

Below is a simple format to help think through the objectives, to standardize presentation, and to help communicate to donor, evaluation teams, host institution, and others who want to understand your project. Modify it or devise one for your own purpose.

Objectives	Date to Achieve	Factors Hindering Progress	Factors Helping Progress	Actions Intended
:	:	:	:	:

You can use the objective chart in making presentations to the evaluation teams or in evaluating their evaluations. This handbook suggest (1) that evaluation teams use team objective statements in their evaluations and (2) that they encourage self-evaluation as part of the effort.

In identifying and evaluating factors hindering and factors helping, you are using a management technique known as "Force Field Analysis." You can use brainstorming and group discussion techniques to make the two lists of factors. Group discussion can be used in analysis, but more study may be needed. You also need to identify and analyze the alternatives you have for action. Finally, you need to decide on actions and program them, in a strategy for strengthening or taking advantage of the factors that help and removing or attenuating the factors that hinder.

I. Managing Evaluations

Evaluations are important episodes in the life of a project and can be used to enhance project management. They can be used to show off your accomplishments and need not be a cause of worry or dread. Your own attitude is critical. It permeates everything you do, and it shows through to all observers and helps create the general image of your project. That "general image" is important in that it in turn helps create the expectations, both of the donor and the evaluators, of what will result from the evaluation. Psychologists have long held that what people expect to find helps determine what they do find. The external image will likely be related to the team's own image, and thus expectations. Certainly, a team's expectations of itself has important influence on its own performance.

Two guidelines are important. Take charge of the project, including evaluation, and develop and demonstrate a positive mental attitude.