



ROOM DOCUMENT 11

DAC Network on Development Evaluation

EVALUATION CAPACITY BUILDING – RECENT INITIATIVES

Item VI: iii

This note has been prepared by the African Development Bank for information at the third meeting of the DAC Network on Development Evaluation on 2-3 June, 2005.



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AFDB/JAI/World Bank High-Level Regional Seminar on

DEVELOPMENT EVALUATION

Building Skills to Evaluate Development Interventions in Africa

Monday, April 4 – Friday, April 8, 2005

Tunis, Tunisia

SUMMARY REPORT

AFDB Contribution to the 3rd Meeting of the DAC Network on Development Evaluation
Day-Two Session on “Partners in Evaluation”
Evaluation Capacity Building - Recent Initiatives

OECD Headquarters, Paris
June 3, 2005
(Afternoon Session)



AFDB/JAI/World Bank High-Level Regional Seminar on
DEVELOPMENT EVALUATION
Building Skills to Evaluate Development Interventions in Africa

Monday, April 4 – Friday, April 8, 2005
Tunis, Tunisia

Summary Report¹

I. Introduction

Strengthening monitoring and evaluation (M&E) capacity in regional member countries of the African Development Bank (AFDB) is a strategic priority for the Operations Evaluation Department (OPEV). This strategic priority is directly linked to AFDB's broader 2003-2007 Strategic Plan which places great emphasis on development effectiveness. The High-Level Regional Development Evaluation Seminar held in Tunis on April 4-8 was part of this broader effort. This document provides a summary of the recent event and outlines the achievements, outcomes, and planned activities that emerged from the discussions.

II. Summary

The five-day event was jointly organized by the Operations Evaluation Department (OPEV) of the AFDB, the Joint Africa Institute (a tri-partite capacity building entity of the World Bank, IMF, and AFDB), in partnership with the Operations Evaluation Departments of the World Bank and IFC, and with the Public Service Commission (PSC) of South Africa. The main objective of the seminar was to introduce key concepts, approaches, and methodologies used in development evaluation to decision-makers and evaluators in AFDB regional member countries.

The seminar targeted senior evaluators and decision-makers in governments, civil society organizations, and financial institutions. The sessions included presentations from development evaluation experts and senior executives from African countries, regional economic institutions, and multilateral development agencies. Organizations in attendance included the World Bank, Islamic Development Bank, Development Bank of Southern Africa (DBSA), the Economic Community of West African States (ECOWAS), and Agence Intergouvernementale de la Francophonie. A total of 20 presenters were involved and final participant count totaled 43 senior officials from 25 African countries. The seminar program is in Annex I and the list of participants in Annex II.

For the final selection of participants, preference was given to senior level staff with at least ten years of development management experience, heads of M&E units in sectoral ministries, NGOs, research centers, and universities. Preference was also given to senior officials in sub-regional institutions, bilateral, and multilateral agencies.

Based on survey responses, participants reported that they had greatly benefited from the event. They had acquired new evaluation knowledge and skills from the seminar. They had found the seminar very useful for their evaluation work, and would recommend the seminar to colleagues and staff. A summary of survey responses is in Annex III.

¹ Prepared by Patricia Laverley, Operations Evaluation Department (OPEV), African Development Bank.

III. Achievements, Outcomes, and Planned Activities

Until recently, opportunities for learning and sharing of evaluation experiences in Africa were limited and evaluators in Africa were seldom trained in evaluation methodology. However, this is beginning to change as there are now more training opportunities for African evaluators including access to information and resources than ever before. There are currently 16 national evaluation associations and networks in Africa and various international efforts are underway to mobilise evaluation expertise in Africa and build local monitoring and evaluation capacity in the region.

Prior to the April 2005 seminar in Tunis, OPEV had supported similar regional M&E capacity building initiatives. OPEV co-sponsored the Johannesburg (2000) and Abidjan (2001) M&ECD seminars; it co-sponsored the Nairobi (1999&2001) and Cape Town (2004) African Evaluation Association (AFREA) conferences; and at the country level, OPEV continuously advises and influences AFDB Country Departments to mainstream capacity building efforts in AFDB operational activities.

The outcomes and planned activities that emerged from the discussions include:

1. Joint Annual Delivery of a Regional Development Evaluation Seminar in Africa

Due to the successful delivery of this effort, a follow-up to the April 2005 seminar in Tunis is being planned. The general consensus reached with major partners that were involved (Joint Africa Institute, World Bank/IFC) was to deliver a similar regional development evaluation seminar annually, with OPEV providing the technical coordination of the process.

2. Establishment of a Mobile M&E Facility

Plans were discussed to establish a mobile M&E facility that would provide short-term technical assistance to evaluation units and departments in various African countries. The feasibility of this proposal and funding arrangements to support this initiative are currently under consideration.

3. Adaptation of M&E Approaches and Development of a More Consolidated Approach

Participants embraced the need to better adapt existing training and M&E approaches to the African context. The need for a more consolidated approach to M&E initiatives on the continent was also raised and participants felt that synergies were needed with other partners to strengthen such initiatives.

4. Emphasis on Self-Sufficiency

The recurrent theme raised during the event was to involve key stakeholders in the evaluation process. Participants felt that a paradigm shift was needed from reliance on donors to undertake M&E activities to increased capacity and self-sufficiency by regional member countries. Participants were of the opinion that a paradigm shift in M&E from donor-reliance to self-sufficiency would help to accelerate the ownership agenda in beneficiary countries.

5. Planned Activities with the Development Bank of Southern Africa (DBSA)

Follow-up capacity building and knowledge transfer activities were also initiated with the Development Bank of Southern Africa (DBSA). The discussion focussed on:

- (i) undertaking joint training and evaluation activities with the DBSA;
- (ii) the possibility of an AFDB exchange program with the DBSA to assist with strengthening the African Peer Review Mechanism;
- (iii) development of a roster of consultants to identify specific technical areas;
- (iv) development of a Memorandum of Understanding (MOU) between the AFDB and the DBSA to determine the range of activities to be mutually undertaken by the two institutions.

6. Planned Activities with the Public Service Commission (PSC) of South Africa

The activities planned with the PSC included the need for a more strategic approach to M&ECD on the continent. The proposed approach included:

- (i) jointly undertaking sub-regional M&E capacity building initiatives in regional member countries (in partnership with the African Evaluation Association);
- (ii) undertaking a needs assessment to identify M&E skills gap in regional member countries;
- (iii) the planned needs assessment would help with the identification of specific M&E focus areas;
- (iv) carrying out an assessment of PSC's products and services—such an assessment could be used to identify best practices which could serve as course materials for joint M&E capacity building efforts.
- (v) undertaking a stock taking exercise to identify the range of M&E resources that exist in the Southern Africa sub-region (this exercise could be undertaken with the PSC, Department of Public Service and Administration of South Africa, Southern Africa Development Community (SADC), and with the New Partnership for Africa's Development (NEPAD)).
- (vi) The discussion concluded if the planned M&ECD activities are successfully carried out, the African Peer Review Mechanism and national level M&E systems on the African continent would become more effective.

Annex I. Program of Seminar



JAI (JAI)
Institut Multilatéral d’Afrique (IMA)

**AFDB/JAI High-Level Seminar on
DEVELOPMENT EVALUATION**

Building Skills to Evaluate Development Interventions in Africa

Monday, April 4 – Friday, April 8, 2005
Tunis, Tunisia

Program of Seminar

Day One:	Monday, April 4
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8:00 – 9:00	Registration – Main Conference Room (Malawi Room 2nd Floor)
9:00 – 9:15	Welcome Remarks Mr. Michael Bauer, <i>Director, JAI (JAI)</i> welcomes participants to the seminar. He sets the stage on the need for discourse on development evaluation among senior executives, the capacity enhancement benefits to be derived from the five-day event, and the usefulness of evaluation in development activities in Africa.
9:15 – 9:45	Opening Address Mr. Getinet Giorgis, <i>Director, Operations Evaluation Department, AFDB</i> provides the rationale for the first high-level regional seminar on development evaluation, its significance for the African continent particularly in the context of the MDGs, PRSPs, and the HIPC initiative. He highlights the need for evaluation competency among senior government executives and high-ranking officials of development institutions engaged in evaluation-related activities on the African continent.
9:45 – 10:15	Introduction of Participants Mr. Negatu Makonnen, <i>African Development Institute, AFDB</i> introduces resource persons. He sets the stage for delegates to share course expectations and highlight key evaluation challenges being faced in their respective countries. Each delegate is requested to provide a one-minute presentation on their background, the organization(s) they represent, and their key evaluation challenges.

In collaboration with the Operations Evaluation Department of the World Bank and the Public Service Commission (PSC) of South Africa

10:15 – 10:45	<p>Program Overview and Course Objectives</p> <p>Mr. Ray C. Rist, <i>Senior Evaluation Officer, World Bank</i> and Ms. Linda Morra-Imas, <i>Chief Evaluation Officer, International Finance Corporation (IFC)</i> provide an overview of the program. They highlight the key topics to be covered and outline the learning objectives of the event.</p>
10:45 – 11:00	Tea/Coffee Break
11:00 – 12:00	<p>Module 1: Introduction to Development Evaluation</p> <p>This introductory session begins with Ms. Linda Morra-Imas, <i>Chief Evaluation Officer, IFC</i> offering the definitions, history, traditions, purpose, and types of evaluations, including their roles, and relationships with other disciplines. She discusses the changing development context, the different approaches to evaluation, and an introduction to the OECD/DAC principles for evaluation. Ms. Nozipho Mxakato-Diseko, <i>Commissioner, Public Service Commission (PSC) of South Africa</i> presents the usefulness of evaluation within South Africa’s public service and offers salient aspects of their evaluation experience to date.</p>
12:00 – 2:00	Lunch
2:00 – 2:45	<p>Module 2: Evaluation Models</p> <p>Ms. Linda Morra-Imas, <i>Chief Evaluation Officer, IFC</i> provides an overview of the evaluation process. Questions addressed during the session include who benefits from the evaluation exercise, what projects, programs, activities, and organizations to evaluate, when to evaluate, what types of evaluation model should be applied to an evaluation, and ends with a discussion on logic models and logical frameworks.</p>
2:45 – 3:45	<p>Module 3: Results-Based Monitoring and Evaluation (M&E): Overview</p> <p>Mr. Ray Rist, <i>Senior Evaluation Officer, World Bank</i> and Ms. Jody Kusek, <i>World Bank’s Africa Region Monitoring and Evaluation Coordinator</i> conduct the RBM session containing four sub-components. The RBM session is based on ten steps that describe how performance-based monitoring and evaluation systems are built. The first RBM segment is design to help participants with planning, designing, and implementing a performance-based monitoring and evaluation system. The ten RBM steps begin with conducting a readiness assessment, move on to goal setting and indicator selection, establishing baseline data, and setting targets to ensure the use and sustainability of M&E systems. Throughout the RBM sessions, participants discuss the tasks needed to complete each of the ten steps, and discuss tools available to help along the way.</p>
3:45 - 4:00	Tea/Coffee Break
4:00 - 5:00	<p>Module 3 (cont.): Results-Based Monitoring and Evaluation (M&E): Conducting a Readiness Assessment, Agreeing on Performance Outcomes, and Selecting Key Indicators</p> <p>As a continuation of the previous session, Mr. Ray Rist and Ms. Jody Kusek assist senior executives in Africa with steps one to three on developing a results-based monitoring and evaluation system. Participants acquire skills on conducting a readiness assessment for M&E in their various countries, how to agree on performance outcomes to monitor and evaluate MDG targets, PRSP and HIPC initiatives, and other programs they manage. They also learn how to select key indicators to monitor and evaluate desired outcomes in their various countries.</p>
6:00	Cocktail Reception

Day Two: Tuesday, April 5

8:30 – 10:30 Module 3 (cont.): Results-Based Monitoring and Evaluation (M&E): Baseline Indicators, Setting Realistic Targets, and Building a Monitoring System

Building on topics covered in previous day's sessions, Mr. Ray Rist and Ms. Jody Kusek provide instructions on steps four, five, and six on collecting baseline indicators, setting realistic targets, and building a monitoring and evaluation system in Africa. Seminar representatives are provided guidelines on identifying expected or desired level of project, program, or policy performance, factors to consider when selecting indicator targets, and fundamental principles in building a monitoring and evaluation system in Africa.

10:30 – 10:45 Tea/Coffee Break

10:45 - 12:00 Module 3 (cont.): Results-Based Monitoring and Evaluation (M&E): Reporting and Using**Findings, Role of Evaluations, and Sustaining M&E within an Organization**

This conclusive RBM session delivered by Mr. Ray Rist and Ms. Jody Kusek covers RBM steps seven through ten and ends with illustrations on how to report evaluation data and findings, use of explanatory notes, and reporting negative results. Evaluation utilization, information sharing strategies, evaluation demand, structure, credibility, accountability, and evaluation capacity are discussed as critical components for sustaining M&E in a development organization.

12:00 – 2:00 Lunch

2:00 – 3:45 Module 4: Evaluation Questions and Design Matrix

Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* covers formulation of evaluation questions and concept mapping. She offers guidance to delegates on how to formulate descriptive, normative, impact, and cause-and-effect questions. The design matrix is offered as a useful tool in designing and managing the evaluation process in various countries.

3:45 – 4:00 Tea/Coffee Break

4:00 – 5:00 Module 4 (cont.) Evaluation Questions and Design Matrix

As a continuation of the previous session, Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* assists participants with identifying evaluation questions and concept mapping. She guides delegates on how to formulate descriptive, normative, impact, and cause-and-effect questions. The design matrix is used as a useful point of reference in designing and managing the evaluation process.

Day Three: Wednesday, April 6

8:30 – 10:15 Group Exercise on “Kenya’s Lake Bogoria Community-Based Wetlands Project”

This interactive session is conducted by Mr. Ray Rist, *Senior Evaluation Officer, World Bank* and Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC*. Delegates are requested to review the mid-term evaluation report on “Kenya’s Lake Bogoria Community-Based Wetlands Project” conducted by the World Wild Life Fund (WWF) East African Regional Programme Office (EARPO). Using course materials and knowledge acquired during the seminar, participants are divided into small break out sessions to work on specific evaluation tasks. After this initial group assignment, other sessions are devoted to group discussions based on topics covered.

10:15 – 10:30 **Tea/Coffee Break**

10:30 – 12:00 **Module 5: Evaluation Design Options**

Mr. Ray Rist, *Senior Evaluation Officer, World Bank* builds on the earlier session on evaluation questions. The Evaluation Design Options session offers guidelines on developing effective evaluation designs in Africa based on the type(s) of evaluation questions. Evaluation designs discussed include experimental, non-experimental and quasi-experimental designs, correlation studies, use of control variables, natural variation, causal tracing strategies, and the case study approach. Participants are requested to work on a short exercise within their respective groups. This exercise is designed to test and apply the knowledge acquired during the course to real-life situations in Africa. The group exercises are intended to facilitate information exchange and networking among participants.

12:00 – 2:00 **Lunch**

2:00 – 3:45 **Module 6: Data Collection Methods: Overview**

Mr. Mohamed H. Manai, *Chief Evaluation Officer, AFDB* provides an overview of data collection choices, key issues pertaining to data validity, reliability, and precision. He introduces participants to issues for consideration on conducting in-person interviews, use of observations, focus groups, self-administered questionnaires, diaries, self-report checklists, and use of expert judgments.

3:45 – 4:00 **Tea/Coffee Break**

4:00 – 5:00 **Module 6 (cont.): Data Collection Methods: Strategy, Choices, and Measurement Issues**

Ms. Patricia Laverley, *Operations Evaluation Department, AFDB* discusses the general rules on quantitative and qualitative data collection strategies, including cost, time, and quality. She covers rules to be followed in collecting original data, establishing data collection procedures, maintaining accurate records, and verification of data codification and input.

Day Four: Thursday, April 7

8:30 – 10:15 **Module 6 (cont.): Data Collection Methods: Common Data Collection Approaches**

Mr. Mohamed H. Manai, *Chief Evaluation Officer, AFDB* conducts this session. He helps participants acquire skills on how to determine whether measures are credible, valid, precise, and reliable for use in their evaluation-related activities. He discusses participatory data collection approaches including transect walks, social mapping, community meetings, use of existing reports, computer files, and unobtrusive measures.

10:15 – 10:30 **Tea/Coffee Break**

10:30 – 12:00 **Group Exercise on Data Collection Strategy**

Mr. Mohamed H. Manai, *Chief Evaluation Officer* and Ms. Patricia Laverley, *Operations Evaluation Department, AFDB* work with participants in their small groups in applying the skills acquired in earlier sessions to the respective data collection effort(s). Participants are requested to work on an exercise on collecting data from files, conducting interviews, and administering focus group sessions.

12:00 – 2:00 **Lunch**

2:00 – 3:45 **Module 7: Presenting Results**

Mr. Ray Rist, *Senior Evaluation Officer, World Bank* assists participants with developing

communication strategies for their evaluations, and on use of a feedback process to communicate results with stakeholders. Participants are also offered general guidelines on how to organize their evaluation reports and how to deliver effective presentations on completed evaluations.

3:45 – 4:00 **Tea/Coffee Break**

4:00 – 5:00 **Module 8: Putting It All Together**

Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* offers useful tips on the entire evaluation process including development of a work plan for the evaluation, contracting, scheduling, budgeting, attention to methodological quality, development of evaluation terms of reference, alignment of credentials and skills with an evaluation task. Ms. Morra-Imas also offers checklists for assessing the quality of an evaluation.

6:30 **Closing Dinner**

“The Usefulness of Evaluation in AFDB’s Quality Enhancement Efforts”

Special Guest: Mr. Francois Arsenault, Executive Director and Chairman, Committee of Development Effectiveness (CODE), African Development Bank

Day Five: Friday, April 8

8:30 – 10:00 **Group Presentations on “Kenya’s Lake Bogoria Community Based Wetlands Project”**

This session is moderated by Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* and Mr. Ray Rist, *Senior Evaluation Officer, World Bank*. Using course materials and knowledge acquired during the seminar, the delegates are requested to deliver short presentations based on the group exercises undertaken.

10:00 – 10:15 **Tea/Coffee Break**

10:15 – 10:45 **Evaluability Issues in AFDB’s Results-Based Country Strategy Papers (RBCSPs)**

Mr. Eric Ndiaye, *Chief Evaluation Officer, AFDB* discusses the novel approach being undertaken in the evaluation of RBCSPs. Mr. Ndiaye provides the rationale for the new approach and lays out the conceptual framework and evaluability issues to be addressed with the roll out of OPEV’s Country Assistance Evaluations (CAEs). Mr. Ndiaye underscores the need for country involvement in the process and highlights planned CAE activities of the African Development Bank. This session is moderated by Ms. Arlette Rakotondrazafy, *Director, Programme Evaluation, Ministry of Economy, Finance, and Budget, Madagascar*.

10:45 – 11:30 **Evaluation Methodologies for Assessing Development Effectiveness: Experiences from the AFDB**

Mr. Athanasius Coker, *Principal Evaluation Officer, AFDB* highlights the methodology being used in AFDB’s *2005 Annual Review of Development Effectiveness (ARDE)*, key evaluation questions being addressed, salient aspects of the ARDE evaluation design, and concludes the discussion.

11:30 – 12:45 **The World Bank and the Islamic Development Bank’s Evaluation Experiences – Methodological Issues**

The World Bank has undertaken more than eighty CAEs to date. Mr. Fareed Hassan, *Senior Evaluation Officer, World Bank* discusses the World Bank’s experience in undertaking its CAEs. Mr. Hassan provides the underlying framework for the World Bank’s CAEs. He outlines procedures currently being used, key methodological issues being addressed, and the approach used to carry out the recently completed Tunisia. Mr. Mahmud Yahya, *Senior Evaluation Officer, Islamic Development Bank* shares his organization’s experience based on

completed evaluations to date.

12:45 – 2:30 **Lunch**

2:30 – 4:00 **Current Monitoring and Evaluation (M&E) Perspectives in Selected AFDB Member Countries: Experiences in Ghana, South Africa, and Tanzania**

This session is devoted to sharing of country-level M&E experiences in selected countries and will be moderated by Mr. Paul-Andre Rochon, *Principal Evaluation Officer, AFDB*. Mr. Zakaria Seini, *Principal Economic Planning Officer, Ministry of Finance, Ghana* highlights national-level M&E activities being undertaken in Ghana and offers their experience along the way. The session proceeds with Ms. Thuli Radebe, *Senior Manager, Department of Public Service and Administration, South Africa*. She offers M&E perspectives from her organization and Ms. Salma Salun, *Senior External Finance Officer, Ministry of Finance and Economic Affairs, Tanzania* provides the rationale for Tanzania's national-level monitoring and evaluation action plan.

4:00 – 4:15 **Coffee Break**

4:15 – 5:00 **Future Direction of Evaluation in Africa**

This session is moderated by Mr. Afework Aklilu, *Principal Evaluation Officer, AFDB*. Ms. Lynette Sing, *Director, Public Service Monitoring and Evaluation Systems, South Africa* and Mr. Indran Naidoo *Former Co-Chair, African Evaluation Association and Chief Director, PSC, South Africa* will deliver a brief presentation on emerging issues on development evaluation. Ms. Patricia Laverley, *Operations Evaluation Department, AFDB* summarizes the feedback on the usefulness of the sessions and how use of the skills acquired will be applied in development evaluation activities in Africa.

5:00 **Closing and Certification Ceremony**

Mr. Michael Bauer, *Director, JAI*

For additional information, please contact:

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Annex II. Participating Organizations

INSTITUT MULTILATERAL D'AFRIQUE (IMA)
 Joint Africa Institute (JAI)

Seminar on Development Evaluation
Tunis, Tunisia, April 4-8, 2005

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Annex III. Survey Responses

JOINT AFRICA INSTITUTE - INSTITUT MULTILATERAL D'AFRIQUE
Seminar on Development Evaluation/Séminaire sur l'évaluation du développement
 Tunis, Tunisie - April 4-8, 2005/4-8 avril 2005
Evaluation of the Seminar/Evaluation du séminaire

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	Average	
<i>A. Structure of the course</i>																														
1. Appropriate length	4	4	2	2	2	3	1	4	2	3	2	4	5	2	3	2	4	4	3	2	3	4	3	4	5	4	2	4	3.1	
2. Appropriate pace	4	4	4	2	2	4	3	4	4	3	2	4	5	3	3	3	4	4	4	1	4	4	3	4	4	4	4	3.5		
3. Logical sequence	5	4	4	4	3	5	4	5	4	5	4	3	5	3	4	5	4	4	5	1	4	3	3	5	4	4	5	4	4.0	
																												3.5		
<i>B. Presentational Methods</i>																														
4. Mix of methods	4	4	5	5	2	4	1	5	5	4	4	4	5	4	4	5	4	5	4	3	5	4	3	5	5	5	5	3	4.1	
5. Effective lecturers	4	5	4	5	3	5	3	5	4	4	5	5	4	4	4	4	4	4	4	4	5	4	3	4	4	5	5	4	4.3	
6. Encouraging discussions	5	4	5	5	2	5	4	5	3	4	5	5	5	5	4	5	5	5	5	5	5	4	2	5	4	3	4	4	4.4	
7. Documentation	5	5	5	4	2	5	2	5	4	4	3	4	5	3	5	5	2	5	4	2	3	3	2	5	4	5	2	4	3.8	
																													4.1	
<i>C. Benefits</i>																														
8. Consistent with expectations	4	5	4	5	3	5	1	5	4	3	5	4	5	4	4	4	4	4	5	4	4	4	3	3	4	5	5	4	4.1	
9. New knowledge and new skills	4	4	4	5	3	5	4	4	5	5	5	5	4	5	4	5	4	4	5	5	4	4	3	5	5	5	5	4	4.5	
10. Useful for your duties	4	5	5	5	4	5	2	4	5	5	5	4	5	5	4	5	4	4	4	4	5	5	2	4	5	5	5	3	4.4	
11. You would recommend	4	5	5	5	4	5	3	5	4	5	5	5	4	5	4	5	5	4	5	5	5	4	3	4	4	5	5	4	4.6	
																													4.4	
Average/Moyenne	4.3	4.5	4.3	4.3	2.7	4.6	2.5	4.6	4.0	4.1	4.1	4.3	5.0	3.7	4.2	4.3	4.0	4.4	4.3	3.4	4.3	3.9	2.7	4.4	4.5	4.5	4.3	3.8	4.1	
<i>D. Administration & Logistics</i>																														
1. Travel arrangements	4	5	5	4	3	5	4	3	2	2	3	3	5	1	4	4	4	4	1	5	2	4	4	2	4	4	2	5	2	3.4
2. Hotel and meals	5	4	3	3	4	5	5	4	2	3	5	3	5	2	5	3	4	5	5	5	4	4	4	2	5	5	5	4	4.0	
3. Meeting rooms & audio-visual	5	3	4	5	4	5	5	4	3	3	5	5	5	3	4	4	4	4	5	4	4	4	4	3	5	4	4	4	4.1	
4. Assistance of JAI staff	5	5	4	4	4	4	5	5	3	1	5	5	5	4	5	3	5	3	5	5	5	4	3	4	4	4	5	4	4.3	
Average/Moyenne	4.8	4.3	4.0	4.0	3.8	5.0	4.8	4.0	2.5	2.3	4.5	4.0	5.0	2.5	4.5	3.5	4.3	3.3	5.0	4.0	4.0	3.8	3.5	3.3	4.5	4.0	4.8	3.5	4.0	