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| **Purpose of Evaluation**    The final phase in the project cycle is project evaluation. The analyst looks systematically at the elements of success and failure in the project experience to learn how to plan better for the future. The basic objective of such a study is to ascertain the real worth of a project or programme as far as possible. Broadly speaking, evaluation may be defined as "a process which attempts to determine as systematically and objectively as possible the relevance, effectiveness and impact of activities in the light of the objectives". It is, thus, a critical analysis of the factual achievements/results of a project, programme or policy vis-a-vis the intended objectives, underlying assumptions, strategy and resource commitment. In specific terms, it makes an attempt to assess objectively the following:-    (a) the relevance and validity of the objectives and design of the project/programme in terms of broader issues of development policy, sector/sub-sector priorities and strategies as well as other problems of a wider nature;    (b) the efficiency and adequacy of the pace of progress of the project/programme where the focus is mainly on managerial performance and productivity;    (c) the effectiveness of the project/programme - a major part of an evaluation exercise-in realizing the intended objectives from a variety of angles; and    (d) the identification of reasons for the satisfactory or unsatisfactory accomplishment of the results of the project/programme and to deduce critical issues and lessons which may be of relevance to other on-going and future projects/programmes of a similar nature.  [**Go To Top**](http://www.pc.gov.pk/CH-8.htm#top)      **Types of Evaluation**    8.3 Evaluation, can be applied for different purposes as well as to a specific activity, project or programme. It is not restricted to the completion stage only but involves periodic investigations at many stages. The different types of project evaluations carried out are: (i) ex-ante evaluation, (ii) on-going evaluation and (iii) terminal evaluation/ex-post evaluation. The ex-ante evaluation/pre-approval appraisal has already been discussed with methods and techniques in Chapter-5. The on-going evaluation is carried out by the organization of its own to re-assess the projected feasibility of the PC-I content because of the time lag, while external evaluation is done by an agency other than the body involved in the implementation of a project. On-going and post-completion evaluation are discussed below:-  **(a) On-going/Mid-term Evaluation**   The main purpose of an on-going/mid-project evaluation is to assist the project management to make appropriate adjustments in the changed circumstances or to rectify any shortcomings in the original design, so as to improve its efficiency and overall performance.  **(b) Post-Completion Evaluation**   The purpose of an ex-post or post-hoc evaluation is to discover the actual, as opposed to the projected, results of implementing a project. The aim of evaluation is primarily to compare the actual outcome of the project with the projections made at the appraisal stage. The examination of different aspects of the project can provide important lessons derived from experience for the new projects. The overall impact of the project will result in a number of effects which can be classified as costs and benefits, direct and indirect or tangible and intangible. Ex-post evaluation takes place after the completion of the project and is often more in-depth as it focuses on the analysis of impact. Besides, it is time-consuming, costly and calls for persons with special skills.  **Difference Between Monitoring and Evaluation**  Evaluation is a learning management tool but differs materially from monitoring. Project monitoring is undertaken at the implementation stage while evaluation is generally preferred when a project is complete. The monitoring reports provide the data base for the **"evaluation"** but evaluation cannot contribute directly to monitoring. The evaluation studies are more comprehensive in nature, covering all aspects of the projects, whereas monitoring provides information mainly to assess and help maintain or accelerate the progress of implementation. However, key differences between M and E functions are summarized below:     |  |  |  | | --- | --- | --- | | **Monitoring (M)** |  | **Evaluation(E)** | | Keeps track of daily activities a continuous function. |  | Takes long range view through indepth study - a one time function | | Accepts objectives, targets and norms stipulated in the project document |  | Questions Pertinence and validity of project objectives / targets | | Checks progress towards output targets |  | Measures performance in terms of objectives | | Stresses conversion of inputs to outputs |  | Emphasizes achievement of overall objectives | | Reports on current progress at short intervals for immediate corrective actions |  | Provides an indepth assessment of performance for future feedback |   **Evaluation Indicators**  Evaluation indicators are the yardsticks for the assessment of overall performance of a project/programme with reference to stipulated targets and objectives. The main indicators can be identified as under:-  **i) Physical achievements indicators**   Overall physical progress  Overall cost utilisation  Timely or untimely completion of a project or a programme (delay in years).  **ii) Output or Impact Indicators**  Production (whether crops, livestock, forest products, fish, etc.) e.g., percentage of children in a target group receiving supplies feed, number of acres surveyed, loan applications processed/approved, trained manpower, a laboratory set-up etc.  **iii) Economic Indicators**   Financial and economic benefits (e.g., financial rate of return, internal rate of return, benefit-cost ratio, etc.).  **iv) Social Indicators - Quality of Life Indicators**   Income distribution with equity, level of food consumption, health and education facilities, shelter, access to essential amenities/basic needs, life expectancy, etc.  **Feedback for the Future**    Feed-back is the most important element of a systematic and integrated approach towards project appraisal, monitoring and evaluation. Essentially, it is the evaluation exercise which provides lessons for the feed-back, because the main objective of such studies is to compare the actual outcome of the project with the projections made in its appraisal and then the examination of essential positive and negative effects of the project, providing important lessons for the future. The feed-back from evaluation is a basic requirement of the management. An evaluation without any direction or support from the management can hardly be meaningful. To promote feed-back from evaluation, it is necessary to   1. substantiate proper evaluation findings and pay proper attention to specific issuesof substance 2. , (b) establish a feed-back mechanism, preferably to the policy-makers and senior management, and 3. (c) rely upon feed-back through formal and informal arrangements.   Feed-back from the evaluation is used for operational (mid-course corrections and follow-up action), analytical (improvement of project design, objectives etc.) and policy purposes (finding out the validity of a given development strategy etc.). To ensure that feed-back is used in systematic manner, there must be an adequate institutional mechanism for channeling the findings and recommendations to the appropriate decision-makers and managers for the necessary follow-up action. The managers and policy-makers should know how to guide and use evaluation for their needs.  s  <http://www.pc.gov.pk/CH-8.htm> |

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