

IMPROVING AID'S PROJECT EVALUATION SYSTEM:

SUMMARY OF RECOMMENDED

RESPONSIBILITIES AND ACTION REQUIREMENTS

Prepared for

Program Evaluation Committee

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PREFACE

This folder summarizes responsibilities and schedules for implementing improvements in the Project Appraisal Reporting (PAR) System. It was prepared to help members of the Program Evaluation Committee assess the practicality of our recommendations.

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I. Summary of Implementation Responsibilities

SUMMARY OF RESPONSIBILITIES BY ORGANIZATION

PPC Evaluation Staff

Manage and coordinate implementation of the improved system.

Director, Program Evaluation

- (1) Manage and coordinate implementation efforts of Regional Evaluation Officers and ensure that both Regional and Mission Evaluation Officers have the skills and training necessary to implement and sustain system operations.
- (2) Develop and distribute training aids and advisory material necessary for improving the evaluation process.
- (3) Manage operation of the improved system.

Regional Evaluation Officer

- (1) Ensure that a mission-useful process is in place at each Mission in the Region, assisting and training Mission Evaluation Officers as required.
- (2) Report on implementation status and training needs.
- (3) Establish and manage evaluation teams to provide on-site assistance and training in evaluation techniques.

Assistant Administrator for Administration

- (1) Establish management improvement schedules and standards.

- (2) Monitor progress of management improvement efforts through feedback from on-site evaluation teams.
- (3) Develop and sustain training courses in evaluation and related management skills.

The Technical Assistance Research and Analysis Task Force:
Headed by Representatives from the PPC and the TAB

Demonstrate the feasibility of performing useful analyses of evaluation reports and establish appropriate organizational and operational capabilities.

~~2.~~ The Implementation Manager

(Director, PPC Evaluation Staff)

IMPLEMENTATION MANAGER FOR THE IMPROVED SYSTEM

(Director, PPC Evaluation Staff)

What are You To Do?

Whatever is necessary to implement the system improvements. Specifically, manage and coordinate AID activities as required to successfully implement the improved system by February 1971, at which time you will turn operational control of that system over to the Director of Program Evaluation.

Why Are You To Do This?

Because the implementation process must be managed and carefully paced if the system is to efficiently meet the needs of the Agency.

RESPONSIBILITIES

The implementation manager is to establish and maintain a Technical Assistance Project Appraisal System that ensures:

1. Mission-useful TA project evaluation
2. Reporting on USAID project evaluation that provides:
 - (a) a credible record of USAID management
 - (b) the data required to identify and analyze the factors influencing TA success

3. AID/W review and follow-up leading to improved USAID project management
4. TA research and analysis resulting in improved techniques and methodologies for planning, implementing and evaluating TA projects and programs.

OUTPUTS

The implementation manager must make sure that the following specific outputs are produced:

1. Tested and refined USAID implementation package distributed to all Missions
2. Trained PEOs serving all Missions (with only exceptions due to turnover)
3. Trained, competent PEOs serving all regions
4. One person in each Area Office, major Desk Staff, DP office, and ID program area trained in PAR-PROP review and follow-up
5. USAID monitoring teams functioning in all regions
6. Effective training programs for Mission PEOs and project managers (degree of effectiveness demonstrated by extent of continuing USAID demand)
7. On-going program to up-grade USAID programming
8. PROPs and PARs for all TA projects using revised processes and forms

9. Operational capability to collect, process and analyze PAR data
10. Training programs and aids for defining and measuring indicators of achievement and quantifying output targets -- for TA projects in general and for representative sectors
11. Tested and refined PAR and PROP review criteria
12. Procedures in all regions for AID/W PAR and PROP review and follow-up
13. Procedures for monitoring and and modifying System operations

END-OF-PROJECT STATUS FOR SUCCESSFUL IMPLEMENTATION

Success in achieving this purpose will be signaled by the following key end-of-project indicators:

1. TA project plans will, in most cases (90%):
 - (a) describe project purpose in terms that permit objective verification of achievement
 - (b) Express the causal linkage between targeted outputs and purpose in terms of a hypothesis that can be tested
 - (c) establish firm dates for final achievement of purpose
 - (d) expressly provide for managing the Host Country change process
 - (e) include explicit provisions for collecting and reporting data sufficient to demonstrate achievement of purpose

- (f) unequivocally define USAID management responsibilities in terms of verifiable output targets.
 - (g) draw a clear distinction between implementing agent obligations and the broader USAID project management responsibilities
 - (h) define a verifiable project rationale in terms of the contribution that achievement of purpose will make to a higher USAID goal.
 - (i) schedule implementation actions with sufficient specificity to identify critical path items
2. TA project evaluations will, in most cases (70%):
- (a) reliably measure progress toward purpose
 - (b) systematically re-examine the linkage between targeted outputs and purpose
 - (c) determine and assess actual progress toward output targets
 - (d) identify causes for positive and negative deviations from plans
 - (e) seriously consider genuine alternatives to the project purpose, outputs and inputs
 - (f) define replanning actions required in response to significant deviations from plans and changes in project rationale

ACTION PLAN FOR
THE IMPLEMENTATION MANAGER

1970

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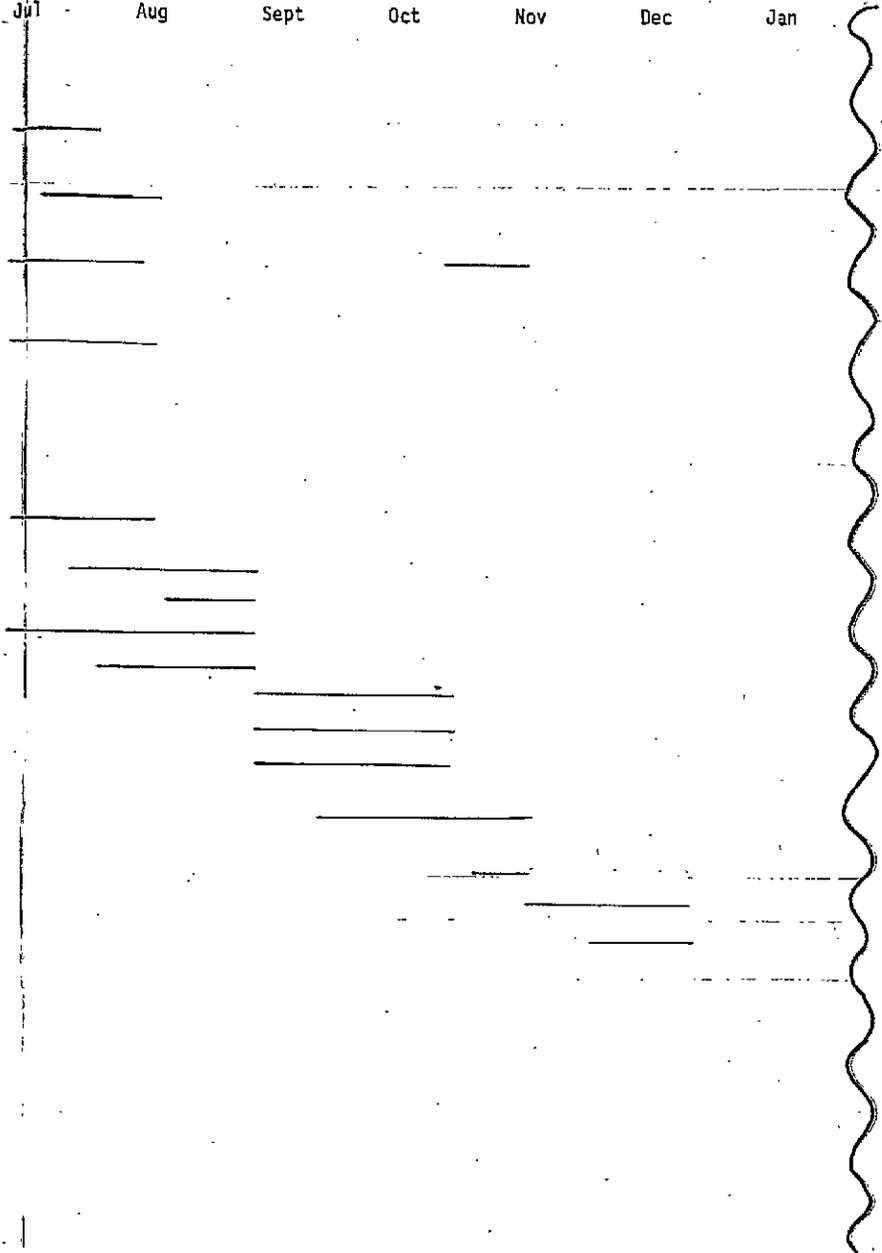
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PHASE I. PREPARING FOR IMPLEMENTATION

- A. Present System Concepts and Action Plan to AID/W
- B. Refine and Obtain Approval for System and Action Plan
- C. Train RPEOs
- D. Develop Advance USAID Training Aids
- E. Establish Plan to Extend System to Capital Assistance Projects

PHASE II. IMPLEMENTING THE SYSTEM

- A. Improving USAID Evaluation and Reporting
 - 1. Produce and Dispatch USAID Implementation Package and Advance Training Aids
 - 2. Coordinate Regional Team Organization and Planning
 - 3. Train Regional Teams
 - 4. Develop USAID Training Programs
 - 5. Develop Measures of USAID Management Performance
 - 6. Deliver 1st-round USAID Training and On-site
 - 7. Identify USAID Management Improvement Needs
 - 8. Ensure Feasibility of Extending System Concept to Capital Assistance
 - 9. Refine USAID Implementation Package and Training Materials
 - 10. Train 2nd-round Teams
 - 11. Deliver 2nd-round Training and Follow-up Visits
 - 12. Conduct Selective Follow-up Visits to 1st-round Missions Based on PROP and PAR Reviews



B. Strengthening AID/W Project Review

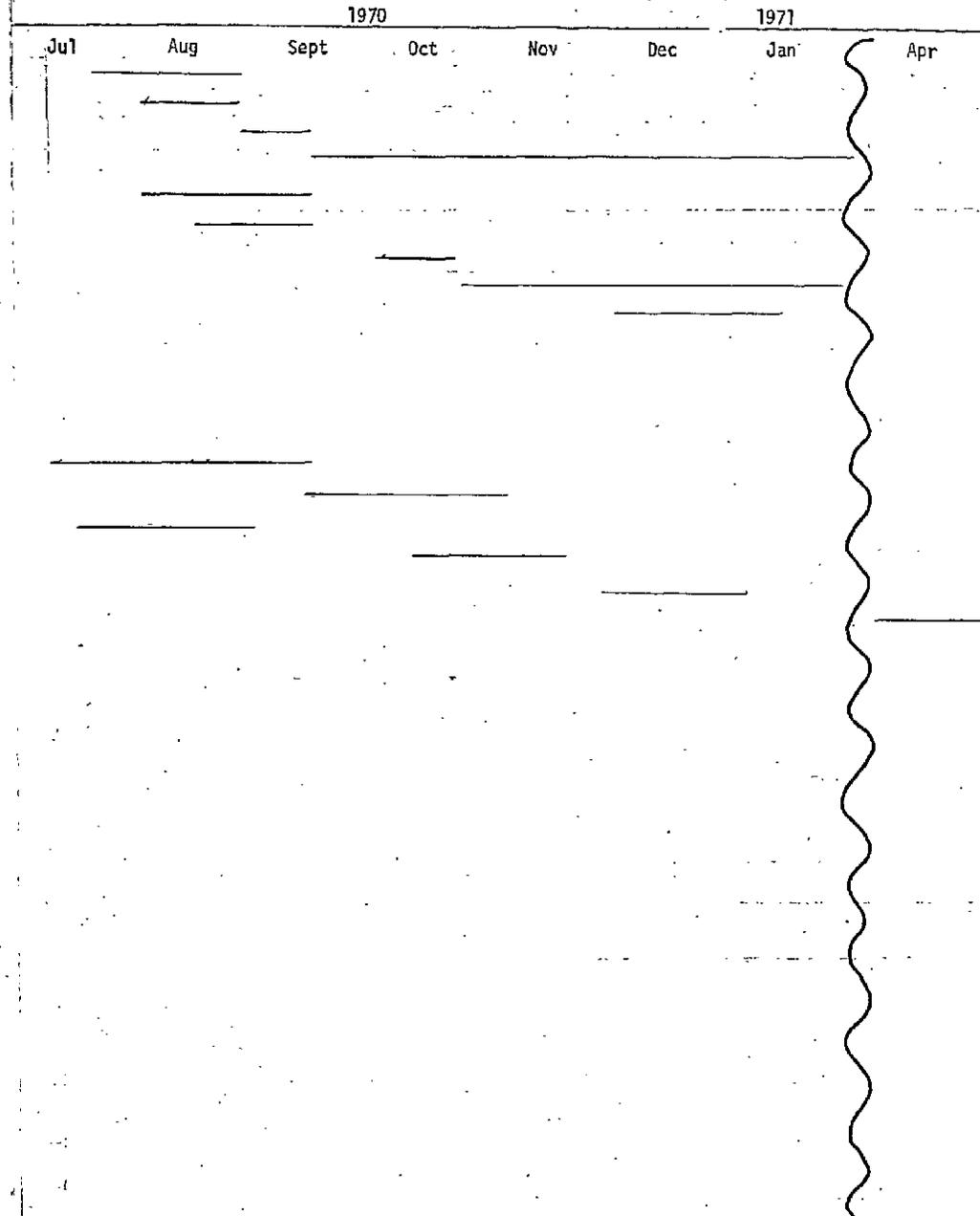
1. Develop PAR Review Criteria and Model Process
2. Define AID/W PAR Response Options and Strategies
3. Train AID/W Project Review Panels
4. Review 1st-round PARs
5. Develop PROP Review Criteria and Model Process
6. Define AID/W PROP Response Options and Strategies
7. Train AID/W Review Panels
8. Review 1st-round PROPs
9. Refine PROP Review Criteria and Process

C. Establishing the Technical Assistance Research and Analysis (TARA) Process

1. Organize TARA Task Force
2. Provide Analytical Inputs to USAID Implementation
3. Develop TARA Prototype Study Plan
4. Assess Interim TARA Operations and Outputs
5. Define TARA Processes and Organization
6. Phase-in TARA Process Manager

PHASE III. OPERATING THE SYSTEM

- A. Define System Monitoring Process and Organization
- B. Phase-in System Manager
- C. Monitor 1st-round Missions



3. The Systems Manager
(Director, Program Evaluation)

TA PROJECT APPRAISAL SYSTEM MANAGER
(Director, Program Evaluation Office)

What Are You To Do?

- (1) Ensure that the Regional Program Evaluation Officers comply with the requirements of the implementation plan.
- (2) Ensure that training courses and materials are developed as required to support the improved evaluation process and establish the basis for continued improvements in evaluation and management.
- (3) Provide policy guidance and direction to the Technical Assistance Research and Analysis Task Force (TARA).
- (4) Manage the operational project evaluation system, assuming responsibility as of February, 1971.

Why Should You Do This?

Because effective evaluation can be realized through concerted efforts of responsible individuals. And improvements in evaluation are necessary if non-capital assistance is to survive as an important development mechanism -- regardless of forthcoming organizational readjustments.

What Should You Do?

- (1) Make sure that Regional Administrators understand and support the system.

What Should You Do? (continued)

- (2) Provide guidance and direction to the Regional Program Evaluation Officers to assist their implementation efforts.
- (3) The role of Mission Evaluation Officer can be an important and exciting responsibility, with extremely high transfer value. Make sure that the bright young men of the Agency realize this.
- (4) Extend the PAR System concepts to include the programming process, with orderly testing of developmental hypotheses at the country-level.

TRAINING THE EVALUATION OFFICER

Three types of training should be provided the Evaluation Officers:

1. Basic knowledge needed to initiate the evaluation process;
2. Skills needed to manage and report on the evaluation process;
3. Knowledge needed to serve as the focus of a continuing management improvement effort.

Topics of such training courses are briefly noted in the following:

Knowledge Needed to Explain and
Initiate the Evaluation Process

Defining a project in terms of its intended purpose and end-of-project status.

Scientific methodology and clarifying the link between outputs and purpose.

Project management.

Project "information systems."

Review of programming, planning, and budgeting concepts.

Skills Needed to Implement and
Maintain the Evaluation System

Group dynamics and meeting management.

Skills Needed to Implement and
Maintain the Evaluation System (Continued)

Minimizing the subjective elements of evaluation.

Quantification of the unquantifiable.

Crisp, precise, reporting.

Supplementary Knowledge Required To
Sustain the Evaluation System and
a Management Improvement Effort

Cost-benefit techniques and the PBS.

Analysis of incremental change.

Measuring institutional development.

Project management and planning.

(The above items of recommended supplementary knowledge are representative of the types of training that will be required. Enlargement or diminishment of this list should be considered after some training and on-site evaluation activities have been undertaken.)

ACTION PLAN FOR
THE TA PROJECT APPRAISAL SYSTEM MANAGER

PHASE I. PREPARING FOR IMPLEMENTATION

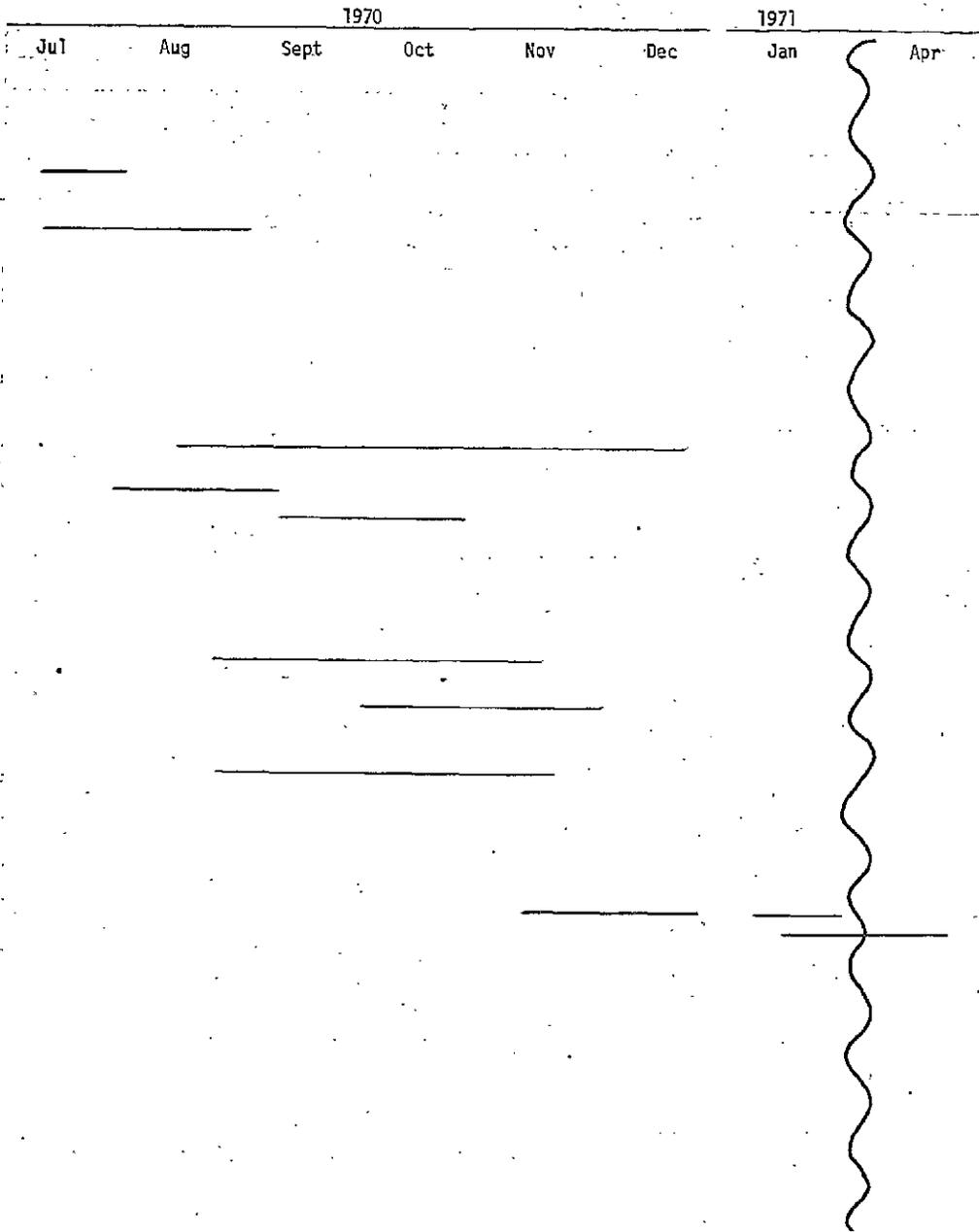
- A. Explain System Concepts and Benefits to Regional Bureau Heads and Other AID/W Top Management
- B. Define and Mobilize PPC Support for Effort to Extend System Concept to Strengthen USAID Programming

PHASE II: IMPLEMENTING THE SYSTEM

- A. Improving USAID Evaluation and Reporting
 - 1. Develop Training Curricula and Materials to Upgrade Mission PEOs (and Project Managers)
 - 2. Refine Selection Criteria for Mission PEOs
 - 3. Assess USAID Programming Deficiencies
- B. Strengthening AID/W Project Review
 - 1. Develop Courses and Materials for Training AID/W Staff in Project Review and
 - 2. Define Interface between AID/W Project Review and AID/W Country Programming Process
 - 3. Extend System Concepts to Program Evaluations
- C. Establish the Technical Assistance Research and Analysis (TARA) Process
 - 1. Establish Guidelines for Employing TARA Capabilities
 - 2. Develop Advisories and Training Courses to Strengthen Mission TA Research and Analysis

PHASE III. OPERATING THE SYSTEM

- A. Prepare System Monitoring Guidelines and Procedures
- B. Develop Training for Regional Monitoring Teams



4. The Regional Evaluation Officer

REGIONAL EVALUATION OFFICER

What Are You To Do?

- (1) Establish, in each Mission in your region, a project evaluation process that:
 - Provides benefit to the Mission in the form of better plans, better projects, and better management.
 - Reduces the reporting load on the Mission by providing a once-a-year opportunity for answering explicit and implicit questions about TA projects.
 - Demonstrates to AID/W that the Missions are in fact fully competent to manage their projects, as evidenced by the insight and candor shown in the Project Appraisal Reports.
- (2) Provide assistance to the Missions as required to improve their evaluation process and clarify their project design.

Why Should You Do This?

Because it will improve our performance on TA projects and our insight into the development process. Further, it will provide a basis for making the important decisions the Missions will face in the near future. The clearer the management framework, the easier it will be to consider major program modifications and organizational realignments.

What Specific Actions Should You Take?

- (1) Become thoroughly familiar with the recommended approach to project design and evaluation; so familiar that you can comfortably teach the concepts and application to others. Specifically, it is recommended that you develop revised project designs for several of the more difficult projects in your region -- to test your skills, provide a basis for discussion with other members of the PEC, and for ultimate feedback to the Mission (illustrating the recommended approach).
- (2) Establish communications and a good working relationship with each of the evaluation officers in your region. Specifically, indicate to them your belief in the value of the evaluation improvements and your willingness to help the Missions help themselves.
- (3) Review at least representative PROPs from each of the Missions in your region and diplomatically provide samples of "end-of-project" status, drawn from actual projects (per 1, above), that might be useful to the Project Manager. Such examples should be sent through the Mission Evaluation Officer.
- (4) Establish evaluation teams to provide on-site evaluation assistance and training to Mission staff.
- (5) Schedule and coordinate training programs for evaluation officers in the region; make sure that all officers have the necessary training.

- (6) Review PARs from your region to assess the quality of evaluation. Where quality is spotty or low, communicate the perceived deficiencies to the Mission Evaluation Officer -- no one else. Give him guidance on improving his effectiveness. If necessary, send the evaluation team to his aid.
- (7) If consistently poor evaluation reports are received from a Mission, inform the Director.
- (8) Review the Mission Evaluation Plans and ensure that accurate records are maintained of PROP and PAR submissions. (Such records should be maintained within the AID/W information center.)
- (9) Obtain periodic reports from the Mission Evaluation Officers indicating
- problems they are having with the guidelines, worksheets, and the evaluation process;
 - recommended improvements in the checklists;
 - help needed and insights gained by the Mission.

Stay in touch with your Mission Evaluation Officers, but keep the reporting relatively informal. Rely on the fact that the PEO wants to improve and streamline the Mission's evaluations, and can enlist your aid in this.

(10) Report to the PEC and the Director of Program Evaluation on the opportunities and problems offered by the PAR System. Be a responsible agent for considered, constructive change -- change aimed at getting more insight into technical assistance projects and improving those projects without unduely burdening Mission managers.

POSSIBLE
COMPOSITION OF
REGIONAL IMPLEMENTATION TEAMS

1. Team Leader who is the Regional Program Evaluation Officer or his designee, and is responsible for scheduling and directing team operations and acting as lead trainer and on-site advisor to Mission PEO.
2. Trainer/On-site Advisor who is an Area Office or Desk representative.
3. TA Research Analyst assigned by TARA Task Force to serve as advisor to one or two 1st-round implementation teams.
4. Management Planning Specialist assigned by AA/A to gather baseline data concerning USAID management in one or two regions. (Occasional service with team.)

ACTION PLAN FOR
THE REGIONAL PROGRAM EVALUATION OFFICER

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PHASE I. PREPARING FOR IMPLEMENTATION

- A. Coordinate Regional Review and Comments on System Concepts and Action Plan
- B. Attend Training in System Concepts and Implementation Duties
- C. Develop Sample Descriptions of Project Purpose and End-of Project Status

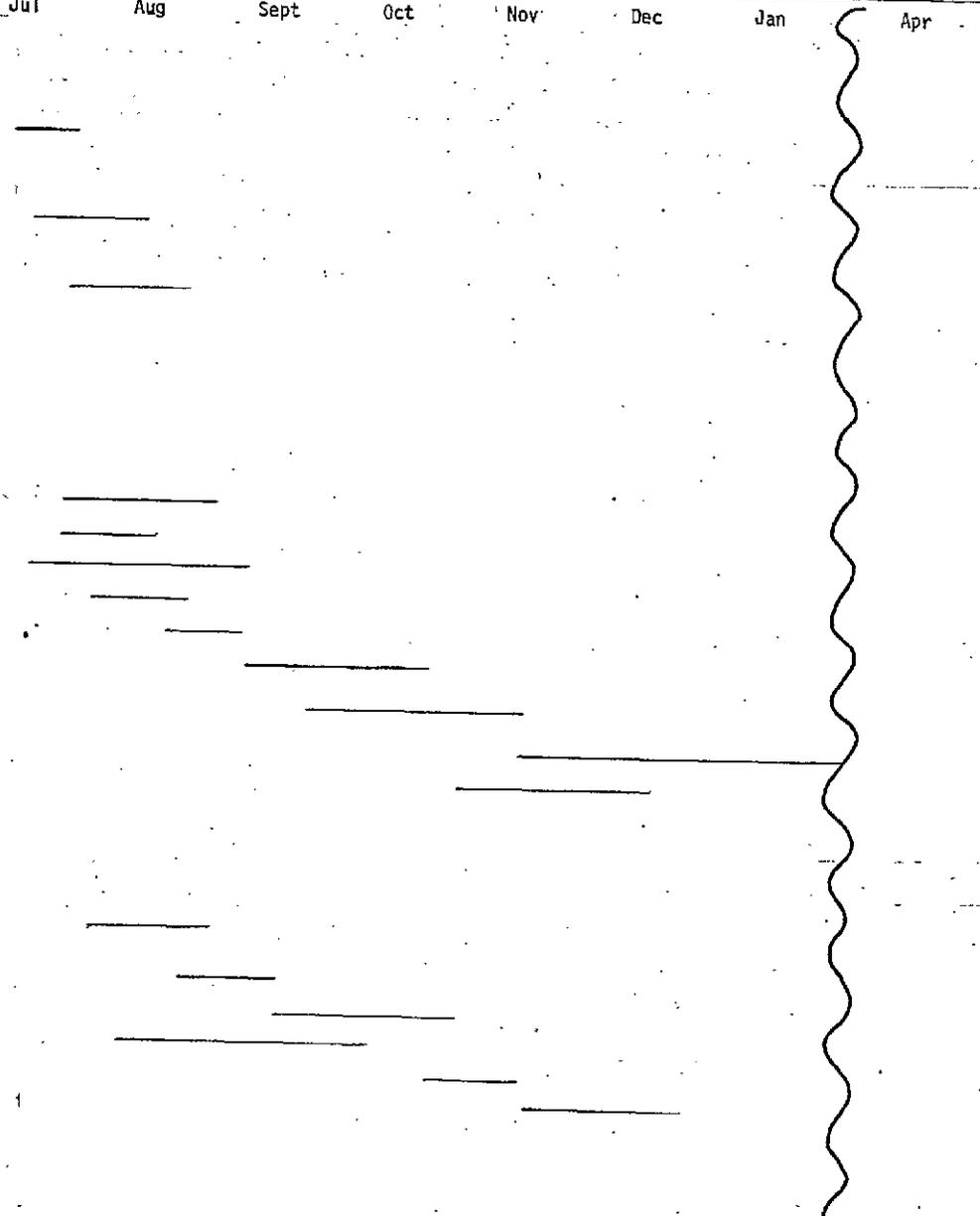
PHASE II. IMPLEMENTING THE SYSTEM

A. Improving USAID Evaluation and Reporting

- 1. Develop Regional Implementation Schedule
- 2. Organize Regional Implementation Teams
- 3. Develop USAID Training Materials
- 4. Develop USAID Phase-in Advisory for Mission PEOs
- 5. Assist in Training 1st-round Team
- 6. Conduct 1st-round Training and Initial On-site Assistance
- 7. Refine USAID and Implementation Package and Training Materials
- 8. Conduct 2nd- and Subsequent rounds of USAID Implementation
- 9. Conduct Selected Follow-up Visits Based on PROP and PAR Reviews

B. Strengthening AID/W Project Review

- 1. Organize Project Review Panels in Each Area Office and Large Desk
- 2. Train Project Review Panels in PAR Review
- 3. Lead Review of 1st-round PARs
- 4. Assist in Defining PROP Review Process and Criteria
- 5. Train Project Review Panels in PROP Review
- 6. Refine PROP and PAR Review Processes and Criteria



5. The Technical Assistance Research and Analysis Task Force
(Headed by PPC and TAB Representatives)

TARA TASK FORCE MANAGER

What Are You Trying To Do?

Your objective is to demonstrate that data from USAID evaluations can be analyzed to increase our insight into and management of Technical Assistance and the development process.

End-of-Project Status for the TARA Task Force (June 30, 1971).

- (1) The task force will have demonstrated, by actually performing prototype analyses, that useful evidence about TA can be produced from PAR data. Usefulness will be judged by observation that non-trivial decisions or actions result from the analyses.
- (2) The task force will have identified an appropriate organizational location for TARA.
- (3) Provision will be made in the FY 1972 budget to support TARA.
- (4) A staff will be recruited for TARA with appropriate skills for generating useful evidence about TA from PAR data.

Why Should You Do This?

The Missions have been told that PAR data would go into an AID/W memory about TA projects. They expect this data base to be used for research to learn about the nature of technical assistance and how to do it better. AID/W should meet those expectations.

What Specific Actions Should You Take?

- (1) Develop a detailed TARA Implementation Plan
- (2) Recruit Task Force Staff

- (3) Train Task Force staff in system concepts
- (4) Define and plan TARA Prototype Study
- (5) Assemble analytical team for Prototype Study
- (6) Advise USAID Implementation Teams on indicators and quantification
- (7) Perform illustrative analyses of available PAR data
- (8) Develop a TA classification schema compatible with the revised PAR
- (9) Design data base
- (10) Code and file new PAR submissions
- (11) Develop a Preliminary TA Project Model
- (12) Analyze patterns and indicators of success using TA Project Model
- (13) Define TARA processes and organization
- (14) Phase-in TARA process manager

ACTION PLAN FOR
THE TARA TASK FORCE MANAGER

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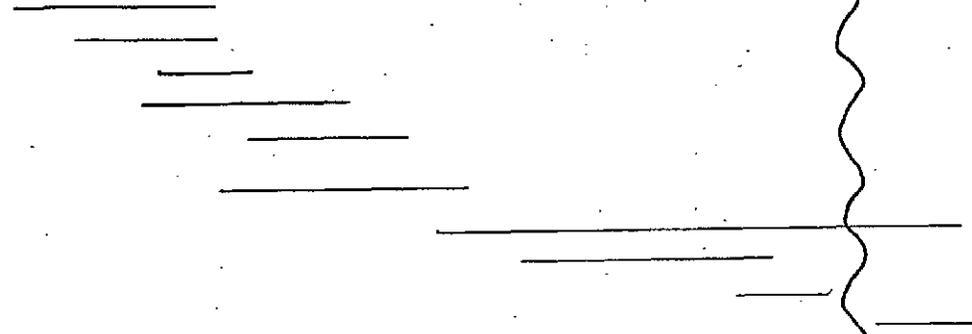
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PHASE II. IMPLEMENTING THE SYSTEM

C. Establishing the Technical Assistance Research and Analysis Process

1. Develop a Detailed TARA Implementation Plan
2. Recruit Task Force Staff
3. Train Task Force Staff in System Concepts
4. Perform Illustrative Analyses of Available PAR Data
5. Advise USAID Implementation Teams on Indicators and Quantification
6. Develop a TA Classification Scheme Compatible with the Revised PAR
7. Code and File Revised PAR Submissions
8. Analyze Patterns and Indicators of Success Using TA Project
9. Define TARA Processes and Organization
10. Phase-in TARA Process Manager



6. Revised PAR Manual Order

PROJECT APPRAISAL REPORT (PAR)

1. What is the PAR?

The Project Appraisal Report (PAR) is a report summarizing the Mission's evaluation of a project. The PAR highlights progress during the past year and summarizes replanning implications for the coming year, based on project performance and changes in circumstances or U.S. strategy.

The PAR is first and foremost a report from the Mission to its Director, identifying anticipated changes in the project and actions requested of the Director.

The PAR is secondarily a report from the Mission to AID/W, summarizing the Missions's replanning activity and actions required of AID/W.

The PAR, as an evaluative document, is an input to the Mission reprogramming process and need not state solutions to all problems raised. However, the results of the Mission reprogramming should resolve substantive issues reported in the PARs.

2. What is the basis for evaluation?

Project Design

The basis for project evaluation is, of course, the project design as spelled out in the PROP.

Project design can be viewed as two statements:

- a. The USAID can manage the selected type and level of inputs to produce a certain set of outputs.
- b. It is expected that producing that set of outputs will result in the desired project purpose.

These statements can be viewed as linked propositions: if inputs then outputs; if outputs then purpose. (The relationship to country level objectives can be stated as "if purpose, then higher goal".)

The PROP should make explicit these "if-then" propositions and indicate management confidence -- how certain are we that if the planned outputs are produced, the purpose will in fact be achieved?

End-of-Project Status.

Assuming the framework for evaluation is in place, the basis for evaluation must be progress toward the anticipated end of project status - that is, progress toward the state of affairs that will signal successful project completion.

Prior to evaluation, end of project status must be clearly stated, both as output targets and for the achievement of project purpose. Therefore, it is useful to review the PROP to ensure that it clearly states how, at the end of the project, one will be able to observe that the outputs have been produced and the project purpose achieved. The question to be answered is "how will we know when the project is over? There are two conditions on the answer to this question, however. First, the "how" must be stated so that completion can be

objectively verified, minimizing subjective assessment. Second, the means of verifying project purpose must be independent of those for verifying achievement of outputs.

The terms input, output, purpose, and goal are clarified in the annex to this Manual Order. It is also recommended that the advisory material, available through the program evaluation officer, be referred to before attempting evaluation.

3. Basic data required for evaluation.

Four basic types of data must be captured to evaluate a project:

- 1) Progress toward project purpose, expressed as progress toward end-of-project status;
- 2) Type, quality, and quantity of outputs produced;
- 3) Type, level and quality of inputs consumed;
- 4) Progress toward the higher goals at which the project is aimed, and information as to changes in circumstances or strategy that will or might affect the project.

4. Who is responsible for data collection?

The Project Manager is responsible for collecting data on items (1) and (2) of the above, using whatever means he feels necessary and appropriate. The Project Manager and his supervisor are jointly responsible

for assessing progress toward project purpose.

The supervisor of the Project Manager (assisted by the programming staff) is responsible for obtaining information on progress toward higher goals, and for providing that information to the Project Manager.

5. What is the Process of Evaluation?

Evaluation starts by comparing the consumption of inputs to the production of outputs, and the production of outputs to the achievement of project purpose.

The first question to be answered is: Is progress toward project purpose sufficient and appropriate in view of the type and level of outputs produced. The second question is: Is production of project outputs sufficient in view of the type and level of resources consumed (that is, inputs provided)?

If the answer to either question is no, the evaluation process must ask the question "why not?" Remedial actions, including alternatives to the basic project design, then must be considered.

Even if progress toward project purpose is consistent with production of outputs, and output production is in turn consistent with consumption of inputs, the evaluator should still ask whether alternative approaches could have yielded comparable or improved results with the same type and level of resources. A simple way of developing these alternatives is by asking the question "how could we have done it better?" -- and then assessing whether such improvements would improve future operations.

6. Relationship of project evaluation to the programming process.

Clarifying project purpose is a joint responsibility of sector management, the Program Office, and the Project Manager. Thus, project and programming staff should work in close conjunction to establish whether achievement of higher goals appears properly related to progress toward project purpose.

The programming staff bears responsibility for deciding whether or not the project purpose should be modified to increase confidence in meeting higher goals, or higher goals modified to be more consistent with current strategy.

The Project Manager's major programming responsibility is to indicate feasibility and cost of achieving the modified purpose. Thus, the project evaluation process should clearly establish the issues that will be discussed during the programming review, and indicate feasibility and costs of desirable project modifications.

7. Does the PAR uniquely report on some items of information?

The statement that achieving project outputs will result in meeting the project purpose is a proposition for which causality is not fully established -- a probability rather than a certainty. The PAR is the only formal means of indicating that we have become more or less

certain that this proposition is true. Some missions may even want to quantify their degree of confidence, in percentage probabilities.

8. Responsibilities for Project Evaluation.

The Project Manager is responsible for comparing progress to consumption of resources, and for establishing design alternatives and replanning implications. He is also responsible for preparing an evaluation report, summarizing action requirements and replanning implications, for presentation to the Director.

The Mission programming staff is responsible for deciding whether the project purpose is still appropriate and for clarifying how the project relates to higher goals and U.S. country objectives. The programming staff must review the Project Manager's report to the Mission Director to ensure that it takes advantage of informed Mission judgement.

The Mission Director is responsible for forwarding to AID/W a report that demonstrates thoughtful and effective management practice within his Mission. That report (the PAR) should also request AID/W actions required to further project objectives or assist the replanning process.

The Program Evaluation Officer is responsible for managing the project evaluation process to provide benefit to the Mission in terms of

improved projects, improved management, and better vertical communication. He must ensure that the report to AID/W is developed as part of rather than instead of a Mission-useful process.

9. Frequency of Project Appraisal Reporting.

Every non-capital project should be evaluated at least once each year, unless specific prior approval is obtained from the AID/W Program Evaluation Office. Thus, a PAR should be submitted annually for each non-capital project.

10. Scheduling Project Evaluations and Project Appraisal Reporting.

Each Mission should forward to its Regional Evaluation Officer an annual schedule for project evaluation. That schedule must indicate the project number, the project manager, the individual(s) who will perform the evaluation, and the date on which the evaluation will be complete. Such schedules should conform to Mission needs, but should recognize that evaluation is an important input into Mission programming. It also should be recognized that issues reported in the PAR should be resolved in the programming process and reflected in appropriate replanning activities. The results of replanning should be reflected in the PROP as Class I or Class II changes (refer to M.O. 1025.1).

11. Filling out the Project Appraisal Report.

The Project Appraisal Report (PAR) for submission to AID/W is appended to this manual order. This basic format will be retained indefinitely. Detailed instructions for project evaluation and for filling out the PAR are available in advisory material available through the Program Evaluation Offices.

12. Revisions to the PAR format.

The basic intent and structure of the PAR is not subject to revision without specific revision to this Manual Order. However, changes in the tables and checklists may be made by the Director of Program Evaluation. Changes are envisioned in order to better serve Mission management and enhance analytical capabilities.

PARs submitted more than 90 days after issuance of PAR revisions must use the revised format.