

## Chapter VI. Project Evaluation

A. The purpose of an evaluation is not to establish error and to place blame--not even to discover and publish the ultimate truth. It is to help improve the project. Empathy and a positive attitude are helpful and need not compromise your responsibility.

B. Prepare carefully for the task. Study the paper trail, insist on adequate briefing, and know and organize your team.

C. Develop your own evaluation strategy, including objectives and scope of work, as well as your methods and style of operating. Resist temptation to make recommendations that cannot be achieved or have only marginal value.

D. Make use of project objectives, translated into team objectives to the extent feasible. The more you can seek the genuine contribution of the implementation team, the greater the chance that your report will be taken seriously. Give the team adequate opportunity for input.

E. Achieving objectivity in the short time normally allowed for an evaluation is much more difficult than it appears to be. So-called objective measures are little help, if you haven't been completely objective in selecting the objective measures. Your best defense is to keep constantly in mind how difficult it is to achieve objectivity.

F. Validity, likewise, is difficult. Start writing report early to help you identify data gaps and data inconsistencies while you still have time to work on them. Explain data and how you are using it as evidence. Never use a question in an interview that can be answered with a "yes" or "no." This type question almost always yields faulty information.

G. You may be asked for opinion or evaluation of persons that has little to do with your project evaluation responsibility. Think carefully before writing a second report that includes elements not in the official report.

H. Outline your report and keep it consistent. Avoid such wording as "G should be commended for...." Then you don't have to say later that "H should be criticized for..." Keep report impersonal to the the extent feasible. Deal with events, not people.