

## D. Objectives and Self-Evaluation

This handbook has emphasized the use of objectives in both project design and implementation. Now it does so in project evaluation. If objectives are being used in line with these guidelines, it will greatly facilitate your work to use them in evaluation. If the project has not used them up until now, you can still use them--and at the same time demonstrate their value in project management.

The most productive way for you to use objectives is to have the implementation team state and review its own objectives and then to do a self-evaluation of the project. Such an exercise will generate data and insights useful to you. It will also help you establish rapport as well as initiate a useful process in the project.

In dealing with objectives, use whatever is written down, but also spend adequate time in discussion with the team, both as a group and with individuals to allow them to explain the project to you. You should expect that the team can explain to you the conceptualization of the project and of project strategy. The team should expect to be asked to explain this conceptualization and should expect to have an opportunity to do so. How well the team performs in explaining conceptualization and objectives is an important element of the evaluation.

A simple format will help the implementation team provide useful information and analysis. If the team has developed a format, use it to the extent you are able. See the formats suggested in the chapters addressing project design and project implementation.

This exercise will enable the implementation team to help set the parameters of the evaluation. If its parameters are not consistent with your scope of work, i.e. the donor's parameters, check to see if it results from some miscommunication or difference in viewpoint or if the problem is more serious, such as a lack of congruence of the concepts of donor and implementation team or even a confrontation on some aspects of project management.

## E. Strive for Objectivity

The emphasis placed here on empathy, a positive attitude, and the need for rapport should not be interpreted to mean that you need not be objective and even tough. Difficult though it is, strive for as much objectivity as is feasible. Analysts like to use the term "rigor," a term often associated with numbers. The problem with numbers is placing a meaning on them or making them relevant to the project. We simply are not able to provide standards or norms for some of the coefficients. Getting reliable data often takes more time than an evaluation team has, and many of the numbers may be relevant to host institution management but clearly outside the responsibilities of the project.