# **Annex-6. Checklist for Evaluation Mission**

The following checklist contains a list of questions and actions that may guide the evaluation process. Not all questions and actions need to be considered/taken during the process.

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| Criteria | Questions to be considered |
| Relevance | 1. To what extent are the project objectives still valid? / How valid are the project objectives?
2. Does the problem analysis confirm the results of the Project identification?Can the results of the Project identification be confirmed by the analysis of the problem?
3. Are the activities and outputs of the project in line with/relevant to the overall aim and the fulfillment of the project objectives?
4. Are the activities and outputs of the project in line with/relevant to the expected impacts and outcomes of the project?
5. Does the project clearly comply with AFoCO's objectives, AFoCO's strategic priorities and the target country's national efforts in the relevant sector?
6. Considering the project objectives, Is the project budget amount appropriate? Are the costs of each activity suitably allocated?
7. Is the project rationale appropriate based on the analysis of the linkages of the logical framework?
8. Are the outputs essential and adequate in realizing the specific objectives of the project?
9. (Action) Assess the contribution of stakeholders to the project design.
10. (Action) Assess the status of ownership of the project.
11. (Action) Assess stakeholder and partner agency(ies) commitment to the project.
12. (Action) Assess the suitability/relevance of the project design (vertical logic rationale; level of details; logic, indicators, verification means, assumptions; management of risks, etc.).
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| Effectiveness | 1. To what degree were the objectives met / likely to be met?
2. What were the key factors that were found to have an influence on the achievement (or non-achievement) of the objectives?
3. Are there more appropriate technical, financial or administrative approaches that can improve the effectiveness of the project?
4. (Action) Assess the technical or scientific intrinsic quality of the project proposal.
5. (Action) Assess the relevance of rationale of the project proposal in achieving its objectives. (This may include analyzing its logical framework critically and examining external factors which may influence the success of the project.)
6. (Acton) Conduct a risk assessment and assess the probability of success.
7. (Action) Assess the effectiveness of unexpected situation management and evaluate the approaches taken in comparison with other possible alternative approaches.
8. (Action) For ongoing projects, assess the validity of the project design, (This includes reviewing the logical framework and providing suggestions for revision when required.)
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| Efficiency | 1. Were activities cost-efficient? Did the project activities achieve the expected outcomes with minimum possible cost inputs?
2. Were objectives achieved on time? Were the project objectives attained without delay?
3. Was the chosen project implementation approach the most efficient one available (as compared to other alternative approaches)?
4. Are the activities and related inputs essential and adequate in realizing the outputs of the project?
5. (Action) Assess the technical, financial and managerial aspects of project implementation. (These include the usage of norms, standards and rules associated to technical and administrative actions, coordination of project staff, organization of the project reports, accounting documents and data, etc.)
6. (Action) Assess the allocation of inputs, including its timing and suitability, indication of whether they are being provided on time and at the estimated costs; indication of likely future trends in Inputs allocation considering the current situation; indication of cost effectiveness through the use of unit costs, comparative costs per beneficiary, etc;
7. (Action) Assess the internal monitoring of the project. Project internal monitoring;
8. (Action) Assess procurement procedures and the employment of consultants.

(Action) Assess the commitment of the recipient country  |
| Impact | 1. What has happened as a result of the project or project and why? What is the consequence of the implementation of the project and why has this happened?
2. What real difference has the activity made to the beneficiaries? What are the actual impacts of the project activity on the beneficiaries?
3. Is there a clear understanding of the field or sub-sector involved and of its main characteristics? Has the field/sub-sector involved and its main characteristics been clearly understood?
4. Has adequate consideration been given to the environmental impact and stakeholder, including local community, participation and ownership? Have environmental impact, project stakeholders such as the local community, and aspects such as participation and ownership been adequately considered?
5. assessment of the post-project situation and of the specific conditions of its intended direct or indirect beneficiaries as compared to the Pre-project situation and expectations; assessment of whether this post-Project situation is likely to change additionally, in what direction and over what period;(Action) Compare the pre project situations and expected outcomes with the post project situations and specific conditions of the intended beneficiaries (both direct and indirect). Assess the possibility of any changes that may occur in the post project situation and direction and period the change.
6. assessment of the achievement of the Project Specific Objective(s) and of its contribution to the Development Objective; critical analysis of the validity of the Assumptions made; presentation of the Indicators of achievement for each level of the Project elements; (Action) Assess the attainment of the specific objectives of the project and how it contributes to the development objective; carry out a critical analysis of the legitimacy of the assumptions made; and present the indicators of achievement for each project element level.
7. assessment of unexpected effects and impacts either harmful or beneficial, and presentation of the reasons for their occurrence;(Action) Assess all unintended effects (both harmful or beneficial) and describe the reasons for their occurrences.
8. (Action) Assess the environmental impacts that have resulted from the project and compare them with the expected impacts.
9. (Action) Assess the all related or unrelated and harmful or beneficial impacts of the project implementation on local communities.
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| Sustainability | 1. To what degree did the positive impacts of the project continue after donor funding was no longer provided?
2. Which key factors influenced the fulfillment and non-fulfillment of project sustainability?
3. Will the results of the Project be sustainable, financially and in other ways? Can the sustainability of the project results be ensured, financially and in other aspects?
4. elaboration on the availability of human resources and financial and institutional provisions to guarantee sustainability (Action) Explain in detail, the availability of manpower as well as financial and institutional provisions to assure sustainability.
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* Additional issues specifically for mid-term evaluations

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|  | Questions to be considered |
| Mid-term evaluations | 1. Do the external events thus far coincide the expectations of the project team/developers?
2. In particular do their assumptions still appear valid? If not, why not? Are the assumptions of the project team/developers still valid? if they are not, assess the reasons why.
3. Has progress so far matched the implementation plan? If not, can action be taken to restore or improve the original Project track? If not, what should be done? Is the project progressing according to the implementation plan? If it is not, are there any actions that can be taken to rectify or improve the situation and put the project on the right track?
4. Is the Project still valid in terms of its Specific Objective(s) and planned Outputs? Does any change need to be made? Is the project still justifiable by its specific objectives and planned outputs? Is it necessary to make any changes?
5. Is the project budget and its initial cost effectiveness still reasonable?
6. Are the expected impacts materializing? If not, what should be done? Are the expected outcomes of the project occurring? If they are not, are there any actions that can be taken?
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* Additional issues specifically for ex-post evaluations:

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|  | Questions to be considered |
| Ex-post evaluations | 1. What happened to the Project, and what are the problems that were encountered?
2. Were the Inputs provided as planned and were work schedules observed?
3. Were the expected Outputs achieved?
4. What problems (if any) caused delays (if any) and what consequences did this have for implementation? Are there any problems which lead to delays in the project and what are the impacts of these problems and delays on the implementation process?
5. Was the project adequately managed and executed?
6. Are the actual costs arising from the project similar to the budget provided?
7. Were the specific objectives of the project applicable?
8. Have the specific objectives of the project been attained?
9. Were there any changes to these objectives during implementation process?
10. Were there unexpected results and impacts, either harmful or beneficial? Were there any harmful or beneficial results or impacts that were unintended?
11. Who are the actual beneficiaries of the project?
12. Could it have been possible to achieve the specific objectives of the project with reduced costs or via an alternative project design?
13. What are the key lessons learnt from the implementation of the project?
14. What are the positive or negative factors that contributed to the corresponding success or failure of the project?
15. Does the project present new challenges or issues that require examination during the design of subsequent interventions?
16. What direct recommendations arise either for future similar Projects or for the continued operation of this one? Are there any recommendations derived directly from the project that can contribute to the implementation of similar projects in the future or to the continued operation of the project itself?

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