide easily accessible and sustainable information to clients.

This performance indicator assesses the extent to which WoFEDs apply IBEX in budgets, accounts and payments. It also assesses to what extent the information system is based on modern technologies or automation at woreda level. An Integrated Budget and Expenditure (IBEX) are currently working on budgeting, and payment (disbursement) accounts to provide and manage public financial resources.

WoFEDs have shown variations in IBEX applications. Out of the 1019 woredas assessed with this indicator, 22% of the woreda finance offices applied IBEX for budgeting, accounts, and payments. Woredas have also been able to make available computers to 84-94% of their staff members.

3.2. Benchmark Rating of Woredas

Benchmarking serves as a tool, among others, to improve financial management. This sub-section compares and benchmarks the PFM performances of woredas highlighting the woredas that, in relative terms are high/low performers in PFM. Based on the guiding manual, the woreda performance and rank was calculated by dividing the total score of the indicators for the number of indicators applied.

The result obtained was computed against four point of the Likert scale model and multiplied with hundred. Accordingly, the woredas are categorized based on their relative performance scores as excellent, very good, good, and unsatisfactory.

As shown in table 8, 1021 (99.5%) woredas from the total of 1026 woredas in the country were covered with the assessment. Among the woredas covered with the assessment, 9 (1%) woredas were best performing with scores of 95% and above, 236 (23%) woredas scored 84-94% (Very Good), and 586 (57%) woredas scored 68-83% (Good). Overall 831 (81%) of the evaluated woredas have performed well in PFM scoring 68% and above. In contrast, 190 (19%) woredas performed low with scores below 68%, showing signs of difficulties or distress in PFM performances.

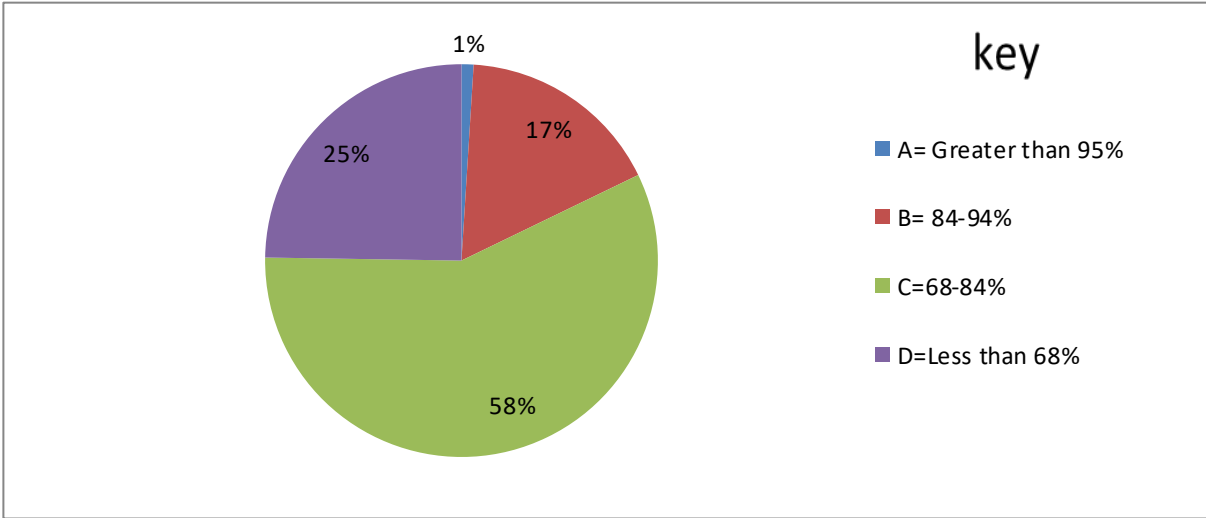
In the regional landscape, some woredas of Tigray, Amhara, and SNNP have shown superior performance, and a considerable number of woredas from Oromia, , Addis Ababa, Afar, Somali, and Dire Dawa have shown relatively better performances in PFM by scoring 84-94%.

The ranking of woredas implies that the woredas with “A” and “B” scores are the best performers from which other middle and low performing woredas benchmark or take good lessons .The woredas with “C” scores have also opportunities for some improvement, while the woredas with “D” scores are in need of substantial improvement in some areas or information not available for the assessment (Figure 8).The list of woredas with their ranking is also presented in Annex 3.

Table 8: PFM performance assessment results of woredas by Region

No.	Regions/City Administration	Total number of woredas	Number of woredas by evaluation result in percent				Total number of evaluated woredas
			Excellent (>95%)	Very Good (84-94%)	Good (68-83%)	Unsatisfactory (<68%)	
1	Tigray	53	2	40	11		53
2	Afar	34		7	19	4	30
3	Amhara	176	5	79	85	7	176
4	Oromia	336		57	214	65	336
5	Somale	90		5	78	7	90
6	Ben-Gum	25			18	7	25
7	SNNPR	159	2	36	85	36	159
8	Gamabella	14			6	8	14
9	Harari	9			9		9
10	Dire Dawa	9		2	1	5	8
11	Addis Ababa	121		10	60	51	121
	Total	1026	9	236	586	190	1021
	%		1	23	57	19	

Figure 1: Ranking of woredas as per the aggregated scores of the PFM PIs in %age point



4. Comparisons of the 2016 and the 2019 DLR-based assessment results

This section compares results of the first DLR-based assessment of the PFM performances with the results of the second round assessment to identify woredas that have shown improvements, remained same maintaining their performance status, and those that have shown fall back in the PFM performances at woreda levels.

Comparisons of the 2019 assessment with the 2016 assessment have shown the changes in results of the PFM performances at woreda levels. In this regard, the number of woredas with score “A” has increased from 6 in 2016 to 9 in 2019 and the woredas with score “B” increased from 142 in 2016 to 236 in 2019, while the number of woredas scoring “C” and “D” has decreased from 628 in 2016 to 586 in 2019, and from 222 in 2016 to 190 in 2019 respectively. These can be observed from the following table.

Table 9: Comparison of woredas with PFM performance scores in the two DLR-based assessments

Scores	No. of woredas in the Previous Assessment (2016)	No. of woredas in the Current Assessment (2019)
A (95% and above/Excellent)	6	9
B (84-94%/Very Good)	142	236
C (68-83%/Good performance)	628	586
D (Below 68%/Unsatisfactory)	222	190
Total	998	1021

The changes in scores between the two assessments further indicate that 6 woredas with scores of “B”, 2 woredas with scores of “C”, and 1 woreda with score of “D” in 2016 have moved to a more advanced state by scoring “A” in 2019. Table 10 presents the list of these woredas with their scores.

Table 10: List of woredas that showed significant improvements with their scores by region

Region	Woreda	Score (in 2016)	Score (in 2019)
Tigray	Wukro Town	B	A
	Adigrat Town	B	A
Amhara	Antsokia	B	A
	Dembecha Zuria	B	A
	Menz Mama	B	A
	Sekela	C	A
	Bibugn	C	A
SNNP	Damot Gale	B	A
	Dale	D	A
Total	9	5B, 2C, and 1D	9As

Similarly, 29 woredas with “D” scores and 120 woredas with “C” scores in 2016 moved to a level of “B” in 2019. Furthermore, 103 woredas with scores of “D” in 2016 have shown improvement and scored “C” in 2019. On the other hand, 74 woredas with “B” scores, 410 woredas with “C” scores, and 83 woredas with “D” scores in 2016 maintained their status with no change in 2019.

On the contrary, 6 woredas with “A”, 62 woredas with “B”, and 29 woredas with “C” scores in 2016 have shown fallback in 2019 with scores of “B”, “C”, and “D” respectively. For the details see Annex 4.

5. Conclusions and Recommendations

5.1. Conclusions

The PFM system of Ethiopia is generally believed to be strong and continues to be one of the key priority areas of the government to ensure Efficient utilization of overall resources. The country has achieved good progress in PFM over the years.

The 2019 DLR-based repeat assessment has also revealed the continuous progress in several aspects of the PFM system, resulting in tangible improvements at woreda levels. Measurement of results in terms of the 22 performance indicators have shown substantive improvements in the key PFM elements that are recognized as being critical for all woredas to achieve sound public financial management.

The main conclusion of the assessment of the PFM performance at woreda levels is an overall good performance with 831 (81%) evaluated woredas scoring 68% and above. On the contrary, 190 woredas (19%) have shown unsatisfactory performance with scores of “D” (below 68% of performance).

Of these woredas, 9 woredas have shown superior performance with a score of “A”(more than 95% performance), 236 woredas scoring “B” with performance range of 84-94% (very good), 586 woredas scoring “C” with performance range of 68-83% (Good) and 190 woredas (19%) performing below 68%.

In general, it can be concluded that the findings of the current DLR-based PFM assessment are found to be very encouraging achieving the DLR target.

5.2. Recommendations

- ❖ Despite the generally high scores recorded in the PFM performances, woredas and regions should recognize that scope remained for raising performances still further, while consolidating the achievements already recorded.
- ❖ Considering the importance of DLR-based self-assessments providing benefits in terms of improving their knowledge and of highlighting areas of difference in the PFM performances, regions and woredas should continue conducting such assessments on a regular basis even after the phase out of the ESPES-AF program.
- ❖ Establishing an award system/ issuing certificates of appreciation to recognize high performing woredas in the PFM will undoubtedly provide an incentive for those involved in the implementation process at all levels and motivate them to examine their performance critically with a view of making continues improvements.

Annex 1: List of public financial management performance evaluation indicators

S.N	Performance Indicators	Indicator No.
1	Aggregate expenditure outturn compared with originally approved budget1)	(PI-1)
2	Composition of expenditure outturn compared with originally approved budget	(PI-2)
3	Revenue collected from annually approved budget	PI-3
4	Classification of approved budget as approved by decision makers	PI-4
5	Comprehensiveness of information included in budget documentation	PI-5
6	Extents of reporting on extra- budgetary operation	PI-6
7	Predictability of available cash flow as per approved budget plan	PI-7
8	Transparency of public financial management information to public	PI-8
9	Annual budget preparation and approval	PI-9
10	Accounting of revenues and follow-ups	PI-10
11	The quality and timeliness of accounting ,recording and reporting	PI-11
12	Public procurement plan preparation	PI-12
13	Procurement complaints handling mechanisms	PI-13
14	Effectiveness of payroll preparation and control	PI-14
15	Effectiveness of internal control and non-salary expenditure	PI-15
16	Account reconciliation and financial integrity	PI-16
17	Public asset management control and Disposal	PI-17
18	Effectiveness of internal control	PI-18
19	Total annual external audit preparation	PI-19
20	Woredas oversight bodies supported and controlled	PI-20
21	Institutions structure staffs (woredas) and capacity development	PI-21
22	Effectiveness of establishing and strengthening modern information system capacity	PI-22

Annex-2: Summary of the PFM performance results/ scores of Woredas by indicator

Performance Indicator	Number of Woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	694	231	60	36	1021	68.0	22.6	5.9	3.5
PI-2	690	208	39	66	1003	68.8	20.7	3.9	6.6
PI-3	515	219	176	108	1018	50.6	21.5	17.3	10.6
PI-4	826	127	33	31	1017	81.2	12.5	3.2	3.0
PI-5	750	185	39	39	1013	74.0	18.3	3.8	3.8
PI-6	599	242	146	32	1019	58.8	23.7	14.3	3.1
PI-7	557	186	52	93	888	62.7	20.9	5.9	10.5
PI-8	407	268	223	117	1015	40.1	26.4	22.0	11.5
PI-9	361	244	192	221	1018	35.5	24.0	18.9	21.7
PI-10	272	243	245	219	979	27.8	24.8	25.0	22.4
PI-11	418	290	141	147	996	42.0	29.1	14.2	14.8
PI-12	243	389	169	185	986	24.6	39.5	17.1	18.8
PI-13	253	166	135	254	808	31.3	20.5	16.7	31.4
PI-14	437	165	145	270	1017	43.0	16.2	14.3	26.5
PI-15	298	257	233	233	1021	29.2	25.2	22.8	22.8
PI-16	201	379	194	236	1010	19.9	37.5	19.2	23.4
PI-17	342	317	206	150	1015	33.7	31.2	20.3	14.8
PI-18	386	257	233	142	1018	37.9	25.2	22.9	13.9
PI-19	291	336	161	97	885	32.9	38.0	18.2	11.0
PI-20	233	227	176	189	825	28.2	27.5	21.3	22.9
PI-21	469	349	164	37	1019	46.0	34.2	16.1	3.6
PI-22	228	379	320	92	1019	22.4	37.2	31.4	9.0

Annex 2.1: Tigray: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94 %	68-84 %	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	53	0	0	0	53	100.0	0.0	0.0	0.0
PI-2	53	0	0	0	53	100.0	0.0	0.0	0.0
PI-3	53	0	0	0	53	100.0	0.0	0.0	0.0
PI-4	53	0	0	0	53	100.0	0.0	0.0	0.0
PI-5	53	0	0	0	53	100.0	0.0	0.0	0.0
PI-6	5	22	26	0	53	9.4	41.5	49.1	0.0
PI-7	46	6	0	1	53	86.8	11.3	0.0	1.9
PI-8	32	10	8	1	51	62.7	19.6	15.7	2.0
PI-9	37	8	7	1	53	69.8	15.1	13.2	1.9
PI-10	34	13	4	2	53	64.2	24.5	7.5	3.8
PI-11	13	24	16	0	53	24.5	45.3	30.2	0.0
PI-12	14	39	0	0	53	26.4	73.6	0.0	0.0
PI-13									
PI-14	39	7	4	3	53	73.6	13.2	7.5	5.7
PI-15	25	14	13	1	53	47.2	26.4	24.5	1.9
PI-16	4	41	7	1	53	7.5	77.4	13.2	1.9
PI-17	6	46	1	0	53	11.3	86.8	1.9	0.0
PI-18	22	21	10	0	53	41.5	39.6	18.9	0.0
PI-19	18	20	15	0	53	34.0	37.7	28.3	0.0
PI-20	40	12	1	0	53	75.5	22.6	1.9	0.0
PI-21	10	26	17	0	53	18.9	49.1	32.1	0.0
PI-22	15	36	2	0	53	28.3	67.9	3.8	0.0

Annex 2.2: Afar: Woredas performance by indicators on PFM evaluation: Total No. of Woredas 34 out of which 4 woredas are not evaluated

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	29	1	0	0	30	96.7	3.3	0.0	0.0
PI-2	26	3	1	0	30	86.7	10.0	3.3	0.0
PI-3	21	5	3	1	30	70.0	16.7	10.0	3.3
PI-4	29	1	0	0	30	96.7	3.3	0.0	0.0
PI-5	16	12	1	1	30	53.3	40.0	3.3	3.3
PI-6	10	10	10	0	30	33.3	33.3	33.3	0.0
PI-7	30	0	0	0	30	100.0	0.0	0.0	0.0
PI-8	1	3	22	4	30	3.3	10.0	73.3	13.3
PI-9	6	12	3	8	29	20.7	41.4	10.3	27.6
PI-10	15	6	8	1	30	50.0	20.0	26.7	3.3
PI-11	6	12	10	2	30	20.0	40.0	33.3	6.7
PI-12	6	10	8	3	27	22.2	37.0	29.6	11.1
PI-13	1	12	10	7	30	3.3	40.0	33.3	23.3
PI-14	25	2	1	2	30	83.3	6.7	3.3	6.7
PI-15	10	9	11	0	30	33.3	30.0	36.7	0.0
PI-16	7	22	1	0	30	23.3	73.3	3.3	0.0
PI-17	3	6	14	8	31	9.7	19.4	45.2	25.8
PI-18	0	8	11	11	30	0.0	26.7	36.7	36.7
PI-19	5	11	9	4	29	17.2	37.9	31.0	13.8
PI-20	6	11	10	2	29	20.7	37.9	34.5	6.9
PI-21	7	16	7	0	30	23.3	53.3	23.3	0.0
PI-22	10	5	13	1	29	34.5	17.2	44.8	3.4

Annex 2.3: Amhara: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	147	26	3	0	176	83.5	14.8	1.7	0.0
PI-2	156	17	2	1	176	88.6	9.7	1.1	0.6
PI-3	112	45	14	5	176	63.6	25.6	8.0	2.8
PI-4	106	64	3	3	176	60.2	36.4	1.7	1.7
PI-5	127	33	4	12	176	72.2	18.8	2.3	6.8
PI-6	94	71	8	3	176	53.4	40.3	4.5	1.7
PI-7	90	71	9	6	176	51.1	40.3	5.1	3.4
PI-8	45	82	29	18	174	25.9	47.1	16.7	10.3
PI-9	14	49	65	48	176	8.0	27.8	36.9	27.3
PI-10	136	33	4	2	175	77.7	18.9	2.3	1.1
PI-11	122	14	13	27	176	69.3	8.0	7.4	15.3
PI-12	48	89	28	11	176	27.3	50.6	15.9	6.3
PI-13	150	18	4	4	176	85.2	10.2	2.3	2.3
PI-14	115	18	16	27	176	65.3	10.2	9.1	15.3
PI-15	115	43	14	4	176	65.3	24.4	8.0	2.3
PI-16	63	79	29	5	176	35.8	44.9	16.5	2.8
PI-17	55	83	34	4	176	31.3	47.2	19.3	2.3
PI-18	48	74	45	9	176	27.3	42.0	25.6	5.1
PI-19	102	39	17	9	167	61.1	23.4	10.2	5.4
PI-20	30	52	74	20	176	17.0	29.5	42.0	11.4
PI-21	101	73	2	0	176	57.4	41.5	1.1	0.0
PI-22	23	130	20	3	176	13.1	73.9	11.4	1.7

Annex 2.4: Oromia: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	270	60	2	4	336	80.4	17.9	0.6	1.2
PI-2	263	65	5	2	335	78.5	19.4	1.5	0.6
PI-3	210	68	26	32	336	62.5	20.2	7.7	9.5
PI-4	289	16	12	16	333	86.8	4.8	3.6	4.8
PI-5	220	88	20	6	334	65.9	26.3	6.0	1.8
PI-6	173	74	77	10	334	51.8	22.2	23.1	3.0
PI-7	194	52	32	55	333	58.3	15.6	9.6	16.5
PI-8	242	54	23	15	334	72.5	16.2	6.9	4.5
PI-9	203	51	14	68	336	60.4	15.2	4.2	20.2
PI-10	36	62	121	91	310	11.6	20.0	39.0	29.4
PI-11	112	78	39	82	311	36.0	25.1	12.5	26.4
PI-12	46	54	48	157	305	15.1	17.7	15.7	51.5
PI-13	16	83	94	142	335	4.8	24.8	28.1	42.4
PI-14	59	80	44	153	336	17.6	23.8	13.1	45.5
PI-15	62	77	42	155	336	18.5	22.9	12.5	46.1
PI-16	33	66	57	178	334	9.9	19.8	17.1	53.3
PI-17	201	59	41	33	334	60.2	17.7	12.3	9.9
PI-18	209	73	29	23	334	62.6	21.9	8.7	6.9
PI-19	82	135	75	41	333	24.6	40.5	22.5	12.3
PI-20	120	42	22	81	265	45.3	15.8	8.3	30.6
PI-21	253	50	16	15	334	75.7	15.0	4.8	4.5
PI-22	70	78	113	74	335	20.9	23.3	33.7	22.1

Annex 2.5: Somale: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	37	51	2		90	41.1	56.7	2.2	0.0
PI-2	25	60	5		90	27.8	66.7	5.6	0.0
PI-3	8	18	25	39	90	8.9	20.0	27.8	43.3
PI-4	75	11	3	1	90	83.3	12.2	3.3	1.1
PI-5	77	7			84	91.7	8.3	0.0	0.0
PI-6	55	29	6		90	61.1	32.2	6.7	0.0
PI-7	52	33	5		90	57.8	36.7	5.6	0.0
PI-8	2	8	77	3	90	2.2	8.9	85.6	3.3
PI-9	63	22	5		90	70.0	24.4	5.6	0.0
PI-10	1	18	39	32	90	1.1	20.0	43.3	35.6
PI-11	60	21	6	3	90	66.7	23.3	6.7	3.3
PI-12	37	43	9	1	90	41.1	47.8	10.0	1.1
PI-13	1	2	20	67	90	1.1	2.2	22.2	74.4
PI-14	87		3		90	96.7	0.0	3.3	0.0
PI-15	0	8	59	23	90	0.0	8.9	65.6	25.6
PI-16	29	50	9	2	90	32.2	55.6	10.0	2.2
PI-17	4	8	34	44	90	4.4	8.9	37.8	48.9
PI-18	78	10	2	0	90	86.7	11.1	2.2	0.0
PI-19	18	72	0	0	90	20.0	80.0	0.0	0.0
PI-20	32	49	9	0	90	35.6	54.4	10.0	0.0
PI-21	10	18	57	5	90	11.1	20.0	63.3	5.6
PI-22	5	15	70	0	90	5.6	16.7	77.8	0.0

Annex 2.6: Benshangul-Gumuz: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	12	10	2	1	25	48.0	40.0	8.0	4.0
PI-2	10	9	3	1	23	43.5	39.1	13.0	4.3
PI-3	8	5	5	7	25	32.0	20.0	20.0	28.0
PI-4	25				25	100.0	0.0	0.0	0.0
PI-5	22	2		1	25	88.0	8.0	0.0	4.0
PI-6	25				25	100.0	0.0	0.0	0.0
PI-7	17	7			24	70.8	29.2	0.0	0.0
PI-8	3	4	6	12	25	12.0	16.0	24.0	48.0
PI-9	3	3	13	4	23	13.0	13.0	56.5	17.4
PI-10	4	4	12	5	25	16.0	16.0	48.0	20.0
PI-11	6	9	10		25	24.0	36.0	40.0	0.0
PI-12	2	15	6	1	24	8.3	62.5	25.0	4.2
PI-13	8	17			25	32.0	68.0	0.0	0.0
PI-14	12	2	5	4	23	52.2	8.7	21.7	17.4
PI-15	3	2	10	10	25	12.0	8.0	40.0	40.0
PI-16	1	8	12	4	25	4.0	32.0	48.0	16.0
PI-17		5	5	10	20	0.0	25.0	25.0	50.0
PI-18	2	7	9	7	25	8.0	28.0	36.0	28.0
PI-19	3	3	9	8	23	13.0	13.0	39.1	34.8
PI-20	2	6	10	4	22	9.1	27.3	45.5	18.2
PI-21	4	12	7	2	25	16.0	48.0	28.0	8.0
PI-22	1	4	20		25	4.0	16.0	80.0	0.0

Annex 2.7: SNNP: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	104	47	6	2	159	65.4	29.6	3.8	1.3
PI-2	108	40	6	5	159	67.9	25.2	3.8	3.1
PI-3	37	54	53	15	159	23.3	34.0	33.3	9.4
PI-4	140	18	1	0	159	88.1	11.3	0.6	0.0
PI-5	131	16	2	10	159	82.4	10.1	1.3	6.3
PI-6	132	21	5	1	159	83.0	13.2	3.1	0.6
PI-7	117	17	5	20	159	73.6	10.7	3.1	12.6
PI-8	57	61	17	24	159	35.8	38.4	10.7	15.1
PI-9	12	59	44	44	159	7.5	37.1	27.7	27.7
PI-10	39	86	20	14	159	24.5	54.1	12.6	8.8
PI-11	56	68	12	23	159	35.2	42.8	7.5	14.5
PI-12	57	70	30	2	159	35.8	44.0	18.9	1.3
PI-13					0				
PI-14	79	35	5	40	159	49.7	22.0	3.1	25.2
PI-15	55	64	20	20	159	34.6	40.3	12.6	12.6
PI-16	54	75	23	7	159	34.0	47.2	14.5	4.4
PI-17	49	54	37	19	159	30.8	34.0	23.3	11.9
PI-18	19	35	60	45	159	11.9	22.0	37.7	28.3
PI-19	59	43	32	25	159	37.1	27.0	20.1	15.7
PI-20	1	50	31	77	159	0.6	31.4	19.5	48.4
PI-21	43	88	22	6	159	27.0	55.3	13.8	3.8
PI-22	30	60	68	1	159	18.9	37.7	42.8	0.6

Annex 2.8: Gambela: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	10	1	3		14	71.4	7.1	21.4	0.0
PI-2	8	2	1	3	14	57.1	14.3	7.1	21.4
PI-3	11	1	2		14	78.6	7.1	14.3	0.0
PI-4	1	5	6	2	14	7.1	35.7	42.9	14.3
PI-5	6		2	6	14	42.9	0.0	14.3	42.9
PI-6			6	8	14	0.0	0.0	42.9	57.1
PI-7	2		1	11	14	14.3	0.0	7.1	78.6
PI-8		2	4	8	14	0.0	14.3	28.6	57.1
PI-9	4	6	4		14	28.6	42.9	28.6	0.0
PI-10	7	7			14	50.0	50.0	0.0	0.0
PI-11	6	6	2		14	42.9	42.9	14.3	0.0
PI-12		1	9	4	14	0.0	7.1	64.3	28.6
PI-13	1		1	12	14	7.1	0.0	7.1	85.7
PI-14	12			2	14	85.7	0.0	0.0	14.3
PI-15	2	9	1	2	14	14.3	64.3	7.1	14.3
PI-16	2	2	8	2	14	14.3	14.3	57.1	14.3
PI-17		4	8	2	14	0.0	28.6	57.1	14.3
PI-18		3	5	6	14	0.0	21.4	35.7	42.9
PI-19	2	9	1	2	14	14.3	64.3	7.1	14.3
PI-20	2	3	9		14	14.3	21.4	64.3	0.0
PI-21	8	6			14	57.1	42.9	0.0	0.0
PI-22		14			14	0.0	100.0	0.0	0.0

Annex 2.9: Harari: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-2	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-3	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-4	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-5	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-6	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-7	9	0	0	0	9	100.0	0.0	0.0	0.0
PI-8	0	0	0	9	9	0.0	0.0	0.0	100.0
PI-9	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-10	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-11	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-12	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-13	0	0	0	9	9	0.0	0.0	0.0	100.0
PI-14	0	0	0	9	9	0.0	0.0	0.0	100.0
PI-15	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-16	0	0	0	0	0				
PI-17	0	0	0	9	9	0.0	0.0	0.0	100.0
PI-18	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-19	0	1	3	5	9	0.0	11.1	33.3	55.6
PI-20	0	0	9	0	9	0.0	0.0	100.0	0.0
PI-21	8	1	0	0	9	88.9	11.1	0.0	0.0
PI-22	9	0	0	0	9	100.0	0.0	0.0	0.0

Annex 2.10: Dire Dawa: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	2	5	1	0	8	25.0	62.5	12.5	0.0
PI-2	6	2	0	0	8	75.0	25.0	0.0	0.0
PI-3	4	2	0	2	8	50.0	25.0	0.0	25.0
PI-4	8	0	0	0	8	100.0	0.0	0.0	0.0
PI-5	3	3	0	2	8	37.5	37.5	0.0	25.0
PI-6	0	2	0	6	8	0.0	25.0	0.0	75.0
PI-7	0	0	0	0	0				
PI-8	2	1	0	5	8	25.0	12.5	0.0	62.5
PI-9	0	7	0	1	8	0.0	87.5	0.0	12.5
PI-10	0	0	4	4	8	0.0	0.0	50.0	50.0
PI-11	2	1	4	1	8	25.0	12.5	50.0	12.5
PI-12	0	4	4	0	8	0.0	50.0	50.0	0.0
PI-13	0	8	0	0	8	0.0	100.0	0.0	0.0
PI-14	8	0	0	0	8	100.0	0.0	0.0	0.0
PI-15	0	1	5	2	8	0.0	12.5	62.5	25.0
PI-16	2	0	6	0	8	25.0	0.0	75.0	0.0
PI-17	1	3	2	2	8	12.5	37.5	25.0	25.0
PI-18	0	3	2	3	8	0.0	37.5	25.0	37.5
PI-19	2	3	0	3	8	25.0	37.5	0.0	37.5
PI-20	0	2	1	5	8	0.0	25.0	12.5	62.5
PI-21	4	2	0	2	8	50.0	25.0	0.0	25.0
PI-22	6	1	1	0	8	75.0	12.5	12.5	0.0

Annex 2.11: Addis Ababa: Woredas performance by indicators on PFM evaluation

Performance Indicator	Number of woredas performed with scale of					Woredas Performance in Percent by indicator			
	Above 95%	84-94%	68-84%	Below 68%	Total Woredas	A=above 95%	B=84-94%	C=68-84%	D=below 68%
PI-1	21	30	41	29	121	17.4	24.8	33.9	24.0
PI-2	26	10	16	54	106	24.5	9.4	15.1	50.9
PI-3	42	21	48	7	118	35.6	17.8	40.7	5.9
PI-4	91	12	8	9	120	75.8	10.0	6.7	7.5
PI-5	86	24	10	1	121	71.1	19.8	8.3	0.8
PI-6	96	13	8	4	121	79.3	10.7	6.6	3.3
PI-7					0				
PI-8	23	43	37	18	121	19.0	35.5	30.6	14.9
PI-9	19	27	28	47	121	15.7	22.3	23.1	38.8
PI-10		14	24	68	106	0.0	13.2	22.6	64.2
PI-11	35	57	20	9	121	28.9	47.1	16.5	7.4
PI-12	33	64	18	6	121	27.3	52.9	14.9	5.0
PI-13	76	26	6	13	121	62.8	21.5	5.0	10.7
PI-14	1	21	67	30	119	0.8	17.6	56.3	25.2
PI-15	26	30	49	16	121	21.5	24.8	40.5	13.2
PI-16	6	36	42	37	121	5.0	29.8	34.7	30.6
PI-17	23	49	30	19	121	19.0	40.5	24.8	15.7
PI-18	8	23	51	38	120	6.7	19.2	42.5	31.7
PI-19					0				
PI-20					0				
PI-21	21	57	36	7	121	17.4	47.1	29.8	5.8
PI-22	59	36	13	13	121	48.8	29.8	10.7	10.7

Annex 3: Ranking of woredas in PFM performance by region

Annex 3.1: Tigray

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Wukro Town	97.0	Excellent	1st
Adigrat Town	95.7	Excellent	2nd
Maichew Town	94.9	Very good	3rd
Laelay Maichew	94.9	Very good	4th
Kuha Sub-City	94.9	Very good	5th
Raya Azebo	94.6	Very good	6th
Tahtay Koraro	94.5	Very good	7th
Kelte Awlalo	94.0	Very good	8th
Irop	93.9	Very good	9th
Alejo	93.5	Very good	10th
Shiraro Town	93.4	Very good	11th
K/Weyane Sub-city	93.3	Very good	12th
Mekele City	93.0	Very good	13th
M/Leh	92.9	Very good	14th
Asgedetsembela	92.9	Very good	15th
Ganta Afshum	92.8	Very good	16th
GuloMekda	92.4	Very good	17th
Hawzen	92.4	Very good	18th
T/Adyabo	92.4	Very good	19th
A/Wonberta	92.0	Very good	20th
Hadinet	91.9	Very good	21st
Alamata Town	91.5	Very good	22nd
Endamohoni	91.5	Very good	23rd
Adwa Town	91.5	Very good	24th
Korem Town	90.6	Very good	25th
Naeder Adet	90.1	Very good	26th
Adwa Woreda	89.9	Very good	27th
Leh Woreda	89.7	Very good	28th
Semen Town	89.2	Very good	29th
Raya Alamata	89.0	Very good	30th
Ayder Sub-city	89.0	Very good	31st
adhati Sub-city	89.0	Very good	32nd
KolaTemben	88.5	Very good	33rd

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Tahtay Maichew	88.0	Very good	34th
ShireEndeselassie Town	88.0	Very good	35th
Tsegede	87.9	Very good	36th
Ofla	87.9	Very good	37th
M/Zana	87.5	Very good	38th
Enderta	87.4	Very good	39th
Lelay Adiabo	86.5	Very good	40th
Hawelti Town	85.4	Very good	41st
Wolkait	84.5	Very good	42nd
Tafta Humera	83.8	Good	43rd
Abiadi Town	83.5	Good	44th
H/Wujerat	83.2	Good	45th
Tselemti	82.2	Good	46th
S/H/Amba	82.0	Good	47th
Aheferom	81.8	Good	48th
Axum Town	81.8	Good	49th
Seharti Samri	81.3	Good	50th
T/Abeerge;e	80.7	Good	51st
Degua Temben	78.5	Good	52nd
Setit Humera Town	77.7	Good	53rd

Annex 3.2: Afar

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Koneba	86.5	Very good	1st
Amibara	86.0	Very good	2nd
Dewe	85.3	Very good	3rd
Ture	84.8	Very good	4th
Dalifage	84.8	Very good	5th
Awash Fentalle	84.5	Very good	6th
Chifra	84.3	Very good	7th
Gelaelo	83.8	Good	8th
Berahele	83.5	Good	9th
Afambo	83.0	Good	10th
Asayita	82.6	Good	11th
Dalol	81.8	Good	12th
Megale	81.8	Good	13th
Elidar	80.8	Good	14th
Telalak	80.0	Good	15th
Awa	79.8	Good	16th
Abeala	78.5	Good	17th
Yalo	75.8	Good	18th
Argoba Special woreda	75.0	Good	19th
Semurobi Gelaelo	74.3	Good	20th
Mille	74.0	Good	21st
Semera Logi Town	74.0	Good	22nd
Arebti	73.5	Good	23rd
Golina	73.5	Good	24th
Hadlala	69.8	Good	25th
Dubti	69.3	Good	26th
Dulesa	66.8	Unsatisfactory	27th
Awra	66.0	Unsatisfactory	28th
Adaar	65.8	Unsatisfactory	29th
Awash Town	65.8	Unsatisfactory	30th
Kori			
Bidu			
Afdeer			
Gewane			

Annex 3.3:Amhara

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Antsokia	97.7	Excellent	1st
Sekela	96.6	Excellent	2nd
Debecha Zuria	96.6	Excellent	3rd
Menze Mama	96.6	Excellent	4th
Bibegn	95.5	Excellent	5th
Merhabete	94.3	Very good	6th
Gishe Rabel	93.2	Very good	7th
Mida Weremo	93.2	Very good	8th
Moja & Wedera	93.2	Very good	9th
Debark Town	93.2	Very good	10th
Dabat Town	93.2	Very good	11th
Were Babo	92.1	Very good	12th
Basona Werena	92.1	Very good	13th
Menze Keya	92.1	Very good	14th
Ataye	92.1	Very good	15th
Debark	92.1	Very good	16th
Debre Elias	92.1	Very good	17th
Bichena	92.1	Very good	18th
Semen Achefer	92.0	Very good	19th
Merawi City	92.0	Very good	20th
Alemketema City	90.9	Very good	21st
HuletEju Enesa	90.9	Very good	22nd
South Achefer	90.9	Very good	23rd
Dega Damot	90.9	Very good	24th
FinoteSelam Town	90.9	Very good	25th
Bure Town	90.9	Very good	26th
Gugsa Shekudaid	90.9	Very good	27th
Tenta	90.9	Very good	28th
Semen Mecha	89.8	Very good	29th
Quarit	89.8	Very good	30th
Ankober	89.8	Very good	31st
Tarma Ber	89.8	Very good	32nd
Ensaro	89.8	Very good	33rd
Shoa Robit	89.8	Very good	34th
Adiarkai	89.8	Very good	35th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Mota Town	89.8	Very good	36th
Angolela & Tera	88.6	Very good	37th
Menze Gera	88.6	Very good	38th
Menze Lalo	88.6	Very good	39th
Mechekel	88.6	Very good	40th
Debre Markos	88.6	Very good	41st
Enarge Enawga	88.6	Very good	42nd
E/SarMedir	88.6	Very good	43rd
Lay Gaint	88.6	Very good	44th
Wemberma	88.6	Very good	45th
Banja	88.6	Very good	46th
Dangela	88.6	Very good	47th
Ebinat	87.5	Very good	48th
Last	87.5	Very good	49th
Beret	87.5	Very good	50th
Morete & Jiru	87.5	Very good	51st
Hagere Mariam	87.5	Very good	52nd
Yilma & Densa	87.5	Very good	53rd
Jabi Tehanan	87.5	Very good	54th
Adet City	87.5	Very good	55th
Legambo	86.4	Very good	56th
Sekota Town	86.4	Very good	57th
Farta	86.4	Very good	58th
Gedan	86.4	Very good	59th
Bahir Dar Zuria	86.4	Very good	60th
Bure Zuria	86.4	Very good	61st
Mersa Town	86.4	Very good	62nd
Efrata & Gedem	86.4	Very good	63rd
SiyaDebre & Wayu	86.4	Very good	64th
Senan	86.4	Very good	65th
Jile Timuga	86.3	Very good	66th
Kemise Town	86.3	Very good	67th
Kelela	85.2	Very good	68th
Habru	85.2	Very good	69th
Gonje Kolela	85.2	Very good	70th
Enjebara	85.2	Very good	71st
FuGta	85.2	Very good	72nd

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Sede	84.5	Very good	73rd
Mehal Sayent	84.1	Very good	74th
Lalibela Town	84.1	Very good	75th
Dangela Town	84.1	Very good	76th
GanGa	84.1	Very good	77th
Zegem	84.1	Very good	78th
Tehuledere	84.1	Very good	79th
Minjar Shenkora	84.1	Very good	80th
Asagirt	84.1	Very good	81st
Debre Birhan	84.1	Very good	82nd
Misrak Denbiya	84.1	Very good	83rd
D/Tilatgen	84.1	Very good	84th
Addis Zemen	83.0	Good	85th
Mekane Eyesus	83.0	Good	86th
Semada	83.0	Good	87th
Woldia Town	83.0	Good	88th
Kobo Town	83.0	Good	89th
Dawnt	83.0	Good	90th
Dembecha Town	83.0	Good	91st
Chagni Town	83.0	Good	92nd
Amhara Sayent	83.0	Good	93rd
Beyeda	83.0	Good	94th
Gonchsenesa	83.0	Good	95th
Genda Wuha	83.0	Good	96th
Wereilu	81.9	Good	97th
Kewt	81.8	Good	98th
Basoliben	81.8	Good	99th
Dejen Zuria	81.8	Good	100th
Enemay	81.8	Good	101st
Gazgebla	81.8	Good	102nd
Quara	81.8	Good	103rd
Fogera	81.8	Good	104th
Dera	81.8	Good	105th
Meket	81.8	Good	106th
Bati Town	81.8	Good	107th
Hayk Town	80.7	Good	108th
Ambassel	80.7	Good	109th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Sekora Zuria	80.7	Good	110th
Debre Tabor Town	80.7	Good	111th
Guba Lafto	80.7	Good	112th
Raya Kobo	80.7	Good	113th
Janamora	80.7	Good	114th
Gozamen	80.7	Good	115th
Jama	79.6	Good	116th
Mehalmeda	79.6	Good	117th
Dabat	79.6	Good	118th
Aneded	79.6	Good	119th
Tach Gaint	79.5	Good	120th
Guna Begemeder	79.5	Good	121st
Ankeshesha	79.5	Good	122nd
Legehida	78.4	Good	123rd
Awabel	78.4	Good	124th
Dejen Town	78.4	Good	125th
Este	78.4	Good	126th
Wegdi	78.4	Good	127th
Dewachefa	78.4	Good	128th
Metema	77.4	Good	129th
Mekdela	77.3	Good	130th
Borena	77.3	Good	131st
Jawi	77.3	Good	132nd
Telemt	77.3	Good	133rd
Artuma Farsi	77.3	Good	134th
Shebel Berenta	76.1	Good	135th
Woreta	76.1	Good	136th
Wadela	76.1	Good	137th
Delanta	76.1	Good	138th
Abergele	76.1	Good	139th
Albuko	76.0	Good	140th
Libo Kemkem	75.0	Good	141st
Nefas Mewcha	75.0	Good	142nd
Dessie Zuria	75.0	Good	143rd
Kombolcha Town	75.0	Good	144th
Dewe Harewa	75.0	Good	145th
Sede Muja	75.0	Good	146th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Bati	74.0	Good	147th
MedreGenet	73.9	Good	148th
Kutaber	73.9	Good	149th
Angote	73.3	Good	150th
Wereilu	72.7	Good	151st
Andabet	72.7	Good	152nd
Bugna	72.7	Good	153rd
AyehuGugsa	72.7	Good	154th
MekaneSelam	72.7	Good	155th
SehalaSeyemt	72.7	Good	156th
Zequala	71.6	Good	157th
Gondar Zuria	71.4	Good	158th
Dehana	70.5	Good	159th
Kalu	70.5	Good	160th
Takusa	70.5	Good	161st
Merab Denbya	70.5	Good	162nd
Misrak Belesa	70.2	Good	163rd
Alefa	69.3	Good	164th
Tach Armacheho	69.3	Good	165th
Wegera	69.3	Good	166th
Merab Armacheho	69.3	Good	167th
Argoba	68.2	Good	168th
Merab Belesa	68.2	Good	169th
Gazo	67.4	Unsatisfactory	170th
Debub Mecha	67.0	Unsatisfactory	171st
Metema Yohannes	63.1	Unsatisfactory	172nd
Tsagbej	61.3	Unsatisfactory	173rd
Tegede	60.7	Unsatisfactory	174th
Kinfaz Begela	56.0	Unsatisfactory	175th
Meketewa	54.8	Unsatisfactory	176th

3.4. Oromia

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Habro	93.9	Very good	1st
Limu Seka	92.1	Very good	2nd
Dale Sedi	91.0	Very good	3rd
Hawa Gelan	90.8	Very good	4th
Gidami	90.6	Very good	5th
Chiro	90.5	Very good	6th
Agarfa	89.7	Very good	7th
Gumai	89.5	Very good	8th
Amuru	89.5	Very good	9th
LaloKile	89.4	Very good	10th
Bedele	89.3	Very good	11th
Jima Geneti	89.3	Very good	12th
Meta	89.1	Very good	13th
Didu	89.0	Very good	14th
Deder Town	88.9	Very good	15th
Boke	88.7	Very good	16th
Ababo Guduru	88.6	Very good	17th
Gasera	88.5	Very good	18th
Tiro Afeta	88.2	Very good	19th
Setema	88.2	Very good	20th
Sigmo	88.2	Very good	21st
Hawi Gudina	88.2	Very good	22nd
Tolle	87.9	Very good	23rd
Gemechis	87.1	Very good	24th
Guba Koricha	87.0	Very good	25th
Sedi Chenka	86.8	Very good	26th
Anfilo	86.6	Very good	27th
Oda Bultum	86.4	Very good	28th
Bure	86.2	Very good	29th
Becho	85.9	Very good	30th
Doreni	85.9	Very good	31st
Alge Sechi	85.8	Very good	32nd
Halu	85.5	Very good	33rd
Nole Kaba	85.5	Very good	34th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Jima Town	85.5	Very good	35th
NoNo Benja	85.5	Very good	36th
Dabo Hana	85.5	Very good	37th
Dedesa	85.3	Very good	38th
Ginir	85.2	Very good	39th
Ale	85.1	Very good	40th
Haremaya	85.1	Very good	41st
Seyo Nole	84.9	Very good	42nd
Kiltu Kara	84.9	Very good	43rd
Nono Sele	84.7	Very good	44th
Guduru	84.5	Very good	45th
Kondaltiti/Sodo Dechi	84.4	Very good	46th
Bilo Nopa	84.4	Very good	47th
Hurumu	84.4	Very good	48th
Anchar	84.4	Very good	49th
Ayra	84.2	Very good	50th
Kersa	84.2	Very good	51st
Sekoru	84.2	Very good	52nd
Dedo	84.2	Very good	53rd
Agaro Town	84.2	Very good	54th
Gera	84.2	Very good	55th
Kersa	84.1	Very good	56th
Goro	84.1	Very good	57th
Lume	84.0	Good	58th
Metu Town	84.0	Good	59th
Ameya	83.9	Good	60th
Homa	83.8	Good	61st
Yayo	83.7	Good	62nd
Ginir Town	83.6	Good	63rd
Chora	83.6	Good	64th
Golelcha	83.3	Good	65th
Dinsho	83.3	Good	66th
Jerdega Jarte	83.3	Good	67th
Dale Wabera	83.1	Good	68th
Nejo	82.9	Good	69th
Omo Biyam	82.9	Good	70th
Gewo Kebe	82.8	Good	71st

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Bedessa Town	82.7	Good	72nd
Miesso	82.7	Good	73rd
Bishoftu Town	82.6	Good	74th
Abe Dengoro	82.6	Good	75th
Gechi	82.5	Good	76th
Ghimbi	82.2	Good	77th
Haru	82.1	Good	78th
Begi	82.0	Good	79th
Abay Chomen	82.0	Good	80th
Gimbichu	81.9	Good	81st
Chiro Town	81.8	Good	82nd
Gega	81.8	Good	83rd
Seka Chekorsa	81.6	Good	84th
Bule Hara Town	81.6	Good	85th
Fedis	81.5	Good	86th
Kersa Malima	81.5	Good	87th
Jima Horo	81.5	Good	88th
Sherka	81.5	Good	89th
Adama Town	81.3	Good	90th
Negele Arsi Town	81.3	Good	91st
Seden Sodo	81.0	Good	92nd
Karcha	81.0	Good	93rd
Abeya	80.9	Good	94th
Darimu	80.9	Good	95th
Melka Belea	80.9	Good	96th
Chewaka	80.7	Good	97th
Illu	80.5	Good	98th
Seyo	80.5	Good	99th
Kombolcha	80.5	Good	100th
Wolisso Town	80.4	Good	101st
Ghimbi	80.3	Good	102nd
Becho	80.3	Good	103rd
Dugda Dawa	80.3	Good	104th
Ada	80.2	Good	105th
Midega	79.9	Good	106th
Burka Dintu	79.9	Good	107th
Shambu Town	79.9	Good	108th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Wonchi	79.5	Good	109th
Mede Welabo	79.4	Good	110th
Mojo Town	79.3	Good	111th
Negele Town	79.3	Good	112th
Jima Rare	79.3	Good	113th
Bule Hora	79.1	Good	114th
Gobu Seyu	79.0	Good	115th
Amonada	79.0	Good	116th
Moyalle	79.0	Good	117th
Genji	78.8	Good	118th
Yabello Town	78.6	Good	119th
Chinaksen	78.4	Good	120th
Jarso	78.3	Good	121st
Wolisso	78.3	Good	122nd
Shala	78.3	Good	123rd
Holeta Town	78.3	Good	124th
Kondela	78.2	Good	125th
GuLiso	78.1	Good	126th
Fitche Town	78.1	Good	127th
Horo Buluk	78.0	Good	128th
Mendi Town	78.0	Good	129th
Dawa	78.0	Good	130th
Adami Tulu Jido Combolcha	77.9	Good	131st
Goba Town	77.9	Good	132nd
Horo	77.9	Good	133rd
Liben	77.9	Good	134th
Haremeya Town	77.7	Good	135th
Yubdo	77.6	Good	136th
LaloAsabi	77.6	Good	137th
Shabe	77.6	Good	138th
Bedeno	77.5	Good	139th
MeneSibu	77.4	Good	140th
Sululta	77.4	Good	141st
Legehida	77.4	Good	142nd
Deder	77.3	Good	143rd
Sibu Sire	77.2	Good	144th
Gursum	77.2	Good	145th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Daro Lebu	77.2	Good	146th
Mulo	77.1	Good	147th
Jeldu	77.0	Good	148th
Metu	77.0	Good	149th
Sendafa Beke Town	77.0	Good	150th
	77.0	Good	151st
Doba	77.0	Good	152nd
Hinkelo Wabi	76.8	Good	153rd
Chemen Guduru	76.8	Good	154th
Ilu Gelan	76.5	Good	155th
Boji Dermeji	76.3	Good	156th
Boji Chekorsa	76.3	Good	157th
Shakiso Town	76.2	Good	158th
Meko	76.2	Good	159th
Heben Arsi	76.1	Good	160th
Sewena	76.1	Good	161st
Dugda	76.0	Good	162nd
Burayu Town	76.0	Good	163rd
Kofele	75.9	Good	164th
Liben Chequala	75.6	Good	165th
Babile\	75.6	Good	166th
Dawi Serer	75.6	Good	167th
Sebeta Town	75.6	Good	168th
Akaki	75.3	Good	169th
Welmera	75.3	Good	170th
Gelan	75.3	Good	171st
Tulo	75.1	Good	172nd
Uraga	75.1	Good	173rd
Nejo Town	75.0	Good	174th
Babo Gembel	75.0	Good	175th
Guto Gida	75.0	Good	176th
Goma	75.0	Good	177th
Adaba	75.0	Good	178th
Dawi Kachen	75.0	Good	179th
Gomele	74.9	Good	180th
Debre Libanos	74.8	Good	181st
Dembi Dolo Town	74.7	Good	182nd

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Guchi	74.7	Good	183rd
Shashemene	74.5	Good	184th
Cheleya	74.5	Good	185th
Dubuluk	74.2	Good	186th
Grar Jaarso	74.0	Good	187th
Wadchile	74.0	Good	188th
Goba	73.7	Good	189th
Limu Kasa	73.7	Good	190th
Elwaye	73.7	Good	191st
Mida Kegn	73.6	Good	192nd
Legetafo Legedadi Town	73.5	Good	193rd
Dire Enchini	73.5	Good	194th
Bore	73.5	Good	195th
Batu Town	73.1	Good	196th
Dano	72.9	Good	197th
Dire	72.9	Good	198th
Aweday Town	72.8	Good	199th
Berek	72.7	Good	200th
Deksis	72.6	Good	201st
Toko Kutaye	72.5	Good	202nd
Suluta Town	72.5	Good	203rd
Dendi	72.4	Good	204th
Chora Botore	72.4	Good	205th
Elfeta	72.3	Good	206th
BirBirsa KoJoWa	72.3	Good	207th
Harena Buluk	72.2	Good	208th
Wadera	72.2	Good	209th
Goro	72.2	Good	210th
WereJarso	72.0	Good	211th
Teltele	72.0	Good	212th
Kimbibit	71.8	Good	213th
Kore	71.8	Good	214th
Meta Robi	71.7	Good	215th
Meta Wolkite	71.7	Good	216th
Borecha	71.7	Good	217th
Jibat	71.6	Good	218th
Miyo	71.5	Good	219th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Wechale	71.4	Good	220th
Boneya Boshe	71.1	Good	221st
Wayu Tuka	71.1	Good	222nd
Dera	71.1	Good	223rd
Robe	71.1	Good	224th
Gorogutu	71.1	Good	225th
Abichu Pea	70.9	Good	226th
Dodola	70.9	Good	227th
Dukem Town	70.9	Good	228th
Ana Sora	70.9	Good	229th
Jarso	70.8	Good	230th
Kuye	70.8	Good	231st
Raytu	70.7	Good	232nd
Adama	70.7	Good	233rd
Negele Arsi	70.7	Good	234th
Goro Muti	70.7	Good	235th
Bako Tibe	70.6	Good	236th
Ada Berga	70.5	Good	237th
Hidabu About	70.5	Good	238th
Guna	70.5	Good	239th
Adola Rede	70.4	Good	240th
Dama	70.4	Good	241st
Kurfa Chole	70.4	Good	242nd
Guro Dola	70.2	Good	243rd
Ambo	70.1	Good	244th
GoleOda	70.0	Good	245th
NoNO	69.9	Good	246th
Mancho	69.7	Good	247th
Mena	69.7	Good	248th
Gedeb Asasa	69.7	Good	249th
Nensebo	69.7	Good	250th
Oda Shakiso	69.7	Good	251st
Girja	69.5	Good	252nd
Sebeta	69.5	Good	253rd
Leta Sibu	69.4	Good	254th
Dodola Town	69.3	Good	255th
Bekoji Town	69.3	Good	256th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Tiyo	69.2	Good	257th
Melka Soda	69.2	Good	258th
Bele Gesgar	69.2	Good	259th
Yabello	69.1	Good	260th
Chobi	69.0	Good	261st
Sinana	69.0	Good	262nd
Hambela Wamena	69.0	Good	263rd
Degem	68.6	Good	264th
Mendo	68.4	Good	265th
Wama Hagelo	68.4	Good	266th
KoKosa	68.4	Good	267th
Gelan Town	68.4	Good	268th
Ajersa Lefo	68.3	Good	269th
Meyu Muluki	68.2	Good	270th
Gulale	68.1	Good	271st
Boset	68.0	Unsatisfactory	272nd
Aga Wayu	67.9	Unsatisfactory	273rd
Sude	67.9	Unsatisfactory	274th
Jida	67.8	Unsatisfactory	275th
Aleltu	67.7	Unsatisfactory	276th
Liben Jawi	67.3	Unsatisfactory	277th
Adola Town	67.3	Unsatisfactory	278th
Arero	67.2	Unsatisfactory	279th
Gida Ayana	67.1	Unsatisfactory	280th
Leka Dulecha	67.1	Unsatisfactory	281st
Gudeya Bila	67.1	Unsatisfactory	282nd
Gumi Eldalo	67.1	Unsatisfactory	283rd
Chole	67.1	Unsatisfactory	284th
Fentale	67.0	Unsatisfactory	285th
Shashemene Town	67.0	Unsatisfactory	286th
Ajere	66.9	Unsatisfactory	287th
Ambo Town	66.9	Unsatisfactory	288th
Seba Boru	66.7	Unsatisfactory	289th
Merti	66.6	Unsatisfactory	290th
Seru	66.5	Unsatisfactory	291st
Bora	66.3	Unsatisfactory	292nd
Assela Town	66.3	Unsatisfactory	293rd

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Shenen Dugo	66.2	Unsatisfactory	294th
Asseko	66.1	Unsatisfactory	295th
Limu Bilbilo	66.0	Unsatisfactory	296th
Digelu Tejo	65.6	Unsatisfactory	297th
Dilo	65.5	Unsatisfactory	298th
Babile Town	65.4	Unsatisfactory	299th
Gende Beret	65.2	Unsatisfactory	300th
Bishan Guracha Town	65.0	Unsatisfactory	301st
Nekempt Town	64.5	Unsatisfactory	302nd
NuNu Kumba	64.5	Unsatisfactory	303rd
JaJu	64.4	Unsatisfactory	304th
Robe Town	64.4	Unsatisfactory	305th
Metehara Town	64.0	Unsatisfactory	306th
Munesa	63.9	Unsatisfactory	307th
Golelcha	63.8	Unsatisfactory	308th
Abuna Gendeberet	63.5	Unsatisfactory	309th
Bedele Town	63.4	Unsatisfactory	310th
Haro Limu	63.2	Unsatisfactory	311th
Jima Arjo	63.2	Unsatisfactory	312th
Sasiga	63.2	Unsatisfactory	313th
Delo Mena	63.1	Unsatisfactory	314th
Berbere	63.1	Unsatisfactory	315th
Hitosa	62.8	Unsatisfactory	316th
Tena	62.5	Unsatisfactory	317th
Amigna	62.3	Unsatisfactory	318th
Ziway Dugda	62.3	Unsatisfactory	319th
Gure Damole	62.2	Unsatisfactory	320th
Kirmu	61.8	Unsatisfactory	321st
Diga	61.8	Unsatisfactory	322nd
Ibantu	61.8	Unsatisfactory	323rd
Lode Hitosa	61.7	Unsatisfactory	324th
Siraro	61.4	Unsatisfactory	325th
Haro Welabu	61.2	Unsatisfactory	326th
Limu	60.5	Unsatisfactory	327th
Botor Tolay	60.5	Unsatisfactory	328th
Girawa	60.5	Unsatisfactory	329th
Sire	60.3	Unsatisfactory	330th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Gubi Bordede	59.1	Unsatisfactory	331st
Dodota	58.2	Unsatisfactory	332nd
Shenen Kolu	58.1	Unsatisfactory	333rd
Sero Berguda	56.5	Unsatisfactory	334th
Kumbi	53.3	Unsatisfactory	335th
Yamalogi Welel	-	Unsatisfactory	336th

3.5. Somali

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Kebridehar Town	88.6	Very good	1st
DoloOda	87.5	Very good	2nd
Kebridehar	86.4	Very good	3rd
Fike	85.2	Very good	4th
Kohle	84.1	Very good	5th
Bokolemayo	81.8	Good	6th
Warder	81.8	Good	7th
Shenele	80.7	Good	8th
Geladi	80.7	Good	9th
Hargele	79.6	Good	10th
Erer	78.4	Good	11th
Barey	78.4	Good	12th
Segeg	78.4	Good	13th
JigJiga City	77.3	Good	14th
Dig	77.3	Good	15th
Afdem	77.3	Good	16th
Chereti	77.3	Good	17th
Raso	77.3	Good	18th
Mersin	77.3	Good	19th
Gode Town	76.1	Good	20th
Gode	76.1	Good	21st
Gashem	76.1	Good	22nd
Elkere	76.1	Good	23rd
West Emey	76.1	Good	24th
ELOgaden	76.1	Good	25th
GuroBekeksa	76.1	Good	26th
Gerbo	76.1	Good	27th
KebriBeyah Town	75.0	Good	28th
Babile	75.0	Good	29th
Misrak Imay	75.0	Good	30th
Bodoley	75.0	Good	31st
Kunduber	75.0	Good	32nd
Hamero	75.0	Good	33rd
KebriBeyah	73.9	Good	34th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Togowuchale Town	73.9	Good	35th
Degehabur Town	73.9	Good	36th
Shebeley	73.9	Good	37th
Goljeno	73.9	Good	38th
Harewa	73.9	Good	39th
Denan	73.9	Good	40th
Aware	73.9	Good	41st
Birkod	73.9	Good	42nd
Yaole	73.9	Good	43rd
Hadgala	73.9	Good	44th
Dolobay	73.9	Good	45th
Shilabo	73.9	Good	46th
Dekasufutu	73.9	Good	47th
Horshgah	73.9	Good	48th
Gursum	72.7	Good	49th
Koran/Mulan	72.7	Good	50th
Degehabur	72.7	Good	51st
Filtu	72.7	Good	52nd
Hararey	72.7	Good	53rd
Hororeys	71.6	Good	54th
Abatorow	71.6	Good	55th
Ararso	71.6	Good	56th
Degahmedow	71.6	Good	57th
Gungedo	71.6	Good	58th
Denbel	71.6	Good	59th
Bok	71.6	Good	60th
Deratole	71.6	Good	61st
Meymulko	71.6	Good	62nd
Yehob	71.6	Good	63rd
Wangey	71.6	Good	64th
Harshen	70.5	Good	65th
Awbere	70.5	Good	66th
Tuligid	70.5	Good	67th
Berano	70.5	Good	68th
Bilkulber	70.5	Good	69th
Ayshea	70.5	Good	70th
Gota Biki	70.5	Good	71st

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Dobowein	70.5	Good	72nd
Elwein	70.5	Good	73rd
Legaheda	70.5	Good	74th
Elele	69.3	Good	75th
Deror	69.3	Good	76th
Meiso	69.3	Good	77th
Heglole	69.3	Good	78th
Galhumer	69.3	Good	79th
Dehun	69.3	Good	80th
Adadela	68.2	Good	81st
Lasdenkyer	68.2	Good	82nd
Ayun	68.2	Good	83rd
Godgod	67.1	Unsatisfactory	84th
Gurodamole	67.1	Unsatisfactory	85th
Kersasdula	65.9	Unsatisfactory	86th
Denod	63.6	Unsatisfactory	87th
Selehad	62.5	Unsatisfactory	88th
Lehelyub	59.0	Unsatisfactory	89th
Sheygosh	52.3	Unsatisfactory	90th

3.6. Benshangul-Gumuz

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Pawi	82.0	Good	1st
Wenbera	82.0	Good	2nd
Debate	80.0	Good	3rd
GilgelBeles Town	79.0	Good	4th
Menge	78.0	Good	5th
Bulen	78.0	Good	6th
Assosa	77.0	Good	7th
Bambasi	76.0	Good	8th
Kamashe	74.2	Good	9th
Mandura	74.0	Good	10th
Assosa City	72.0	Good	11th
Kurmuk	71.0	Good	12th
Assosa City Woreda 1	71.0	Good	13th
MaoKomo	70.0	Good	14th
Oda Bildiglu	69.0	Good	15th
Assosa City Woreda 2	69.0	Good	16th
Homosha	68.0	Good	17th
Dangur	68.0	Good	18th
Agalo	65.7	Unsatisfactory	19th
Yaso	64.6	Unsatisfactory	20th
Sedale	64.2	Unsatisfactory	21st
Guba	63.0	Unsatisfactory	22nd
Kemash Town	61.4	Unsatisfactory	23rd
Belew	60.8	Unsatisfactory	24th
Sherkole	59.0	Unsatisfactory	25th

3.7. SNNP

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Damot Gale	95.6	Excellent	1st
Dale	95.0	Excellent	2nd
Kindo Koyssha	91.9	Very good	3rd
Sodo Zuria	90.0	Very good	4th
Gumer	89.3	Very good	5th
Cheha	89.3	Very good	6th
Areka Town	89.0	Very good	7th
Damot Weyde	88.5	Very good	8th
Ofa	88.1	Very good	9th
Enemore & Ener	87.7	Very good	10th
Durame Town	86.8	Very good	11th
Eja	86.5	Very good	12th
Damot Sore	86.3	Very good	13th
Aleta Wendo Town	86.0	Very good	14th
Daye Town	86.0	Very good	15th
Kacha Bira	85.9	Very good	16th
Doyo Gena	85.6	Very good	17th
Boloso Bombe	85.1	Very good	18th
Shey Bench	85.0	Very good	19th
Araba Minch Zuria	85.0	Very good	20th
Boricha	85.0	Very good	21st
Shinshicho City	84.9	Very good	22nd
Sheko	84.9	Very good	23rd
Butajira Town	84.9	Very good	24th
Hadero Town	84.8	Very good	25th
Male	84.8	Very good	26th
Dehub Bench	84.8	Very good	27th
Jinka Town	84.6	Very good	28th
Yirga Chefe	84.5	Very good	29th
Mehurena Aklile	84.4	Very good	30th
Kochere	84.3	Very good	31st
Dehub Ari	84.2	Very good	32nd
Meskan	84.1	Very good	33rd
Kucha	84.0	Very good	34th
Biro	84.0	Very good	35th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Lemo	83.8	Very good	36th
Angacha	83.6	Very good	37th
Denboya	83.6	Very good	38th
Mizan Aman	83.0	Good	39th
Kebena	82.5	Good	40th
Yem	82.5	Good	41st
Sodo	81.7	Good	42nd
Dugena Fungo	81.5	Good	43rd
Gena/zabagazo	81.0	Good	44th
Gedebano/Gu/Welene	79.8	Good	45th
Arba Minch Town	79.0	Good	46th
Yirgalem Town	79.0	Good	47th
Konta	78.7	Good	48th
Tarcha Town	78.6	Good	49th
Derashe	78.5	Good	50th
Cheta	78.4	Good	51st
Wolkite Town	77.7	Good	52nd
Geze Gofa	77.6	Good	53rd
Mareka	77.4	Good	54th
Hamer	77.3	Good	55th
Dulecha	77.0	Good	56th
Malga	77.0	Good	57th
Chire	77.0	Good	58th
Sodo Town	76.9	Good	59th
Semen Bench	76.3	Good	60th
Endegagn	76.2	Good	61st
Mirab Abaya	76.0	Good	62nd
Sawla Town	75.8	Good	63rd
Semen Ari	75.6	Good	64th
Bena Tsemai	75.5	Good	65th
Gibe	75.5	Good	66th
Duna	75.5	Good	67th
Anderacha	75.2	Good	68th
Mash	75.0	Good	69th
Arbegona	75.0	Good	70th
Dara	75.0	Good	71st
Halaba Town	75.0	Good	72nd

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Deremalo	74.0	Good	73rd
Aroresa	74.0	Good	74th
Genbo	73.9	Good	75th
Sailem	73.9	Good	76th
Bodeti Town	73.9	Good	77th
Soro	73.8	Good	78th
Dilla Zuria	73.6	Good	79th
Halaba	73.6	Good	80th
Maji	73.5	Good	81st
Wenago	73.3	Good	82nd
Salamago	73.2	Good	83rd
Masha Town	73.2	Good	84th
Bule	73.2	Good	85th
Boreda	73.0	Good	86th
Silte	72.9	Good	87th
Tilo	72.7	Good	88th
Adiyo	72.7	Good	89th
Hosaena	72.4	Good	90th
Dasench	72.2	Good	91st
Chencha Zuria	72.0	Good	92nd
Geta	71.8	Good	93rd
Gura Ferda	71.6	Good	94th
Gesha	71.6	Good	95th
Bonga Town	71.6	Good	96th
Kendo Didayo	71.4	Good	97th
Werabe Town	71.4	Good	98th
Dilla Town	71.1	Good	99th
Aleta Wendo	71.0	Good	100th
Bensa	71.0	Good	101st
Loka Abaya	71.0	Good	102nd
Tinbaro	70.8	Good	103rd
Gnangatom	70.8	Good	104th
Decha	70.5	Good	105th
Chena	70.5	Good	106th
Burji	70.0	Good	107th
Leku Town	70.0	Good	108th
Konso	69.9	Good	109th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Hulbarg	69.8	Good	110th
Gombora	69.5	Good	111th
Uba D/Tshai	69.4	Good	112th
Bitu	69.3	Good	113th
Damot Pulas	69.3	Good	114th
Loma	69.0	Good	115th
Abshege	69.0	Good	116th
Hula	69.0	Good	117th
Boloso Sore	68.9	Good	118th
Yirgachefe Town	68.2	Good	119th
Sankura	68.0	Good	120th
Gerese	68.0	Good	121st
Meint Shasha	68.0	Good	122nd
Humbo	67.6	Good	123rd
Alicho Wuraro	67.3	Unsatisfactory	124th
Wondo Genet	67.0	Unsatisfactory	125th
Bursa	67.0	Unsatisfactory	126th
Zala	66.4	Unsatisfactory	127th
Kamba	66.0	Unsatisfactory	128th
Tocha	65.5	Unsatisfactory	129th
Karat Town	65.5	Unsatisfactory	130th
Dita	65.0	Unsatisfactory	131st
Surma	65.0	Unsatisfactory	132nd
Goriche	65.0	Unsatisfactory	133rd
Meant Goldia	64.8	Unsatisfactory	134th
Ale	64.6	Unsatisfactory	135th
Amaro	64.0	Unsatisfactory	136th
Hawassa Zuria	64.0	Unsatisfactory	137th
Aleta Cheko	64.0	Unsatisfactory	138th
Bona	64.0	Unsatisfactory	139th
Wensho	63.0	Unsatisfactory	140th
Melekoza	62.6	Unsatisfactory	141st
Mirab Azerenet	62.5	Unsatisfactory	142nd
Gedeb	62.0	Unsatisfactory	143rd
Hadero Tunto	61.8	Unsatisfactory	144th
Misha	61.3	Unsatisfactory	145th
Lanfero	60.8	Unsatisfactory	146th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Misrak Azerenet	60.5	Unsatisfactory	147th
Kedida Gamela	59.5	Unsatisfactory	148th
Isera	59.5	Unsatisfactory	149th
Shone	59.1	Unsatisfactory	150th
Yeki	58.8	Unsatisfactory	151st
Ayda	58.8	Unsatisfactory	152nd
Gewata	58.0	Unsatisfactory	153rd
Merab Badwacho	54.6	Unsatisfactory	154th
Shashego	54.1	Unsatisfactory	155th
TuPi	52.9	Unsatisfactory	156th
Demba Gofa	52.2	Unsatisfactory	157th
Anlemo	48.6	Unsatisfactory	158th
Misrak Badwacho	45.5	Unsatisfactory	159th

3.8. Gambela

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Abobo	75.0	Good	1st
Lare	71.6	Good	2nd
Yegam Town	69.3	Good	3rd
Gambella	68.2	Good	4th
Godere	68.2	Good	5th
Mengeshi	68.2	Good	6th
Goge	67.1	Unsatisfactory	7th
Dima	64.8	Unsatisfactory	8th
Mekoy	64.8	Unsatisfactory	9th
Jor	61.4	Unsatisfactory	10th
Wantuwar	61.4	Unsatisfactory	11th
Itang	58.0	Unsatisfactory	12th
Jikawo	56.8	Unsatisfactory	13th
Akobo	51.1	Unsatisfactory	14th

3.9. Harari

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Hakim	71.8	Good	1st
Jinela	71.4	Good	2nd
Dire Teyera	71.0	Good	3rd
Shenkor	70.6	Good	4th
Abadir	68.7	Good	5th
Aboker	68.7	Good	6th
Erer	68.7	Good	7th
Sofi	68.7	Good	8th
Imir Nur	68.2	Good	9th

3.10. Dire Dawa

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Kebele 03	88.0	Very good	1st
Kebele 08	86.0	Very good	2nd
Kebele 06	77.0	Good	3rd
Kebele 05	67.0	Unsatisfactory	4th
Kebele 04	66.0	Unsatisfactory	5th
Kebele 02	65.0	Unsatisfactory	6th
Kebele 07	63.0	Unsatisfactory	7th
Kebele 01	51.0	Unsatisfactory	8th
Kebele 09			

3.11. Addis Ababa

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Yeka Woreda 6	87.0	Very good	1st
Addis Ketema Woreda 8	85.0	Very good	2nd
Lideta Woreda 2	85.0	Very good	3rd
Lideta Woreda 10	85.0	Very good	4th
Yeka Woreda 10	85.0	Very good	5th
Akaki Kaliti Woreda 2	85.0	Very good	6th
Addis Ketema Woreda 7	84.0	Very good	7th
Addis Ketema Woreda 10	84.0	Very good	8th
Lideta Woreda 1	84.0	Very good	9th
Bole Woreda 6	84.0	Very good	10th
Lideta Woreda 9	82.0	Good	11th
Addis Ketema Woreda 5	79.0	Good	12th
Bole Woreda 5	79.0	Good	13th
Kolfe Keranyo Woreda 9	79.0	Good	14th
Kolfe Keranyo Woreda 12	79.0	Good	15th
Akaki Kaliti Woreda 6	77.0	Good	16th
Kolfe Keranyo Woreda 4	77.0	Good	17th
Akaki Kaliti Woreda 3	76.0	Good	18th
Akaki Kaliti Woreda 4	76.0	Good	19th
Addis Ketema Woreda 6	75.0	Good	20th
Lideta Woreda 6	75.0	Good	21st
Bole Woreda 13	75.0	Good	22nd
Bole Woreda 14	75.0	Good	23rd
Bole Woreda 15	75.0	Good	24th
Nifas Silk Lafto Woreda 9	75.0	Good	25th
Kolfe Keranio Woreda 2	75.0	Good	26th
Gulele Woreda 8	75.0	Good	27th
Gulele Woreda 10	75.0	Good	28th
Lideta Woreda 5	74.0	Good	29th
Bole Woreda 4	74.0	Good	30th
Bole Woreda 10	74.0	Good	31st
Arada Woreda 6	73.0	Good	32nd
Addis Ketema Woreda 9	73.0	Good	33rd
Gulele Woreda 7	73.0	Good	34th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Gulele Woreda 9	73.0	Good	35th
Arada Woreda 10	72.0	Good	36th
Addis Ketema Woreda 2	72.0	Good	37th
Addis Ketema Woreda 3	72.0	Good	38th
Addis Ketema Woreda 4	72.0	Good	39th
Lideta Woreda 8	72.0	Good	40th
Yeka Woreda 3	72.0	Good	41st
Yeka Woreda 11	72.0	Good	42nd
Kolfe Keranyo Woreda 5	72.0	Good	43rd
Kolfe Keranyo Woreda 11	72.0	Good	44th
Arada Woreda 2	71.0	Good	45th
Addis Ketema Woreda 1	71.0	Good	46th
Kirkos Woreda 10	71.0	Good	47th
Yeka Woreda 8	71.0	Good	48th
Yeka Woreda 9	71.0	Good	49th
Bole Woreda 8	71.0	Good	50th
Nifas Silk Lafto Woreda 4	71.0	Good	51st
Kolfe Keranyo Woreda 1	71.0	Good	52nd
Arada Woreda 1	70.0	Good	53rd
Lideta Woreda 4	70.0	Good	54th
Lideta Woreda 7	70.0	Good	55th
Bole Woreda 1	70.0	Good	56th
Akaki Kaliti Woreda 5	70.0	Good	57th
Nifas Silk Lafto Woreda 5	70.0	Good	58th
Nifas Silk Lafto Woreda 12	70.0	Good	59th
Kolfe Keranyo Woreda 8	70.0	Good	60th
Kolfe Keranyo Woreda 13	70.0	Good	61st
Yeka Woreda 5	69.0	Good	62nd
Bole Woreda 3	69.0	Good	63rd
Arada Woreda 3	68.0	Good	64th
Kirkos Woreda 4	68.0	Good	65th
Kirkos Woreda 9	68.0	Good	66th
Bole Woreda 2	68.0	Good	67th
Bole Woreda 11	68.0	Good	68th
Kolfe Keranyo Woreda 3	68.0	Good	69th
Kolfe Keranyo Woreda 6	68.0	Good	70th
Lideta Woreda 3	67.0	Unsatisfactory	71st

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Kirkos Woreda 5	67.0	Unsatisfactory	72nd
Kirkos Woreda 7	67.0	Unsatisfactory	73rd
Akaki Kaliti Woreda 8	67.0	Unsatisfactory	74th
Nifas Silk Lafto Woreda 7	67.0	Unsatisfactory	75th
Gulele Woreda 1	67.0	Unsatisfactory	76th
Gulele Woreda 2	67.0	Unsatisfactory	77th
Gulele Woreda 3	67.0	Unsatisfactory	78th
Gulele Woreda 4	67.0	Unsatisfactory	79th
Gulele Woreda 6	67.0	Unsatisfactory	80th
Kirkos Woreda 3	66.0	Unsatisfactory	81st
Yeka Woreda 4	66.0	Unsatisfactory	82nd
Yeka Woreda 14	66.0	Unsatisfactory	83rd
Bole Woreda 7	66.0	Unsatisfactory	84th
Bole Woreda 9	66.0	Unsatisfactory	85th
Akaki Kaliti Woreda 1	66.0	Unsatisfactory	86th
Akaki Kaliti Woreda 7	66.0	Unsatisfactory	87th
Nifas Silk Lafto Woreda 6	66.0	Unsatisfactory	88th
Yeka Woreda 12	65.0	Unsatisfactory	89th
Kolfe Keranyo Woreda 10	65.0	Unsatisfactory	90th
Kirkos Woreda 1	64.0	Unsatisfactory	91st
Yeka Woreda 13	64.0	Unsatisfactory	92nd
Bole Woreda 12	64.0	Unsatisfactory	93rd
Kolfe Keranyo Woreda 7	64.0	Unsatisfactory	94th
Kolfe Keranyo Woreda 15	64.0	Unsatisfactory	95th
Arada Woreda 7	63.0	Unsatisfactory	96th
Yeka Woreda 1	63.0	Unsatisfactory	97th
Yeka Woreda 7	63.0	Unsatisfactory	98th
Akaki Kaliti Woreda 13	63.0	Unsatisfactory	99th
Nifas Silk Lafto Woreda 13	63.0	Unsatisfactory	100th
Arada Woreda 5	62.0	Unsatisfactory	101st
Kirkos Woreda 6	62.0	Unsatisfactory	102nd
Akaki Kaliti Woreda 12	62.0	Unsatisfactory	103rd
Nifas Silk Lafto Woreda 3	62.0	Unsatisfactory	104th
Nifas Silk Lafto Woreda 10	62.0	Unsatisfactory	105th
Kirkos Woreda 8	60.0	Unsatisfactory	106th
Nifas Silk Lafto Woreda 1	60.0	Unsatisfactory	107th
Kolfe Keranyo Woreda 14	60.0	Unsatisfactory	108th

Woreda	Woreda performance in %	Woreda performance by level of achievement	Performance rank
Arada Woreda 4	58.0	Unsatisfactory	109th
Arada Woreda 9	58.0	Unsatisfactory	110th
Akaki Kaliti Woreda 10	58.0	Unsatisfactory	111th
Arada Woreda 8	57.0	Unsatisfactory	112th
Nifas Silk Lafto Woreda 2	57.0	Unsatisfactory	113th
Nifas Silk Lafto Woreda 8	57.0	Unsatisfactory	114th
Yeka Woreda 2	56.0	Unsatisfactory	115th
Gulele Woreda 5	56.0	Unsatisfactory	116th
Akaki Kaliti Woreda 11	55.0	Unsatisfactory	117th
Nifas Silk Lafto Woreda 11	55.0	Unsatisfactory	118th
Kirkos Woreda 2	54.0	Unsatisfactory	119th
Kirkos Woreda 11	51.0	Unsatisfactory	120th
Akaki Kaliti Woreda 9	49.0	Unsatisfactory	121st

Annex-4: Comparisons of the 2019 assessment with the 2016 assessment by woreda

Tigray

	New-2019	Old-2016
Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Wukro Town	Excellent	Very good
Adigrat Town	Excellent	Very good
Maichew Town	Very good	Very good
Laelay Maichew	Very good	Very good
Kuha Sub-City	Very good	Excellent
Raya Azebo	Very good	Very good
Tahtay Koraro	Very good	Very good
Kelte Awlalo	Very good	Good
Irop	Very good	Good
Alejo	Very good	Very good
Shiraro Town	Very good	Very good
K/Weyane Sub-city	Very good	Very good
Mekele City	Very good	Very good
M/Leh	Very good	Very good
Asgedetsembela	Very good	Very good
Ganta Afshum	Very good	Very good
GuloMekda	Very good	Good
Hawzen	Very good	Very good
T/Adyabo	Very good	Very good
A/Wonberta	Very good	Very good
Hadinet	Very good	Very good
Alamata Town	Very good	Very good
Endamohoni	Very good	Very good
Adwa Town	Very good	Very good
Korem Town	Very good	Very good
Naeder Adet	Very good	Very good
Adwa Woreda	Very good	Good
Leh Woreda	Very good	Excellent
Semen Town	Very good	Very good
Raya Alamata	Very good	Very good
Ayder Sub-city	Very good	Very good
adhatiSub-city	Very good	Very good
KolaTemben	Very good	Very good
Tahtay Maichew	Very good	Very good
ShireEndeselassie Town	Very good	Very good
Tsegede	Very good	Very good
Ofla	Very good	Very good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
M/Zana	Very good	Good
Enderta	Very good	Very good
Laelay Adiabo	Very good	Very good
Hawelti Town	Very good	Very good
Wolkait	Very good	Very good
Tafta Humera	Good	Very good
Abiadi Town	Good	Very good
H/Wujerat	Good	Very good
Tselemti	Good	Very good
S/H/Amba	Good	Very good
Aheferom	Good	Very good
Axum Town	Good	Very good
Seharti Samri	Good	Very good
T/Abeerge;e	Good	Very good
Degua Temben	Good	Good
Setit Humera Town	Good	Good
Seharti Samre	missing	Very good
Laelai Adiyabo	missing	Very good
Afar	new	old

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Koneba	Very good	Very Good
Amibara	Very good	Excellent
Dewe	Very good	Good
Ture	Very good	Good
Dalifage	Very good	Very Good
Awash Fentalle	Very good	Excellent
Chifra	Very good	Excellent
Gelaelo	Good	Very Good
Berahele	Good	Good
Afambo	Good	Good
Asayita	Good	Good
Dalol	Good	Very Good
Megale	Good	Good
Elidar	Good	Good
Telalak	Good	Good
Awa	Good	Unsatisfactory
Abeala	Good	Good
Yalo	Good	Unsatisfactory
Argoba Special woreda	Good	Unsatisfactory
Semurobi Gelaelo	Good	Good
Mille	Good	Very Good
Semera Logi Town	Good	Good
Arebti	Good	Good
Golina	Good	Good
Hadlala	Good	Very Good
Dubti	Good	Very Good
Dulesa	Unsatisfactory	Good
Awra	Unsatisfactory	Unsatisfactory
Adaar	Unsatisfactory	Good
Awash Town	Unsatisfactory	Good
Kori		Unsatisfactory
Bidu		Unsatisfactory
Afdeer		Unsatisfactory
Gewane		Very Good
Dalifage	missing	Very Good
Amhara		
	new	old

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Antsokia	Excellent	Very good
Sekela	Excellent	Good
Debecha Zuria	Excellent	Very good
Menze Mama	Excellent	Very good
Bibegn	Excellent	Good
Merhabete	Very good	Very good
Gishe Rabel	Very good	Good
Mida Weremo	Very good	Very good
Moja & Wedera	Very good	Very good
Debark Town	Very good	Good
Dabat Town	Very good	Good
Were Babo	Very good	Good
Basona Werena	Very good	Excellent
Menze Keya	Very good	Very good
Ataye	Very good	Very good
Debark	Very good	Very good
Debre Elias	Very good	Very good
Bichena	Very good	Very good
Semen Achefer	Very good	Very good
Merawi City	Very good	Very good
Alemketema City	Very good	Very good
HuletEju Enesa	Very good	Good
South Achefer	Very good	Very good
Dega Damot	Very good	Very good
FinoteSelam Town	Very good	Very good
Bure Town	Very good	Very good
Gugsa Shekudaïd	Very good	Very good
Tenta	Very good	Good
Semen Mecha	Very good	Good
Quarit	Very good	Very good
Ankober	Very good	Very good
Tarma Ber	Very good	Good
Ensaro	Very good	Good
Shoa Robit	Very good	Very good
Adiarkai	Very good	Good
Mota Town	Very good	Very good
Angolela & Tera	Very good	Good
Menze Gera	Very good	Very good
Menze Lalo	Very good	Good
Mechekel	Very good	Good
Debre Markos	Very good	Very good
Enarge Enawga	Very good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
E/SarMedir	Very good	
Lay Gaint	Very good	Good
Wemberma	Very good	Good
Banja	Very good	Good
Dangela	Very good	Good
Ebinat	Very good	Good
Last	Very good	Good
Berehet	Very good	Very good
Morete & Jiru	Very good	Good
Hagere Mariam	Very good	Good
Yilma & Densa	Very good	Good
Jabi Tehanan	Very good	Good
Adet City	Very good	Good
Legambo	Very good	Good
Sekota Town	Very good	Good
Farta	Very good	Good
Gedan	Very good	Good
Bahir Dar Zuria	Very good	Very good
Bure Zuria	Very good	Good
Mersa Town	Very good	Good
Efrata & Gedem	Very good	Good
SiyaDebre & Wayu	Very good	Good
Senan	Very good	Good
Jile Timuga	Very good	Good
Kemise Town	Very good	Very good
Kelela	Very good	Good
Habru	Very good	Good
Gonje Kolela	Very good	Very good
Enjebara	Very good	Good
FuGta	Very good	Good
Sede	Very good	
Mehal Sayent	Very good	Unsatisfactory
Lalibela Town	Very good	Very good
Dangela Town	Very good	Good
GanGa	Very good	Good
Zegem	Very good	Unsatisfactory
Tehuledere	Very good	Good
Minjar Shenkora	Very good	Good
Asa girt	Very good	Good
Debre Birhan	Very good	Good
Misrak Denbiya	Very good	
D/Tilatgen	Very good	
Addis Zemen	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Mekane Eyesus	Good	Very good
Semada	Good	Good
Woldia Town	Good	Good
Kobo Town	Good	Good
Dawnt	Good	Good
Dembecha Town	Good	Very good
Chagni Town	Good	Good
Amhara Sayent	Good	Good
Beyeda	Good	Good
Gonchsenesa	Good	Very good
Genda Wuha	Good	Good
Wereilu	Good	Unsatisfactory
Kewt	Good	Good
Basoliben	Good	Good
Dejen Zuria	Good	Good
Enemay	Good	Very good
Gazgebla	Good	Very good
Quara	Good	Good
Fogera	Good	Good
Dera	Good	Good
Meket	Good	Good
Bati Town	Good	Good
Hayk Town	Good	Unsatisfactory
Ambassel	Good	Good
Sekora Zuria	Good	Good
Debre Tabor Town	Good	Good
Guba Lafto	Good	Very good
Raya Kobo	Good	Good
Janamora	Good	Good
Gozamen	Good	Good
Jama	Good	Good
Mehalmeda	Good	Good
Dabat	Good	Good
Aneded	Good	Good
Tach Gaint	Good	Good
Guna Begemedder	Good	
Ankeshesha	Good	Good
Leghida	Good	Good
Awabel	Good	Very good
Dejen Town	Good	Good
Este	Good	Good
Wegdi	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Dewachefa	Good	Good
Metema	Good	Good
Mekdela	Good	Good
Borena	Good	Good
Jawi	Good	Unsatisfactory
Telemt	Good	Good
Artuma Farsi	Good	Good
Shebel Berenta	Good	Very good
Woreta	Good	Good
Wadela	Good	Good
Delanta	Good	Good
Abergele	Good	Good
Albuko	Good	Very good
Libo Kemkem	Good	Good
Nefas Mewcha	Good	Good
Dessie Zuria	Good	Good
Kombolcha Town	Good	Good
Dewe Harewa	Good	Good
Sede Muja	Good	
Bati	Good	Good
MedreGenet	Good	Good
Kutaber	Good	Good
Angote	Good	
Wereilu	Good	
Andabet	Good	Good
Bugna	Good	Good
AyehuGugsa	Good	
MekaneSelam	Good	Very good
SehalaSeyemt	Good	
Zequala	Good	Good
Gondar Zuria	Good	Good
Dehana	Good	Good
Kalu	Good	Good
Takusa	Good	Good
Merab Denbya	Good	
Misrak Belesa	Good	Good
Alefa	Good	Good
Tach Armacheho	Good	Good
Wegera	Good	Good
Merab Armacheho	Good	Good
Argoba	Good	Unsatisfactory
Merab Belesa	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Gazo	Unsatisfactory	
Debub Mecha	Unsatisfactory	
Metema Yohannes	Unsatisfactory	Unsatisfactory
Tsa gbej	Unsatisfactory	
Tegede	Unsatisfactory	
Kinfaz Begela	Unsatisfactory	
Meketewa	Unsatisfactory	
Oromia	new	old

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Limu Seka	Very good	Very good
Dale Sedi	Very good	Good
Hawa Gelan	Very good	Good
Gidami	Very good	Good
Chiro	Very good	Good
Agarfa	Very good	Good
Gumai	Very good	Good
Amuru	Very good	Good
LaloKile	Very good	Good
Bedele	Very good	Good
Jima Geneti	Very good	Good
Meta	Very good	Very good
Didu	Very good	Good
Deder Town	Very good	Very good
Boke	Very good	Good
Ababo Guduru	Very good	Good
Gasera	Very good	Good
Tiro Afeta	Very good	Good
Setema	Very good	Good
Sigmo	Very good	Good
Hawi Gudina	Very good	Good
Tolle	Very good	Good
Gemechis	Very good	Good
Guba Koricha	Very good	Good
Sedi Chenka	Very good	Good
Anfilo	Very good	Good
Oda Bultum	Very good	Very good
Bure	Very good	Very good
Becho	Very good	Good
Doreni	Very good	Good
Alge Sechi	Very good	Good
Halu	Very good	Good
Nole Kaba	Very good	Good
Jima Town	Very good	Very good
NoNo Benja	Very good	Good
Dabo Hana	Very good	Good
Dedesa	Very good	Very good
Ginir	Very good	Good
Ale	Very good	Good
Haremaya	Very good	Good
Seyo Nole	Very good	Unsatisfactory
Kiltu Kara	Very good	Good
Nono Sele	Very good	Unsatisfactory

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Guduru	Very good	Good
Kondaltiti/Sodo Dechi	Very good	Good
Bilo Nopa	Very good	Good
Hurumu	Very good	Good
Anchar	Very good	Good
Ayra	Very good	Good
Kersa	Very good	Very good
Sekoru	Very good	Good
Dedo	Very good	Good
Agaro Town	Very good	Good
Gera	Very good	Good
Kersa	Very good	Very good
Goro	Very good	Good
Lume	Good	Good
Metu Town	Good	Good
Ameya	Good	Good
Homa	Good	Very good
Yayo	Good	Good
Ginir Town	Good	Good
Chora	Good	Good
Golelcha	Good	Good
Dinsho	Good	Very good
Jerdega Jarte	Good	Good
Dale Wabera	Good	Unsatisfactory
Nejo	Good	Good
Omo Biyam	Good	Good
Gewo Kebe	Good	Good
Bedessa Town	Good	Very good
Miesso	Good	Good
Bishoftu Town	Good	Good
Abe Dengoro	Good	Good
Gechi	Good	Good
Ghimbi	Good	Very good
Haru	Good	Good
Begi	Good	Good
Abay Chomen	Good	Good
Gimbichu	Good	Good
Chiro Town	Good	Good
Gega	Good	Very good
Seka Chekorsa	Good	Good
Bule Hara Town	Good	Good
Fedis	Good	Good
Kersa Malima	Good	Unsatisfactory

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Jima Horo	Good	Unsatisfactory
Sherka	Good	Good
Adama Town	Good	Good
Negele Arsi Town	Good	Good
Seden Sodo	Good	Good
Karcha	Good	Good
Abeya	Good	Good
Darimu	Good	Very good
Melka Belea	Good	Good
Chewaka	Good	Good
Illu	Good	Good
Seyo	Good	Good
Kombolcha	Good	Very good
Wolisso Town	Good	Good
Ghimbi	Good	Good
Becho	Good	Good
Dugda Dawa	Good	Good
Ada	Good	Unsatisfactory
Midega	Good	Good
Burka Dintu	Good	Good
Shambu Town	Good	Very good
Wonchi	Good	Good
Mede Welabo	Good	Good
Mojo Town	Good	Good
Negele Town	Good	Good
Jima Rare	Good	Good
Bule Hora	Good	Good
Gobu Seyu	Good	Good
Amonada	Good	Good
Moyalle	Good	Good
Genji	Good	Unsatisfactory
Yabello Town	Good	Good
Chinaksen	Good	Good
Jarso	Good	Good
Wolisso	Good	Good
Shala	Good	Good
Holeta Town	Good	Very good
Kondela	Good	Good
GuLiso	Good	Good
Fitche Town	Good	Good
Horo Buluk	Good	Good
Mendi Town	Good	Good
Dawa	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Adami Tulu Jido Combolcha	Good	Good
Goba Town	Good	Good
Horo	Good	Very good
Liben	Good	Good
Haremeya Town	Good	Good
Yubdo	Good	Good
LaloAsabi	Good	Very good
Shabe	Good	Good
Bedeno	Good	Good
MeneSibu	Good	Good
Sululta	Good	Good
Legehida	Good	Good
Deder	Good	Very good
Sibu Sire	Good	Good
Gursum	Good	Good
Daro Lebu	Good	Good
Mulo	Good	Good
Jeldu	Good	Good
Metu	Good	Good
Sendafa Beke Town	Good	Good
Doba	Good	Very good
Hinkelo Wabi	Good	Good
Chemen Guduru	Good	Good
Ilu Gelan	Good	Good
Boji Dermeji	Good	Good
BoJi Chekorsa	Good	Good
Shakiso Town	Good	Good
Meko	Good	Good
Heben Arsi	Good	Good
Sewena	Good	Good
Dugda	Good	Good
Burayu Town	Good	Good
Kofele	Good	Good
Liben Chequala	Good	Good
Babile\	Good	Good
Dawi Serer	Good	Good
Sebeta Town	Good	Good
Akaki	Good	Good
Welmera	Good	Good
Gelan	Good	Good
Tulo	Good	Good
Uraga	Good	Good
Nejo Town	Good	Very good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Babo Gembel	Good	Good
Guto Gida	Good	Good
Goma	Good	Good
Adaba	Good	Good
Dawi Kachen	Good	Good
Gomele	Good	Good
Debre Libanos	Good	Unsatisfactory
Dembi Dolo Town	Good	Unsatisfactory
Guchi	Good	Good
Shashemene	Good	Good
Cheleya	Good	Good
Dubuluk	Good	Good
Gar Jaarso	Good	Good
Wadchile	Good	Good
Goba	Good	Good
Limu Kasa	Good	Unsatisfactory
Elwaye	Good	Good
Mida Kegn	Good	Good
Legetafo Legedadi Town	Good	Good
Dire Enchini	Good	Good
Bore	Good	Good
Batu Town	Good	Good
Dano	Good	Good
Dire	Good	Good
Aweday Town	Good	Very good
Berek	Good	Good
Deksis	Good	Good
Toko Kutaye	Good	Good
Suluta Town	Good	Good
Dendi	Good	Good
Chora Bore	Good	Good
Elfeta	Good	Good
BirBirsu KoJoWa	Good	Good
Harena Buluk	Good	Good
Wadera	Good	Good
Goro	Good	Good
WereJarso	Good	Good
Teltele	Good	Good
Kimbibit	Good	Good
Kore	Good	Good
Meta Robi	Good	Good
Meta Wolkite	Good	Good
Borecha	Good	Very good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Jibat	Good	Good
Miyo	Good	Unsatisfactory
Wechale	Good	Good
Boneya Boshe	Good	Good
Wayu Tuka	Good	Good
Dera	Good	Good
Robe	Good	Good
Gorogutu	Good	Good
Abichu Pea	Good	Good
Dodola	Good	Good
Dukem Town	Good	Good
Ana Sora	Good	Good
Jarso	Good	Good
Kuye	Good	Good
Raytu	Good	Good
Adama	Good	Good
Negele Arsi	Good	Good
Goro Muti	Good	Good
Bako Tibe	Good	Good
Ada Berga	Good	Good
Hidabu About	Good	Good
Guna	Good	Good
Adola Rede	Good	Good
Dama	Good	Good
Kurfa Chole	Good	Good
Guro Dola	Good	Good
Ambo	Good	Unsatisfactory
GoleOda	Good	Good
NoNO	Good	Good
Mancho	Good	Good
Mena	Good	Good
Gedeb Asasa	Good	Good
Nensebo	Good	Good
Oda Shakiso	Good	Good
Girja	Good	Unsatisfactory
Sebeta	Good	Good
Leta Sibru	Good	Good
Dodola Town	Good	Good
Bekoji Town	Good	Good
Tiyo	Good	Good
Melka Soda	Good	Good
Bele Gesgar	Good	Good
Yabello	Good	Unsatisfactory

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Chobi	Good	Good
Sinana	Good	Good
Hambela Wamena	Good	Unsatisfactory
Degem	Good	Good
Mendo	Good	Unsatisfactory
Wama Hagelo	Good	Good
KoKosa	Good	Unsatisfactory
Gelan Town	Good	Good
Ajersa Lefo	Good	Good
Meyu Muluki	Good	Unsatisfactory
Gulale	Good	Good
Boset	Unsatisfactory	Good
Aga Wayu	Unsatisfactory	Good
Sude	Unsatisfactory	Good
Jida	Unsatisfactory	Good
Aleltu	Unsatisfactory	Good
Liben Jawi	Unsatisfactory	Good
Adola Town	Unsatisfactory	Good
Arero	Unsatisfactory	Good
Gida Ayana	Unsatisfactory	Good
Leka Dulecha	Unsatisfactory	Good
Gudeya Bila	Unsatisfactory	Good
Gumi Eldalo	Unsatisfactory	Good
Chole	Unsatisfactory	Good
Fentale	Unsatisfactory	Good
Shashemene Town	Unsatisfactory	Good
Ajere	Unsatisfactory	Good
Ambo Town	Unsatisfactory	Good
Seba Boru	Unsatisfactory	Good
Merti	Unsatisfactory	Good
Seru	Unsatisfactory	Good
Bora	Unsatisfactory	Unsatisfactory
Assela Town	Unsatisfactory	Good
Shenen Dugo	Unsatisfactory	Good
Asseko	Unsatisfactory	Good
Limu Bilbilo	Unsatisfactory	Unsatisfactory
Digelu Tejo	Unsatisfactory	Good
Dilo	Unsatisfactory	Unsatisfactory
Babile Town	Unsatisfactory	Unsatisfactory

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Gende Beret	Unsatisfactory	Good
Bishan Guracha Town	Unsatisfactory	Good
Nekempt Town	Unsatisfactory	Unsatisfactory
NuNu Kumba	Unsatisfactory	Good
JaJu	Unsatisfactory	Good
Robe Town	Unsatisfactory	Good
Metehara Town	Unsatisfactory	Good
Munesa	Unsatisfactory	Unsatisfactory
Golelcha	Unsatisfactory	Good
Abuna Gendeberet	Unsatisfactory	Good
Bedele Town	Unsatisfactory	Good
Haro Limu	Unsatisfactory	Unsatisfactory
Jima Arjo	Unsatisfactory	Good
Sasiga	Unsatisfactory	Unsatisfactory
Delo Mena	Unsatisfactory	Good
Berberere	Unsatisfactory	Good
Hitosa	Unsatisfactory	Good
Tena	Unsatisfactory	Unsatisfactory
Amigna	Unsatisfactory	Good
Ziway Dugda	Unsatisfactory	Good
Gure Damole	Unsatisfactory	Good
Kirmu	Unsatisfactory	Unsatisfactory
Diga	Unsatisfactory	Good
Ibantu	Unsatisfactory	Good
Lode Hitosa	Unsatisfactory	Good
Siraro	Unsatisfactory	Good
Haro Welabu	Unsatisfactory	Good
Limu	Unsatisfactory	Unsatisfactory
Botor Tolay	Unsatisfactory	Good
Girawa	Unsatisfactory	Unsatisfactory
Sire	Unsatisfactory	Good
Gubi Bordede	Unsatisfactory	Good
Dodota	Unsatisfactory	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Shenen Kolu	Unsatisfactory	Good
Sero Berguda	Unsatisfactory	Good
Kumbi	Unsatisfactory	Unsatisfactory
Yamalogi Welel	Unsatisfactory	Good
Somale		

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Kebridehar Town	Very good	Good
DoloOda	Very good	Unsatisfactory
Kebridehar	Very good	Unsatisfactory
Fike	Very good	Good
Kohle	Very good	Good
Bokolemayo	Good	Good
Warder	Good	Good
Shenele	Good	Good
Geladi	Good	Good
Hargele	Good	Good
Erer	Good	Very good
Barey	Good	Unsatisfactory
Segeg	Good	Unsatisfactory
JigJiga City	Good	Very good
Dig	Good	Good
Afdem	Good	Good
Chereti	Good	Good
Raso	Good	Good
Mersin	Good	Good
Gode Town	Good	Good
Gode	Good	Good
Gashem	Good	Good
Elkere	Good	Very good
West Emey	Good	Good
EIOgaden	Good	Good
GuroBekeksa	Good	Good
Gerbo	Good	Good
KebriBeyah Town	Good	Good
Babile	Good	Good
Misrak Imay	Good	Good
Bodoley	Good	Good
Kunduber	Good	Good
Hamero	Good	Unsatisfactory
KebriBeyah	Good	Good
Togowuchale Town	Good	Good
Degehabur Town	Good	Good
Shebeley	Good	Good
Goljeno	Good	Good
Harewa	Good	Good
Denan	Good	Good
Aware	Good	Good
Birkod	Good	Unsatisfactory
Yaole	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Hadgala	Good	Good
Dolobay	Good	Good
Shilabo	Good	Good
Dekasufutu	Good	Good
Horshgah	Good	Good
Gursum	Good	Good
Koran/Mulan	Good	Good
Degehabur	Good	Good
Filtu	Good	Good
Hararey	Good	Good
Hororeys	Good	Good
Abatorow	Good	Good
Ararso	Good	Good
Degahmedow	Good	Unsatisfactory
Gungedo	Good	Unsatisfactory
Denbel	Good	Good
Bok	Good	Good
Deratole	Good	Good
Meymulko	Good	Unsatisfactory
Yehob	Good	Good
Wangey	Good	Good
Harshen	Good	Good
Awbere	Good	Very good
Tuligid	Good	Very good
Berano	Good	Good
Bikulber	Good	Good
Ayshea	Good	Good
Gota Biki	Good	Good
Dobowein	Good	Good
Elwein	Good	Good
Legaheda	Good	Unsatisfactory
Elele	Good	Good
Deror	Good	Good
Meiso	Good	Good
Heglote	Good	Good
Galhumer	Good	Good
Dehun	Good	Good
Adadela	Good	Good
Lasdenkyer	Good	Good
Ayun	Good	Good
Godgod	Unsatisfactory	Good
Gurodamole	Unsatisfactory	Good
Kersasdula	Unsatisfactory	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Denod	Unsatisfactory	Good
Selehad	Unsatisfactory	Unsatisfactory
Lehelyub	Unsatisfactory	Good
Sheygosh	Unsatisfactory	Unsatisfactory
Benshangul-Gumuz		

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Pawi	Good	Good
Wenbera	Good	Unsatisfactory
Debate	Good	Unsatisfactory
GilgelBeles Town	Good	Good
Menge	Good	Good
Bulen	Good	Good
Assosa	Good	Good
Bambasi	Good	Good
Kamashe	Good	Good
Mandura	Good	Good
Assosa City	Good	Good
Kurmuk	Good	Good
Assosa City Woreda 1	Good	Good
MaoKomo	Good	Good
Oda Bildiglu	Good	Good
Assossa City Woreda 2	Good	Good
Homosha	Good	Unsatisfactory
Dangur	Good	Good
Agalo	Unsatisfactory	Unsatisfactory
Yaso	Unsatisfactory	Good
Sedale	Unsatisfactory	Good
Guba	Unsatisfactory	Unsatisfactory
Kemash Town	Unsatisfactory	Unsatisfactory
Belew	Unsatisfactory	Good
Sherkole	Unsatisfactory	Unsatisfactory
SNNP		

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Damot Gale	Excellent	Very good
Dale	Excellent	Unsatisfactory
Kindo Koyssha	Very good	Unsatisfactory
Sodo Zuria	Very good	Good
Gumer	Very good	Good
Cheha	Very good	Good
Areka Town	Very good	Unsatisfactory
Damot Weyde	Very good	Good
Ofa	Very good	Good
Enemore & Ener	Very good	Good
Durame Town	Very good	Good
Eja	Very good	Unsatisfactory
Damot Sore	Very good	Unsatisfactory
Aleta Wendo Town	Very good	Good
Daye Town	Very good	Unsatisfactory
Kacha Bira	Very good	Unsatisfactory
Doyo Gena	Very good	Unsatisfactory
Boloso Bombe	Very good	Unsatisfactory
Shey Bench	Very good	Unsatisfactory
Araba Minch Zuria	Very good	Unsatisfactory
Boricha	Very good	Unsatisfactory
Shinshicho City	Very good	Unsatisfactory
Sheko	Very good	Unsatisfactory
Butajira Town	Very good	Good
Hadero Town	Very good	Unsatisfactory
Male	Very good	Good
Dehub Bench	Very good	Unsatisfactory
Jinka Town	Very good	Good
Yirga Chefe	Very good	Good
Mehurena Aklile	Very good	Unsatisfactory
Kochere	Very good	Unsatisfactory
Dehub Ari	Very good	Unsatisfactory
Meskan	Very good	Unsatisfactory
Kucha	Very good	Unsatisfactory
Biro	Very good	Unsatisfactory
Lemo	Very good	Unsatisfactory
Angacha	Very good	Unsatisfactory
Denboya	Very good	Good
Mizan Aman	Good	Unsatisfactory
Kebena	Good	Unsatisfactory
Yem	Good	Unsatisfactory
Sodo	Good	Good
Dugena Fungo	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Gena/zabagazo	Good	Unsatisfactory
Gedebano/Gu/Welene	Good	Unsatisfactory
Arba Minch Town	Good	Good
Yirgalem Town	Good	Unsatisfactory
Konta	Good	Good
Tarcha Town	Good	Unsatisfactory
Derashe	Good	Good
Cheta	Good	Unsatisfactory
Wolkite Town	Good	Good
Geze Gofa	Good	Unsatisfactory
Mareka	Good	Unsatisfactory
Hamer	Good	Unsatisfactory
Dulecha	Good	Good
Malga	Good	Unsatisfactory
Chire	Good	Unsatisfactory
Sodo Town	Good	Good
Semen Bench	Good	Unsatisfactory
Endegagn	Good	Unsatisfactory
Mirab Abaya	Good	Unsatisfactory
Sawla Town	Good	Unsatisfactory
Semen Ari	Good	Good
Bena Tsemai	Good	Good
Gibe	Good	Unsatisfactory
Duna	Good	Unsatisfactory
Anderacha	Good	Good
Mash	Good	Unsatisfactory
Arbegona	Good	Unsatisfactory
Dara	Good	Unsatisfactory
Halaba Town	Good	Unsatisfactory
Deremalo	Good	Unsatisfactory
Aroresa	Good	Unsatisfactory
Genbo	Good	Unsatisfactory
Sailem	Good	Good
Bodeti Town	Good	Good
Soro	Good	Unsatisfactory
Dilla Zuria	Good	Good
Halaba	Good	Unsatisfactory
Maji	Good	Unsatisfactory
Wenago	Good	Good
Salamago	Good	Good
Masha Town	Good	Good
Bule	Good	Unsatisfactory
Boreda	Good	Unsatisfactory

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Silte	Good	Good
Tilo	Good	Good
Adiyo	Good	Unsatisfactory
Hosaena	Good	Unsatisfactory
Dasench	Good	Unsatisfactory
Chencha Zuria	Good	Unsatisfactory
Geta	Good	Unsatisfactory
Gura Ferda	Good	Unsatisfactory
Gesha	Good	Good
Bonga Town	Good	Unsatisfactory
Kendo Didayo	Good	Good
Werabe Town	Good	Good
Dilla Town	Good	Unsatisfactory
Aleta Wendo	Good	Unsatisfactory
Bensa	Good	Unsatisfactory
Loka Abaya	Good	Good
Tinbaro	Good	Good
Gnangatom	Good	Good
Decha	Good	Unsatisfactory
Chena	Good	Good
Burji	Good	Good
Leku Town	Good	Unsatisfactory
Konso	Good	No results
Hulbarg	Good	Good
Gombora	Good	Unsatisfactory
Uba D/Tshai	Good	Unsatisfactory
Bitu	Good	Unsatisfactory
Damot Pulas	Good	Good
Loma	Good	Good
Abshege	Good	Unsatisfactory
Hula	Good	Unsatisfactory
Boloso Sore	Good	Good
Yirgachefe Town	Good	No results
Sankura	Good	Unsatisfactory
Gerese	Good	Unsatisfactory
Meint Shasha	Good	Unsatisfactory
Humbo	Good	Good
Alicho Wuraro	Unsatisfactory	Good
Wondo Genet	Unsatisfactory	Unsatisfactory
Bursa	Unsatisfactory	Unsatisfactory
Zala	Unsatisfactory	Unsatisfactory
Kamba	Unsatisfactory	Unsatisfactory

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Tocha	Unsatisfactory	Unsatisfactory
Karat Town	Unsatisfactory	Unsatisfactory
Dita	Unsatisfactory	Unsatisfactory
Surma	Unsatisfactory	Unsatisfactory
Goriche	Unsatisfactory	Unsatisfactory
Meant Goldia	Unsatisfactory	Unsatisfactory
Ale	Unsatisfactory	Unsatisfactory
Amaro	Unsatisfactory	Good
Hawassa Zuria	Unsatisfactory	Unsatisfactory
Aleta Cheko	Unsatisfactory	Unsatisfactory
Bona	Unsatisfactory	Unsatisfactory
Wensho	Unsatisfactory	Unsatisfactory
Melekoza	Unsatisfactory	Unsatisfactory
Mirab Azerenet	Unsatisfactory	Unsatisfactory
Gedeb	Unsatisfactory	Unsatisfactory
Hadero Tunto	Unsatisfactory	Unsatisfactory
Misha	Unsatisfactory	Unsatisfactory
Lanfero	Unsatisfactory	Unsatisfactory
Misrak Azerenet	Unsatisfactory	Unsatisfactory
Kedida Gamela	Unsatisfactory	Good
Isera	Unsatisfactory	Unsatisfactory
Shone	Unsatisfactory	Unsatisfactory
Yeki	Unsatisfactory	Unsatisfactory
Ayda	Unsatisfactory	Unsatisfactory
Gewata	Unsatisfactory	Unsatisfactory
Merab Badwacho	Unsatisfactory	Unsatisfactory
Shashego	Unsatisfactory	Unsatisfactory
TuPi	Unsatisfactory	Unsatisfactory
Demba Gofa	Unsatisfactory	Unsatisfactory
Anlemo	Unsatisfactory	Unsatisfactory
Misrak Badwacho	Unsatisfactory	Unsatisfactory
Gambela		

Woreda	Woreda performance by level of achievement (current)	
Abobo	Good	Unsatisfactory
Lare	Good	Unsatisfactory
Yegam Town	Good	Unsatisfactory
Gambella	Good	Unsatisfactory
Godere	Good	Unsatisfactory
Mengeshi	Good	Good
Goge	Unsatisfactory	Unsatisfactory
Dima	Unsatisfactory	Unsatisfactory
Mekoy	Unsatisfactory	Unsatisfactory
Jor	Unsatisfactory	Unsatisfactory
Wantuwar	Unsatisfactory	Unsatisfactory
Itang	Unsatisfactory	Unsatisfactory
Jikawo	Unsatisfactory	Unsatisfactory
Akobo	Unsatisfactory	Unsatisfactory
Harari		

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Hakim	Good	Good
Jinela	Good	Good
Dire Teyera	Good	Good
Shenkor	Good	Good
Abadir	Good	Good
Aboker	Good	Good
Erer	Good	Good
Sofi	Good	Good
Imir Nur	Good	Good
Dire Dawa		

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Kebele 03	Very good	Good
Kebele 08	Very good	Good
Kebele 06	Good	Good
Kebele 05	Unsatisfactory	Very good
Kebele 04	Unsatisfactory	Good
Kebele 02	Unsatisfactory	Unsatisfactory
Kebele 07	Unsatisfactory	Good
Kebele 01	Unsatisfactory	Very good
Kebele 09		Unsatisfactory
Addis Ababa		

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Yeka Woreda 6	Very good	Good
Addis Ketema Woreda 8	Very good	Good
Lideta Woreda 2	Very good	Very good
Lideta Woreda 10	Very good	very good
Yeka Woreda 10	Very good	Good
Akaki Kaliti Woreda 2	Very good	Good
Addis Ketema Woreda 7	Very good	Unsatisfactory
Addis Ketema Woreda 10	Very good	Good
Lideta Woreda 1	Very good	Very good
Bole Woreda 6	Very good	Unsatisfactory
Lideta Woreda 9	Good	Good
Addis Ketema Woreda 5	Good	Unsatisfactory
Bole Woreda 5	Good	Good
Kolfe Keranyo Woreda 9	Good	Good
Kolfe Keranyo Woreda 12	Good	Good
Akaki Kaliti Woreda 6	Good	Unsatisfactory
Kolfe Keranyo Woreda 4	Good	Good
Akaki Kaliti Woreda 3	Good	Good
Akaki Kaliti Woreda 4	Good	Good
Addis Ketema Woreda 6	Good	Good
Lideta Woreda 6	Good	Good
Bole Woreda 13	Good	Good
Bole Woreda 14	Good	Unsatisfactory
Bole Woreda 15	Good	0
Nifas Silk Lafto Woreda 9	Good	Unsatisfactory
Kolfe Keranio Woreda 2	Good	Good
Gulele Woreda 8	Good	Good
Gulele Woreda 10	Good	Unsatisfactory
Lideta Woreda 5	Good	Good
Bole Woreda 4	Good	Good
Bole Woreda 10	Good	Unsatisfactory
Arada Woreda 6	Good	Very good
Addis Ketema Woreda 9	Good	Very good
Gulele Woreda 7	Good	Good
Gulele Woreda 9	Good	Good
Arada Woreda 10	Good	Good
Addis Ketema Woreda 2	Good	Good
Addis Ketema Woreda 3	Good	very good
Addis Ketema Woreda 4	Good	Good
Lideta Woreda 8	Good	Good
Yeka Woreda 3	Good	Good
Yeka Woreda 11	Good	Good
Kolfe Keranyo Woreda 5	Good	Good
Kolfe Keranyo Woreda 11	Good	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Arada Woreda 2	Good	Very good
Addis Ketema Woreda 1	Good	Good
Kirkos Woreda 10	Good	Good
Yeka Woreda 8	Good	Good
Yeka Woreda 9	Good	Good
Bole Woreda 8	Good	Unsatisfactory
Nifas Silk Lafto Woreda 4	Good	Good
Kolfe Keranyo Woreda 1	Good	Unsatisfactory
Arada Woreda 1	Good	Very good
Lideta Woreda 4	Good	very good
Lideta Woreda 7	Good	Good
Bole Woreda 1	Good	Good
Akaki Kaliti Woreda 5	Good	Very good
Nifas Silk Lafto Woreda 5	Good	Good
Nifas Silk Lafto Woreda 12	Good	Good
Kolfe Keranyo Woreda 8	Good	Unsatisfactory
Kolfe Keranyo Woreda 13	Good	Good
Yeka Woreda 5	Good	Good
Bole Woreda 3	Good	Unsatisfactory
Arada Woreda 3	Good	Very good
Kirkos Woreda 4	Good	Unsatisfactory
Kirkos Woreda 9	Good	Unsatisfactory
Bole Woreda 2	Good	Unsatisfactory
Bole Woreda 11	Good	Good
Kolfe Keranyo Woreda 3	Good	Good
Kolfe Keranyo Woreda 6	Good	Good
Lideta Woreda 3	Unsatisfactory	Good
Kirkos Woreda 5	Unsatisfactory	Good
Kirkos Woreda 7	Unsatisfactory	Unsatisfactory
Akaki Kaliti Woreda 8	Unsatisfactory	Good
Nifas Silk Lafto Woreda 7	Unsatisfactory	Good
Gulele Woreda 1	Unsatisfactory	Unsatisfactory
Gulele Woreda 2	Unsatisfactory	Good
Gulele Woreda 3	Unsatisfactory	Good
Gulele Woreda 4	Unsatisfactory	Unsatisfactory
Gulele Woreda 6	Unsatisfactory	Good
Kirkos Woreda 3	Unsatisfactory	Unsatisfactory
Yeka Woreda 4	Unsatisfactory	Good
Yeka Woreda 14	Unsatisfactory	
Bole Woreda 7	Unsatisfactory	Good
Bole Woreda 9	Unsatisfactory	Good

Woreda	Woreda performance by level of achievement (current)	Woreda performance by level of achievement (previous)
Akaki Kaliti Woreda 1	Unsatisfactory	Good
Akaki Kaliti Woreda 7	Unsatisfactory	Unsatisfactory
Nifas Silk Lafto Woreda 6	Unsatisfactory	Unsatisfactory
Yeka Woreda 12	Unsatisfactory	Good
Kolfe Keranyo Woreda 10	Unsatisfactory	Unsatisfactory
Kirkos Woreda 1	Unsatisfactory	Unsatisfactory
Yeka Woreda 13	Unsatisfactory	Good
Bole Woreda 12	Unsatisfactory	Unsatisfactory
Kolfe Keranyo Woreda 7	Unsatisfactory	Good
Kolfe Keranyo Woreda 15	Unsatisfactory	Good
Arada Woreda 7	Unsatisfactory	Very good
Yeka Woreda 1	Unsatisfactory	Good
Yeka Woreda 7	Unsatisfactory	Unsatisfactory
Akaki Kaliti Woreda 13	Unsatisfactory	
Nifas Silk Lafto Woreda 13	Unsatisfactory	Unsatisfactory
Arada Woreda 5	Unsatisfactory	Very good
Kirkos Woreda 6	Unsatisfactory	Unsatisfactory
Akaki Kaliti Woreda 12	Unsatisfactory	
Nifas Silk Lafto Woreda 3	Unsatisfactory	Unsatisfactory
Nifas Silk Lafto Woreda 10	Unsatisfactory	Good
Kirkos Woreda 8	Unsatisfactory	Unsatisfactory
Nifas Silk Lafto Woreda 1	Unsatisfactory	Unsatisfactory
Kolfe Keranyo Woreda 14	Unsatisfactory	Good
Arada Woreda 4	Unsatisfactory	Very good
Arada Woreda 9	Unsatisfactory	Very good
Akaki Kaliti Woreda 10	Unsatisfactory	Unsatisfactory
Arada Woreda 8	Unsatisfactory	Very good
Nifas Silk Lafto Woreda 2	Unsatisfactory	Unsatisfactory
Nifas Silk Lafto Woreda 8	Unsatisfactory	Good
Yeka Woreda 2	Unsatisfactory	Good
Gulele Woreda 5	Unsatisfactory	Unsatisfactory
Akaki Kaliti Woreda 11	Unsatisfactory	Unsatisfactory
Nifas Silk Lafto Woreda 11	Unsatisfactory	Unsatisfactory
Kirkos Woreda 2	Unsatisfactory	Good
Kirkos Woreda 11	Unsatisfactory	Good
Akaki Kaliti Woreda 9	Unsatisfactory	Unsatisfactory

ANNEX 5: GUIDELINES AND REPORTING FORMATS OF THE PFM PERFORMANCE ASSESSMENT

Reporting Format

Section I

1. Introduction

The report has to State what is the different context of public financial management in Ethiopia. How it has been operating throughout the country with especial for on decartelizing to the local level. It also briefly explains the objective of public financial management performance evaluation and bench mark rating of woredas and describes the significance of bench marking. Describe why evaluation is conducted has to be clearly stated. Mentioned how the detailed are presented :

1.1 Describe the significance of Evaluation

- In this case, the report has to show significance for decision making, improving performance, and utilization as well as monitoring and evaluation

1.2 Contribution of valuation to transform Development effort

- Show how to progress the services provision, and explain about an equitable services access.

1.3 How to Bench Mark and level of Bench Mark Quality

- In this process ; state the Participation and recognition public implementing bodies on report preparation, show the evaluating bodies and institutional representation ::

1.4 Evaluation/ Bench mark level

- Explain the Evaluation Methods ,Scoping, Data sources
- The timing for Evaluation
- Add Others sources if any
- Other secondary sources or from only taken from Evaluation.

2.1 Regional Data situation

- The objective of this section is to explain the regional and existing public financial management evaluation.

2.2 **Budget Revenue and Expenditure outturn**

- If possible, show on how to look like the last year fiscal process, show Trends in table below.

	plan	progress	Performance %
1) Overall Revenue			
– Regionally collected			
– Revenue from block grants			
2) overall expenditure			
–			
3) overall financing deficit comparison			

3. **Evaluation Result of Indicators on the Basis of the Main Public Financial management**

Evaluation of public financial management performance conducted on the basis of result indicators. Besides, each performance indicators evaluation system and process is assessed whether there are achieved and non-achieved on the basis of institutional arrangement, and weakness identified. Hence:-Each indicator has to be evaluated on the basis of the following pillars

- 3.1 Budget Creditability Evaluation
- 3.2 Comprehensiveness and transparency
- 3.3 Assets and payable resource administration
- 3.4 Policy –based budget plan preparation
- 3.5 Account Recording, Registration and Report
- 3.6 Audit
- 3.7 Oversight body support Monitoring and management
- 3.8 Capacity building and automation

On the basis of agreed time frame evaluation and its process has to be analyzed. The lists of evaluated woredas have to be explained within the regions:: Therefore; summary of evaluated woredas by zones have to be done by regions

Woredas have to be Ranked based on the basis of result performance .Detail indicators progress results could be summarized using tables 1 below and attached to the report ::

S.N	Name of woredas	Woredas performance %	A	B	C	D	Rank	Remark
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4. **Monitoring and Evaluation System**

- Explain the monitoring and evaluation followed by regions.. The length of time used for evaluation and frequency, support provided and contribution of support for evaluation has to be stated clearly.

5. **Notifying Evaluation Result and Incentive Mechanism**

- Explain the achieved activities to encourage woredas. Examples recognize achieved evaluation and best practice.

6. **Evaluation complaints and Feedback**

- Explain Complaints handling and process are explained
- Explain Feedback provision system and process

Annex 15: Prototype for Evaluation 1:

የመንግሥት ፋይናንስ አስተዳደር አፈጻጸም ግምገማ ምዘና አሰራርን ለማሳየት የተዘጋጀ ምሳሌያዊ አሰራር

1. መግቢያ

የመንግስት ፋይናንስ አስተዳደር አፈጻጸም ግምገማ ምዘና ስራ በወረዳ ደረጃ ለማከናወን የሚረዳ ማንኛውም መዘጋጀቱ ይታወቃል። ይህ ምሳሌያዊ የግምገማ አሰራር ደግሞ አሰራሩን ለማሳየት የተዘጋጀ ነው።

የግምገማ አሰራሩ በክልሎች በኩል ለግምገማው የሚጠቀሙበትን መጠይቆች የሚያዘገጁ ቢሆንም ግምገማው በዋነኛነት በማኑዋሉ ውስጥ የተቀመጡ የውጤት አመልካቾችን አፈጻጸም የሚዳስስ መሆን ይኖርበታል። ገምጋሚ ቡድኑም ማኑዋሉን ተከትሎ የግምገማውን ውጤት በማኑዋሉ ውስጥ በተቀመጡት ፎረማቶች መሰረት ተጠቅሞ የአፈጻጸም ሪፖርቱን ማዘጋጀት ይኖርበታል። ለዚህ ይረዳ ዘንድ የግምገማውን አሰራር በምሳኔነት እንደሚከተለው ቀርቧል።

2. የግምገማ አሰራር

ለግምገማውና ምዘናው የሚከተሉት በታሳቢነት ተወስደዋል።

- አንድ ቡድን 8 ወረዳዎችን በአንድ ወር ጊዜ ውስጥ የሚገመገም መሆኑ፤
- 3 ባለሙያዎችን በአንድ ቡድን በመያዝ ስምንቱን ወረዳዎች ግምገማና ምዘና እንደሚያከናውኑ፤
- ሶስቱ ባለሙያዎች በአንድ ወረዳ የሚመዘንባቸውን 22 የውጤት አመልካቾች ተከፋፍለው እንደሚሰሩ፤
- አንድ ባለሙያ በቀን ቢያንስ ሶስት የውጤት አመልካቾችን እንደሚገመገም፤

በዚህ ታሳቢ መሰረት የቡድኑ አባላት ወደ ግምገማ ከመግባታቸው በፊት ለግምገማው የሚያስፈልጉ በመ/ቤቱ የፀደቀ ዓመታዊ የበጀትና የአፈጻጸም ሪፖርት ወዘተ... መረጃ ማግኘት አለባቸው። ቡድኑ ያሰባሰበውን ሰነድ በመጠቀም የመንግሥት ፋይናንስ አስተዳደር የውጤት አመልካቾችን መነሻ በማድረግ ግምገማው ይካሄዳል።

በአንድ ቡድን ሥር የተደራጁ ሶስት ባለሙያዎችን በመያዝ በክልሉ በሚገኙ 8 ወረዳዎች 176 የውጤት አመልካቾችን ለመመዘን ጉዞን ጨምሮ 24 የስራ ቀናት ያስፈልጋቸዋል። ለምሳሌ በአንድ ወረዳ ላይ “ገምጋሚ ባለሙያ አንድ” 9 የውጤት አመልካቾች፣ “ገምጋሚ ባለሙያ ሁለት” 6 የውጤት

አመልካቾችና “ገምጋሚ ባለሙያ ሶስት” ደግሞ 7 የውጤት አመልካቾችን የሚገመግሙ ከሆነ በሰንጠረዥ በሚታየው የግምገማ አፈጻጸምና አሰራር መሰረት የሚታይ ይሆናል። ሆኖም እንደገምጋሚዎች ብቃትና ችሎታ የሚገመግሟቸው የውጤት አመልካቾች ብዛትና ስብጥር በተለያዩ ወረዳዎች ሊለያይ ይችላል።

በግምገማው ላይ የሚሳተፉት የቡድን አባላት ግምገማና ምዘናቸውን በመረጃ ላይ የተመሰረተ መሆን ይኖርበታል። ለምሳሌ “ገምጋሚ ባለሙያ አንድ” የውጤት አመልካቾች አንድን የሚገመግም ከሆነ ለውጤት አመልካች አንድ ግምገማ የሚስፈልግ መረጃ ለግምገማ በተመረጠው ዓ.ም የፀደቀውን በጀት እና የአፈጻጸም ሪፖርት በመያዝ አፈጻጸሙ ከጸደቀው በጀት አንጻር ሲታይ አፈጻጸም ከ95% በላይ ከሆነ ለዚህ አፈጻጸም የሚሰጠው ደረጃ “ሀ” ይሆናል ማለት ነው። በመቀጠልም 2ኛውን የውጤት አመልካች ሲገመገም አፈጻጸሙ ከ84-94% ቢሆን የሚሰጠው ነጥብ “ለ” እያለ በተመሳሳይ ሁኔታ ከዚህ በታች በሰንጠረዥ እንደሚታየው በሌሎች ገምጋሚ ባለሙያዎችና የውጤት አመልካቾችን በመገምገም የወረዳው ግምገማ ይጠናቀቃል።

ባለሙያዎች	ደረጃ	የውጤት አመልካቾችና የደረጃ ውጤት									ንዑስ ድምር
		1	2	3	4	5	6	7	8	9	
ገምጋሚ ባለሙያ አንድ	ሀ	ሀ				ሀ					2ሀ
	ለ		ለ		ለ		ለ			ለ	4ለ
	ሐ			ሐ					ሐ		2ሐ
	መ							መ			1መ
	ን/ድምር										9
ገምጋሚ ባለሙያ ሁለት	ሀ	ሀ								ሀ	2ሀ
	ለ			ለ							1ለ
	ሐ		ሐ		ሐ						2ሐ
	መ					መ					1መ
	ን/ድምር										6
ገምጋሚ ባለሙያ ሶስት	ሀ			ሀ	ሀ			ሀ			3ሀ

ሰ	ሰ	ሰ	ሰ	3ሰ
ሐ	ሐ			1ሐ
መ	-	-	-	-
ን/ድምር				7
ጠ/ድምር				22

ከዚህ በላይ የተመለከተው አሰራር እንዳለ ሆኖ ነገር ግን ንዑስ የውጤት አመልካች ያላቸው የውጤት አመልካቾች ከዚህ በታች በሚታየው መሰረት ይከናወናል። ንዑስ የውጤት አመልካች ያለውን የውጤት አመልካች ነጥብ ለማግኘት የንዑስ ውጤት አመልካቾችን አማካኝ ውጤት ማግኘት ያስፈልጋል። ነገር ግን አንዳንድ የንዑስ ውጤት አመልካቾች አማካኝ ውጤት ለሀ/4/፣ ለለ/3/፣ ለሐ/2/ እና ለመ/1/ የተሰጠውን ነጥብ ላያመጡ ይችላሉ። ለምሳሌ 3.5፣ 2..5፣ 1.5 ነጥብ ሊሆን ይችላል። ይህ በሚሆንበት ጊዜ የተገኘውን ነጥብ እንዳለ በውስጥ ክፍሎች የውጤት አመልካቾች ጋር መደመር ያስፈልጋል።

ምሳሌ፣

- ውጤት አመልካች 1.....ለ
- ውጤት አመልካች 2.....ሐ
- ውጤት አመልካች 6.....2.5 /የንዑስ ውጤት አመልካች አማካኝ ነጥብ/
- ቢያገኙ፣
- ለውጤት አመልካች 1.....3
- ለውጤት አመልካች 2.....2
- ለውጤት አመልካች 6.....2.5
- ድምር 7.5

7.5 ሲካፈል ለ3=2.5...ይህንን 2.5 ወደ መቶኛ በመቀየር ይሰራል።

3. የምዘና አሰራር

ከላይ በሰንጠረዥ ውስጥ የተመለከተው የግምገማ ውጤት በሚከተለው መሰረት ይመዘናል። ይኸውም ወረዳ አንድን እንዲገመገሙ የተላኩት የቡድን አባላት ከገመገሟቸው የውጤት አመልካቾቹ ውስጥ፡-

- 1) “ገምጋሚ ባለሙያ አንድ” ከገመገማቸው 9 የውጤት አመልካቾች ውስጥ ሁለቱን “ሀ”፣ አራቱን “ለ” ፣ ሁለቱን ደግሞ “ሐ” እና አንድ “መ” አፈጻጸም ተገኝቷል።
- 2) “ገምጋሚ ባለሙያ ሁለት” ከገመገማቸው 6 የውጤት አመልካቾች ሁለቱን “ሀ” አንድ “ለ”፣ ሁለቱን የውጤት አመልካቾች ደግሞ “ሐ” እና አንድ የውጤት አመልካቾች “መ” ውጤት ተገኝቷል።
- 3) “ገምጋሚ ባለሙያ ሶስት” ደግሞ እንዲገመገም ከተሰጠው የወረዳው የውጤት አመልካቾች 7 ውስጥ 3ቱን “ሀ” 3ቱን “ለ” እና አንደኛውን የውጤት “ሐ” ተገኝቷል።

ስለሆነም በወረዳ አንድ በሶስቱ ባለሙያዎች የገመገሟቸው የውጤት አመልካቾች ነጥብ በወረዳ ደረጃ ሲመዘን ከዚህ በታች በተመለከተው ሰንጠረዥ አንደሚታየው ይሆናል።

የገምጋሚ ቡድን አባላት	የወረዳ አንድ የውጤት አመልካቾች የአፈጻጸም ግምገማ የደረጃ ነጥብ ማጠቃለያ				
	ሀ	ለ	ሐ	መ	ድምር
“ገምጋሚ ባለሙያ አንድ”	2	4	2	1	9
“ገምጋሚ ባለሙያ ሁለት”	2	1	2	1	6
“ገምጋሚ ባለሙያ ሶስት”	3	3	1		7
ድምር	7	8	5	2	22

በዚህ መሰረት ወረዳው 7 በ “ሀ” ደረጃ፣ 8 በ “ለ” ደረጃ፣ 5 በ “ሐ” ደረጃ እና 2 በ “መ” ደረጃ አግኝቶአል። ስለሆነም የተገኘውን የደረጃዎች ብዛት ለደረጃዎቹ በተሰጠው ነጥብ በማባዛት ውጤትን ማግኘት ይቻላል።

ለደረጃዎች በፊደል የተሰጠው በቁጥር የሚከተለውን ይመስላል።።።

$$ሀ = 4፣ ለ = 3፣ ሐ = 2፣ መ = 1$$

በመሆኑም የዚህ ወረዳ ነጥብ ሲጠቃለል

$$1) 7 \times ሀ + 4 \times 7 = 28$$

2) $8 \times 3 = 24$

3) $5 \times 2 = 10$

4) $2 \times 1 = 2$

ድምር 64

በዚህ ስሌት የወረዳውን የደረጃዎች ውጤት ድምር 64 በመሆኑ ውጤቱ ለተመዘኑበት የውጤት አመልካች ብዛት ማለትም ለ22 ተካፍሎ 2.90 ይሆናል። ይህንን 2.90 ደግሞ ወደ ፐርሰንት መቀየር ያስፈልጋል። ይህም የሚሆነው ወረዳዎችን በአስመዘገቡት ውጤት መሰረት እጅግ ከፍተኛ፣ ከፍተኛ፣ መካከለኛ እና ዝቅተኛ አፈጻጸም ያሳዩ ብሎ ለመለየት ነው። እጅግ ከፍተኛ የሚያገኙት ከ95% በላይ ያስመዘገቡ፣ ከፍተኛ የሚያገኙት ከ84-94% ያስመዘገቡ፣ መካከለኛ የሚያገኙት ከ68-83% ያስመዘገቡና እና ዝቅተኛ የሚያገኙ ከ68% በታች ያስመዘገቡት ናቸው።

በዚህም መሰረት ከላይ በምሳሌያዊ አሰራር የጀመርነውን ለማጠናቀቅ አራት (4) ነጥብን እንደ 100% በመውሰድ 2.90 ወደ ፐርሰንት ሲቀየር የወረዳው ውጤት 72.00% አፈጻጸም ይኖረዋል። በዚህ ውጤት መሰረት ወረዳው ከ64-84% ባለው የመቶኛ ክልል ውስጥ በመታየቱ “መካከለኛ” በሚለው ደረጃ ላይ ይቀመጣል። በተመሳሳይ ሁኔታ የሌሎቹ 7 ወረዳዎችን የውጤት አመልካቾች አፈጻጸም በመገምገም በፐርሰንት የተገኘውን ውጤት በመያዝ የወረዳዎችን ደረጃ እጅግ ከፍተኛ፣ ከፍተኛ፣ መካከለኛ፣ ዝቅተኛ በማለት በሚከተለው መልኩ ሊቀመጥ ይችላል።

ተ/ቁ.	የወረዳ ሥም	የውጤት አመልካቾች ግምገማ ውጤት				ድምር	የተገኘ ውጤት	ውጤት በ%	ደረጃ
		ሀ	ለ	ሐ	መ				
1		28	24	10	2	64	2.90	72.00	መካከለኛ
2		64	15	2		81	3.68	92.00	ከፍተኛ
3		84	3			87	3.95	98.00	እጅግ ከፍተኛ
4									
5									
6									
7									

4. የአቅም ግንባታ የድርጊት መርሀ -ግብር

ከላይ በሰንጠረዥ ውስጥ በተለይ በመካከለኛና በዝቅተኛ ደረጃ የታዩትን ወረዳዎች በመለየት በየወረዳው የተለዩትን ችግሮች ከመፍትሄ ሃሳቦች ጭምር በሚከተለው ሰንጠረዥ መሰረት የድርጊት መርሀ ግብር ማዘጋጀት ያስፈልጋል።

ተ.ቁ	ውጤት አመልካች	ዝርዝር ተግባራት	ድጋፍ የሚደረግበት ጊዜ	ለድጋፍ የሚያስፈልግ የገንዘብ መጠን	ድጋፍ ሰጪው አካል
የወረዳ ስም					
1					
2					
3					
ወዘተ					
የወረዳ ስም					
1					
2					
3					
ወዘተ					

Annex -6: DOCUMENTS SEEN

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