

Project Appraisal for Results:

Module 3

What does project appraisal mean to you?

Learning objectives

By the end of the session, participants will be able to:

- Identify weaknesses in logframes and results chains
- Recommend concrete improvements
- Assess whether a project is evaluable
- Consider a practical appraisal checklist

Why project appraisal matters

Your organization/agency's role = review/approve, monitor/coordinate development cooperation projects

- Project appraisal strengthens accountability
- Project appraisal demonstrates strategic value of the organization
- Project appraisal as an entry point for credible results frameworks

Weak design → weak results

If we approve weak projects, we cannot expect strong results.

Staff are already involved in appraisal and monitoring, but further improvements may be required (for example through capacity building and development of processes/tools)

What makes a “Good project” ?

- Relevance (does it meet the needs of target beneficiaries? Is your agency/country best placed to implement this project/value addition)
- Alignment (is the project aligned with other existing frameworks ((sub)national/regional/global)
- Have a stakeholder analysis and gender analysis been undertaken?
- Results logic (clear outcome, not just activities)
- Measurable indicators (SMART)
- Risks & assumptions (feasibility/adaptability)
- Complete M&E framework to track implementation

What makes a “Good project” ? (Cont’d)

- Sustainability (is follow-up required?)
- Is it cost effective?
- At appraisal stage, consider in particular, the following questions:
 - Will it make a meaningful difference?
 - Can it realistically be delivered? (and on time, within budget)?
 - Will the results last beyond the project?

Is the project evaluable?

A project is evaluable if:

- ✓ Clear outcomes are defined
- ✓ Indicators exist (especially outcome indicators)
- ✓ Baseline and targets are defined
- ✓ Data can realistically be collected (MoV)

Apart from that:

- ✓ Clear intention to use evaluation results
- ✓ Strong management framework
- ✓ Professional and credible evaluation
- ✓ Sufficient budget

Wrap up discussions

1. Do you have any suggestions to further strengthen your organization/agency's RBM and M&E processes?
2. What improvements would you recommend to enhance your organization/agency's project design?
3. How can your organization/agency further improve its project appraisal process?
4. What is the role of stakeholders in the project scope, were they consulted, was their interest/influence/role taken into consideration?