

AFRICAN DEVELOPMENT BANK GROUP



**2001-2003 THREE -YEAR ROLLING WORK PROGRAMME
OF THE OPERATIONS EVALUATION DEPARTMENT
(OPEV)**

**OPERATIONS EVALUATION DEPARTMENT
(OPEV)**

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1. INTRODUCTION

1.1 During the discussion of the 1999-2001 work programme (Doc. ADB/BD/WP/99/133-ADF/BD/WP/99/125) CODE members recommended the following actions to guide the preparation of subsequent three-year rolling programmes:

- Centre the OPEV work programme and resource allocation around the following points:
 - evaluation of Bank operations in relation to the implementation of its Vision and of actions carried out within the confines of ADF VIII, especially those aimed at reducing poverty;
 - evaluation of the improvements in the quality of Bank operations with added focus on development effectiveness, quality of supervision and monitoring in terms of development-related results, and quality of Bank projects and programmes at entry point.
- Consider, as a priority, the evaluation of Bank operations in the context of regional integration, one of the core themes of the Vision.
- Submit to CODE for review, unless explicitly indicated by Committee or Board members, sector or thematic summaries as well as project and programme evaluation results. In that regard, individual performance evaluation reports on these projects and programmes will no longer be reviewed systematically by CODE.
- Assess periodically, using samples, the quality and relevance of completion reports and include this activity in the OPEV work programme.
- Evaluate the quality, relevance and coverage of midterm reviews of on-going projects (now compulsory for all Bank projects) with the purpose of improving the development effectiveness of projects and programmes.
- Strengthen the Bank's catalyst role in enhancing the monitoring-evaluation capacity of regional member countries and in creating national or regional evaluation associations.
- Step up collaboration between OCOD and OPEV in order to provide project officers with the most appropriate tools on methodology and take advantage of lessons learnt enhancing thereby the development effectiveness of Bank activities.

1.2 The 2001-2003 Three-Year Rolling Programme which is the subject of this report takes into account not only the said recommendations but also new guidelines stemming from the revision of budget procedures, the need to develop an integrated system for monitoring-evaluating application of the Bank's Vision and strategic objectives, harmonisation activities and coordination between the various multilateral development banks (MDBs).

1.3 The 2001-2003 programme will be hinged on the new guidelines set to give renewed impetus to the roles of the Board Committees, especially the programme of OPEV documents for review by CODE in relation to the Boards' working documents review programme. This enables feedback and timely consideration of evaluation conclusions, lessons and recommendations during Board discussions of policy and sectoral strategy documents, country assistance strategies and project and programme appraisal reports. Increasingly, the planning of project appraisal reports and evaluative studies for submission to CODE will be determined on the basis of the Boards' annual working documents review programme.

2. CONTEXT AND GUIDELINES OF PROGRAMME

- 2.1 The 2001-2003 programme is consistent with the strategic guidelines set out in the previous programme approved by CODE. Its underlying principle is to retain only those activities that will contribute effectively to improving the quality of operations, to managing knowledge and strengthening the monitoring-evaluation capacity not only in the Bank but also in regional member countries and lastly, to developing cooperation and partnership with the evaluation units of other bilateral and multilateral development institutions.
- 2.2 Evaluation activities that improve the quality of operations concern in particular, thematic and sectoral studies, evaluations of the quality of operational and portfolio management procedures, reviews of Bank experience in the main areas of operation and in cross-cutting issues. These activities focus on themes like poverty reduction, sustainable development, regional integration and private sector promotion all of which are highlighted in the Vision. However, improving the development effectiveness of Bank operations implies improving the quality of the country assistance strategies and developing the system of feedback and dissemination of lessons and results of project and programme evaluations.
- 2.3 Managing knowledge and strengthening evaluation capacity in the Bank and regional member countries are key to the dissemination and effective utilisation of evaluation results. Pending the establishment of a strategy and programme for the overall management of knowledge in the Bank, OPEV will allocate part of its resources to fostering greater synergy between OPEV, the African Development Institute (CADI), the Joint ADB/World Bank Institute (JAI) and other specialised institutions such as the African Capacity Building Foundation. The programme for building evaluation capacity in regional member countries started in 1998 and will continue throughout the 2001-2003 programme.
- 2.4 Cooperation and partnership between OPEV and the evaluation units of multilateral development banks are key in the search for greater harmonisation of evaluation practices and methods and to the development of knowledge exchange and sharing. Furthermore, the 2001-2003 Programme will underscore the search for more lasting cooperation and partnership with the sub-regional development finance institutions, with a view to setting up strategic alliances for building the capacity to monitor-evaluate (of governments, civil society, local or territorial communities, the private sector) and the skills and practices for evaluating participatory development.
- 2.5 In the Bank, development effectiveness is an area of predilection for evaluation, whether self or independent. Given the importance of these aspects, OPEV will work towards the harmonious establishment of an integrated system of evaluating development effectiveness, through a management device centred on results that will enable assessment and management of the effectiveness of the Vision's strategic objectives. This system is fashioned for an overall improvement of the effectiveness of the Bank's assistance through the management of the risks inherent in the Vision's objectives, and for making it possible to detect, during implementation, slippages in relation to projections so that the necessary adjustments can be made to set operations back on course for achieving the set objectives.

3. 2001-2003 PROGRAMME PRESENTATION

A- Post-Evaluation

- 3.1.1 During 2001-2003, post evaluation of projects and programmes will remain an important activity in OPEV's work programme. Accordingly, OPEV will ensure the quality and relevance of completion reports, the lessons learnt from experience, and will lay down new criteria for the selection of projects and programmes that will be the subject of performance evaluation reports. The coverage rate of completed projects by post-evaluation reports will be around 30%, the least expected for an objective and independent appreciation of the quality (at exit point) of the Bank Group project portfolio.
- 3.1.2 The format of the PPERs has been revised to take into account new evaluation criteria such as impact or effects on development. They will be prepared on a thematic basis so as to highlight generic or policy lessons for all projects of the portfolio in the sector and country. OPEV will inform the operations departments of the priority sectors and countries in view of an in-depth and exhaustive review of development results and effects bearing in mind the programme for sector policy documents, country strategy papers and portfolio reviews. Precise measures, contained in the abstracts to be submitted to CODE for review will be spelt out so that lessons learnt will be incorporated into the assistance policy and strategy assistance documents.
- 3.1.3 OPEV has scheduled 90 PCR review notes and 60 post-evaluations from 2001 to 2003, and will present review notes on the Bank's experience on themes contained in the Vision Paper, such as regional integration, rural infrastructure and poverty reduction. Other review notes will be prepared on the promotion of women in development, micro and rural credit and cross-regional road projects.

3.2 Thematic and Sector Policy Evaluation and Impact Studies

a) Review of Sector Policies

- 3.2.1 The sector policy review will comply with the same principle whose application will be tied to the Bank's sectoral policy revision process. Thus, lessons of experience will be incorporated into the design and implementation of Bank policies and strategies. Review notes on the Bank's experience in given sectors and countries and impact studies will be the keynotes of the sectoral or inter-sectoral policy reviews. Therefore, OPEV intends to prepare one or two sector policy reviews particularly on transport and private sector development. The results of these reviews will be distributed with the help of OCOD and with the support of the units responsible for knowledge management and development in the Bank.

b) Impact Assessment

3.2.2 Plans have been made to conduct impact assessments of projects in the Bank priority sectors, that is to say, environmental impact of road, feeder road and specific poverty reduction projects including the development of social investment funds. These impact assessments will serve as groundwork for sector policy reviews and give the full scope for evaluating the development effectiveness of Bank operations.

c) Other Thematic Studies

3.2.3 The thematic evaluation studies will concern primarily gender mainstreaming, and institution building in road projects (directorates of roads and management of road funds). Other themes will be developed, in keeping with the ADF replenishment guidelines.

3.3. **Portfolio Management and Evaluation**

3.3.1 The Bank's system for monitoring the annual performance of the overall and country portfolios has entered a phase of capitalising on knowledge through an effective application of this instrument. Although important lessons have been drawn by OCOD to improve the procedures for preparing these performance reviews and experiences exchanged with other multilateral institutions nevertheless, the basic notions of optimal management of the development projects and programmes portfolio should be seen in a new light in the Bank. In that regard, OPEV will continue to assess, independently and objectively, the efficiency and effectiveness of the performance evaluation procedures for the portfolio of active projects, so as to ensure the quality of the supervision and midterm review systems, as well as the effectiveness of the system that ensures quality at portfolio entry point.

3.3.2 OPEV will continue to prepare sectoral performance evaluation indicators in collaboration with OCOD and the country operations departments. These indicators will be taken a step further, put to the test and adapted as they are used in borrowing countries in the design of logical framework matrices and in the project and programme supervision plans. These exercises will contribute to the establishment of a coherent overall Bank Group portfolio monitoring-evaluation system.

3.3.3 In 2003, OPEV will proceed with the post evaluation and impact assessment of the private sector projects financed by the Bank, on the basis of a prior portfolio quality review. OPEV will first submit the best evaluation practices for private sector operations to the department for adoption.

B – Review of Assistance Strategies for Regional Member Countries

3.4 **Review of Overall Country Assistance**

3.4.1 The purpose of these reviews is to improve the effectiveness of all operations and the contribution of Bank Group operations to the economic and social development of regional member countries. This will mean improving the quality of the strategy for assistance, and better preparation and implementation of new operations to be financed in the country. Under the integrated approach to development, the initiative to reduce the debt of highly-indebted countries and the poverty reduction strategies, highly influenced by institutional performance

and good governance, OPEV will review the strategy for member country assistance that will be tied to the preparation/revision cycle of country strategy documents by the Bank.

- 3.4.2 The countries to be covered will be selected in concert with the operations departments. Given the high cost of these reviews, plans have been made for two reviews per annum and to seek cooperation with other partners involved in the country concerned with a view to conducting joint or associative evaluations. OPEV has already undertaken a joint review of assistance to Lesotho with the World Bank. In addition, these reviews will use the sectoral assistance review by country (see below) and reviews limited to specific or intersectoral aspects of country assistance (promotion of women, review of ADF technical assistance fund operations, governance, etc...).

3.5 **Review of Sectoral Strategies for Country Assistance**

- 3.5.1 The purpose of these reviews is to improve the efficiency of all Bank operations in a priority sector in the country and the contribution of Bank Group sectoral operations to the economic and social development of the member country. This will mean a better sectoral strategy for assistance, better preparation and implementation of new operations for funding in sectors considered priority by the Bank.
- 3.5.2 The preparation cycle of these reviews will also be linked to the preparation of country strategy papers and sectoral policy reviews by the operations departments. The final choice of country and sectors will also be made in conjunction with the departments concerned. Given the high cost of these reviews, one to two country-assistance strategy reviews will be planned and will concern countries like Senegal or Ghana (agricultural sector) Uganda and Zambia (industrial sector) and Botswana (social sectors).

C – Capacity Building and Management of Knowledge

3.6 **Development Effectiveness Activities**

- 3.6.1 In view of the importance of the concept of development effectiveness and the need to have methodology tools for evaluating overall Bank strategy, and in order to monitor actions tailored to better manage its portfolio, it was deemed capital to make provision under this heading, for activities relative to the design and implementation of the integrated system of development effectiveness evaluation and prepare related methodology notes, annual and bi-annual reports on results of performance evaluation and impact on development as well as the performance evaluation framework.
- 3.6.2 In the context of the design and implementation of the integrated system of development effectiveness evaluation, OPEV will in a first phase, play the lead role in the elaboration of evaluation instruments needed to establish a management system centred on results, and act as resource and support during the other phases of the system's implementation until the permanent monitoring system becomes operational in the form of a computerised information management system incorporated into the Project Africa.

3.7 **Feedback and Dissemination of Evaluation Results**

- 3.7.1 Improving the manner in which the performance evaluation information system is run will be a priority activity under this heading. Consequently, for dissemination and feedback of lessons drawn from experience and the spread of knowledge, pride of place will be given to the computer tool through the OPEV web page which will be revived during the reorganisation of the Bank's Internet and Intranet sites.
- 3.7.2 To strengthen the feedback system, plans have been made for coordination between units responsible for managing and disseminating knowledge (CADI/JAI) in the Bank and units in charge of managing knowledge in partner institutions. Together they should organise workshops on dissemination of evaluation results and methods for evaluating the performance of development projects, for the benefit of officers of regional member countries and the operations departments. To that effect, a cooperation agreement has been initiated with the World Bank Institute. It aims at building monitoring-evaluation capacity in the Bank and in regional member countries. Joint actions have already taken off in 2000 (organisation of an internal workshop on the integrated system of development effectiveness evaluation).

3.8 **Development and Building of Evaluation Capacity**

- 3.8.1 Under specific programmes for good governance and poverty reduction, developing the monitoring-evaluation capacity of RMCs, through institution building and professional development of African evaluators, is vital to the success and sustainability of these programmes. In that context, the seminar and workshop organised by OPEV in collaboration with the World Bank and other donor agencies in November 1998 in Abidjan has already set the stage for a common monitoring-evaluation capacity building strategy in Africa. In that same vein, OPEV contributed to the organisation of the inaugural conference of the African Association of Evaluation in September 1999 in Nairobi under the sponsorship of UNICEF and is currently taking part in the organisation of workshops for building the monitoring-evaluation capacity in the major regions in Africa in collaboration with sub-regional partners such as the Development Bank of Southern Africa or the West African Bank of Development.
- 3.8.2 Consistent with the strategy defined for strengthening the national monitoring-evaluation capacity, OPEV will devote ample time to organising jointly with CADI/JAI and the World Bank, seminars and training workshops for public administration officers, civil society and universities, and to developing the national monitoring-evaluation network where the demand and supply of monitoring-evaluation services can exchange and share knowledge, professional practices and norms. Countries targeted by this activity will be identified in collaboration with the country operations department in line with specific programmes of good governance and poverty reduction.
- 3.8.3 Lastly, pursuant to the initiative of the World Bank and the United Nations Development Programme (UNDP) to create an international development evaluation association, the Bank was approached for its contribution to this activity, and will be expected to take charge of training and sensitisation activities, grant scholarships and help to organise international or regional symposia and conferences on evaluation.

D – Management, Cooperation and Partnership Activities

3.9 Annual Activity Reports

Annual activity reports are a means of feedback on OPEV activities during the year of the rolling programme's implementation. These reports will review results obtained during the year in terms products. They will also be used by CODE members for discussions on the future of the evaluation function in the Bank and in regional member countries.

3.10 Cooperation and Partnership

3.10.1 OPEV is actively involved in two working groups on assistance evaluation¹. OPEV's participation has been judged beneficial given the quality of the work carried out under these groups and the potential for exchanging and sharing knowledge in the field of professional evaluation. The allocation of supplementary resources to these activities has become imperative knowing that the works carried out in this context require adequate funding from all members. OPEV could take charge of the studies on behalf of the Group in the context of the implementation of the joint programme of activities.

3.10.2 Account taken of the increasing importance of the «evaluation» function in sub-regional development finance institutions, OPEV will launch starting 2001, cooperation and partnership activities with these banks and will identify actions to build monitoring-evaluation capacity through a specific programme of exchange, joint evaluations of co-financed projects or programmes and will try to represent these institutions in the multilateral development banks' Evaluation Cooperation Group. The purpose of this cooperation and partnership programme is to set up strategic alliances aimed at developing the function of evaluation in Africa and spreading the evaluative culture to all development finance institutions.

3.10.3 Concerning cooperation and partnership with centres of research and knowledge sharing, OPEV plans to establish in collaboration with OCPU, strategic alliances especially with research and development finance institutions in Africa that have already signed cooperation and partnership agreements with the Bank.

4. RESOURCE REQUIREMENTS

4.1 Professional Time Distribution and Resource Allocation

4.1.1 OPEV will devote on average, 45% of its total resources (professionals and consultants) every year to the preparation of twenty (20) PCR review notes and thirty (30) project and programme performance evaluation reports (PPER). Both activities are the basis for preparing sectoral and thematic reviews of the Bank Group experience and operational process reviews. These reviews and evaluative studies will absorb an average of 24% of OPEV's total resources every year. The cumulative effect of these activities in the overall performance evaluation process suggests that nearly 70% of OPEV's total resources will be devoted to them.

¹ The Assistance Evaluation Working Group of OECD's Development Assistance Committee and the Evaluation Cooperation Group of the multilateral development banks, comprises two committees in charge of evaluating private sector operations and of evaluation methods and criteria for public investments.

- 4.1.2 OPEV's second main activity is the evaluation of assistance to regional member countries, the effectiveness of the country assistance strategies in particular. The evaluation results and lessons learnt will serve as basis for the design/revision of country assistance strategies. OPEV intends to devote 14% of these resources on average per annum, to this activity for the conduct of two country strategy evaluations and two sectoral strategy evaluations.
- 4.1.3 Activities to support institutional capacity building and knowledge management will absorb 11% of OPEV's total resources for 2001.
- 4.1.4 In building the monitoring-evaluation capacity of member countries, OPEV will field identification missions jointly with CADI and OCOD to selected countries in order to prepare an overall strategy for evaluation capacity building, especially for poverty reduction. This activity will absorb only 4% of OPEV's total resources on average per annum. Seminars and workshops proper will be organised with bilateral or special funds.
- 4.1.5 The management function covers preparation of the work programmes and budget, the annual activity reports as well as the organisation of cooperation and evaluation meetings under partnership agreements with multilateral and bilateral development institutions (DAC and the ECG of MDBs). This activity will absorb 2% of OPEV's total resources on average per annum.

4.2 **Consultancy Service Requirements**

- 4.2.1 Consultancy services required to implement this programme amount to 1720 person/days (or about 8.15 persons full-time, per annum on average) during the period of the programme. These requirements represent 45% of the total requirements in person-resources of the department expressed in person/days. The financing sources planned to cover these requirements are primarily:
- The Bank administrative budget: 65%
 - Bilateral cooperation funds: 35%
- 4.2.2 Bilateral cooperation funds are generally sought to conduct thematic and sectoral studies as well as to evaluate country assistance strategies. Generally, these funds have been very useful especially from the professional standpoint because they have enabled the use of African evaluation experts. However, it is difficult to guarantee continued use of these funds. OPEV will try and sensitise cooperation agencies with a view to seeking medium-term cooperation packages particularly for building monitoring-evaluation capacity in the Bank and in member countries.

5. **CONCLUSIONS AND RECOMMENDATIONS**

- 5.1 The 2001-2003 three-year programme has taken into account the strategic guidelines as they are described above. A significant part of the Programme is devoted to the conduct of thematic, sectoral and impact evaluation studies as well as evaluations of assistance to regional member countries. Project/programme performance evaluation will account for only 45% of OPEV's activities enabling it thereby to launch new evaluation products such as the Bank's sectoral operation strategies in member countries.
- 5.2 OPEV will allocate more resources to overall or sectoral strategies for assistance to regional member countries as the intermediary step towards development effectiveness of projects and programmes and then to aspects of the integral or sectoral development strategy in the regional member country.
- 5.3 Given the drive needed to put in place an integrated system for monitoring-evaluation of the Bank's results against the strategic objectives of its Vision, OPEV will, during the period of the programme, endeavour to play the role of support and resource in the design of the system and help to determine results obtained, focusing on why and how these results were obtained, concurrently judging the relevance and efficiency of the strategic objectives and goals for economic, social and institutional development and long-term sustainability.
- 5.4 To enable feedback and timely consideration of evaluation conclusions, lessons and recommendations in the Board's discussions of policy and sectoral strategy documents, country assistance strategies and project and programme appraisal reports, the programme of project evaluation reports and evaluative studies to be submitted to CODE will be determined on the basis of the Board's annual review of working documents.
- 5.5 Greater collaboration is expected between OPEV, the departments responsible for knowledge management and development and partner organisations with a view to strengthening the evaluation capacity of regional member countries and the Bank's internal programme monitoring-evaluation capacity.
- 5.6 OPEV is eagerly waiting for comments from CODE members, especially on the strategic guidelines of the evaluation framework and for the approval of the 2001-2003 Three-Year Rolling Work Programme.

Operations Evaluation Department (OPEV)
2001-2003 Three-Year Rolling Work Programme
Expected Results and Resource Requirements

PROCEDURES/ACTIVITIES	Volume/Year			2001 (pers/hours)				2002 (pers/hours)				2003 (pers/hours)			
	2001	2002	2003	OPEV	Consult	Total	%	OPEV	Consult	Total	%	OPEV	Consult	Total	%
<u>EVALUATE IMPACT OF PROJECTS AND PROGRAMMES - BP 301410</u>															
<i>A. Projects/Programmes Performance Evaluation</i>															
1 PCR Review Notes	30	30	30	2400		2400	8%	2400		2400	8%	2400		2400	8%
2 Performance Evaluation Reports	20	20	20	6400	4800	11200	37%	6400	4800	11200	38%	6400	4800	11200	36%
Sub-Total A	50	50	50	8800	4800	13600	45%	8800	4800	13600	47%	8800	4800	13600	44%
<i>B. Review of Bank Operations</i>															
1 Promotion of Women in Education Projects	1			320	640	960									
2 Women and Income-generating Activities	1			320	640	960									
3 Micro-credit and Rural Finance	1			320	640	960									
4 Rural Electrification		1						320	640	960					
5 Industrial Sector Adjustment		1						320	640	960					
6 Trans-regional Road Projects		1						320	640	960					
7 Other Review Notes on Experience			3									960	1920	2880	
Sub-Total B	3	3	3	960	1920	2880	10%	960	1920	2880	10%	960	1920	2880	9%

PROCEDURES/ACTIVITIES	Volume/Year			2001 (pers/hours)				2002 (pers/hours)				2003 (pers/hours)			
	2001	2002	2003	OPEV	Consult	Total	%	OPEV	Consult	Total	%	OPEV	Consult	Total	%

C. Thematic and Sector Policy Evaluation and Impact Studies

1	Integration of the Gender Issue into Projects	1			320	400	720									
2	Impact of Feeder Road Projects in Some Countries	1			360	720	1080									
3	Impact of Programme in Côte d'Ivoire	1			240	400	640									
4	Directorate of Roads and Road Management Fund	1			320	640	960									
5	Human Development Programmes		1						320	640	960					
6	Social Investment Fund		1						320	640	960					
7	Private Sector Development Programmes		1						320	640	960					
8	Other Thematic Studies (follow. COOF guidelines)			3									960	1920	2880	
	Sub-Total C	4	3	3	1240	2160	3400	11%	960	1920	2880	10%	960	1920	2880	9%

D. Review of Operational Proceeding Portfolio Management and Evaluation

1	Review of APPR Procedures APPR (1999-2000)	1	1		400		400		400		400					
2	Indicators of Sectoral Performance	1	1	1	80	160	240		80	160	240		80	160	240	
3	Effectiveness of the Quality Review Procedure	1	1		160	240	400		160	240	400					
4	Mid term/Supervision Review Quality		1	1					160	240	400		160	240	400	
5	Promote Sector Operations Portfolio Management			1									160	240	400	
6	Other Procedure Reviews (according to CODE's priorities)			2									320	480	800	
	Sub-Total E	3	4	5	640	400	1040	3%	800	640	1440	5%	720	1120	1840	6%

TOTAL PROCEDURES BP-301410		60	60	61	11.640	9.280	20.920	69%	11.520	9.280	20.800	71%	11.440	9.760	21.200	69%
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PROCEDURES/ACTIVITIES	Volume/Year			2001 (pers/hours)				2002 (pers/hours)				2003 (pers/hours)			
	2001	2002	2003	OPEV	Consult	Total	%	OPEV	Consult	Total	%	OPEV	Consult	Total	%

E. Review of Effectiveness of Country Assistance - BP 301420

1	Evaluation of Country Strategies (to be defined)	2	2	2	720	1440	2160		720	1440	2160		720	1440	2160	
2	Senegal - Agricultural Sector	1			400	640	1040									
3	Ghana – Agricultural Sector	1			400	640	1040									
4	Botswana- Social Sector		1					400	640	1040						
5	Zambia - Industrial Sector			1								400	640	1040		
6	Uganda - Industrial Sector			1								400	640	1040		
	TOTAL PROCEDURES - BP 301420	4	3	4	1520	2720	4240	14%	1120	2080	3200	11%	1520	2720	4240	14%

CAPITAL BUILDING – AND MANAGEMENT OF KNOWLEDGE - BP 701110

F- Feedback and Dissemination

1	Dissemination	9	9	9	1440		1440		1440		1440		1440		1440	
2	OPEV Bulletin " <i>Retrospective</i> "	4	4	4	320		320		320		320		320		320	
3	Post-Evaluation Information System	1	1	1	240		240		240		240		240		240	
	Sub-Total F	14	14	14	2000	0	2000	7%	2000	0	2000	7%	2000		2000	6%

PROCEDURES/ACTIVITIES	Volume/Year			2001 (pers/hours)				2002 (pers/hours)				2003 (pers/hours)			
	2001	2002	2003	OPEV	Consult	Total	%	OPEV	Consult	Total	%	OPEV	Consult	Total	%

G. Evaluation of Development Effectiveness

1	Integrated System of Evaluation of Development Impact	1	1		240	640	880		240	640	880					
2	Annual Report of Evaluation Results 1999-2000	1	1	1	160	320	480		160	320	480		160	320	480	
3	Other Activities/Methodologies of Development Effectiveness			2									480	640	1120	
	SubTotal G	2	2	3	400	960	1360	4%	400	960	1360	5%	640	960	1600	5%
	TOTAL PROCEDURES - BP 701110	16	16	17	2400	960	3360	11%	2400	960	3360	12%	2640	960	3600	12%

TRANSFER OF KNOWLEDGE – RMC TRAINING - BP 801110

H. Strengthening of Evaluation Capacities

1	Regional Sub-Regional Training Workshops and Seminars	2	2	2	480	800	1280	4%	480	800	1280	4%	480	800	1280	4%
	TOTAL PROCEDURES BP-801110	2	2	2	480	800	1280	4%	480	800	1280	4%	480	800	1280	4%

I. MANAGEMENT - BP 201110

1	Work Programme and Annual Budgets	1	1	1	160		160		160		160		160		160	
2	Annual Activity Reports	1	1	1	160		160		160		160		160		160	
3	Cooperation & Coordination activities (DAC/ECG)	2	2	2	160		160		160		160		160		160	
	TOTAL- BP 201110	4	4	4	480		480	2%	480		480	2%	480		480	2%

General Total	86	85	88	16520	13760	30280	100%	16000	13120	29120	100%	16560	14240	30800	100%
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