

Q.1 Discuss the concept of feasibility. Discuss the basic factors which the educational planner should take into consideration while formulating an education plan.

Feasibility is a crucial concept in educational planning, as it involves assessing the practicality and viability of implementing an education plan or project. It helps educational planners determine whether a proposed plan is achievable, considering various factors such as resources, time, budget, and stakeholders' interests. When formulating an education plan, planners need to consider several basic factors to ensure feasibility.

1. **Resource Availability:** Educational planners must assess the availability of essential resources such as funds, infrastructure, teaching staff, and learning materials. Adequate resources are necessary to implement the plan effectively and achieve its desired objectives.
2. **Timeframe:** The timeframe for implementing the education plan should be realistic and achievable. Planners should consider factors such as the duration of various activities, coordination among different stakeholders, and any potential challenges or delays that may arise.
3. **Budgetary Considerations:** Education plans require financial resources to cover expenses such as infrastructure development, teacher salaries, training programs, and curriculum materials. Planners should carefully evaluate the financial implications of the plan and ensure that adequate funding is available or can be secured.
4. **Stakeholder Involvement:** Educational planners should consider the perspectives and interests of various stakeholders, including students, parents, teachers, administrators, and policymakers. Engaging stakeholders in the planning process promotes ownership, collaboration, and better implementation outcomes.
5. **Social and Cultural Factors:** Educational plans should consider the social and cultural context in which they will be implemented. Factors such as local customs, traditions, language, and socio-economic conditions can impact the feasibility and acceptance of the plan. Planners should ensure that the plan aligns with the local context and addresses the specific needs of the community.
6. **Legal and Policy Framework:** Educational planners must consider the existing legal and policy frameworks related to education. Compliance with regulations, accreditation requirements, and policy guidelines is essential to ensure the feasibility and sustainability of the plan.
7. **Scalability and Sustainability:** Educational plans should be scalable, allowing for expansion or replication in different settings. Additionally, planners must consider the long-term sustainability of the plan, including its potential for continued impact and resource mobilization beyond the initial implementation phase.

By taking these factors into consideration, educational planners can assess the feasibility of their proposed education plans and make informed decisions regarding their implementation. Conducting a feasibility study is a recommended approach to systematically analyze these factors and determine the viability of the plan.

Q.2 Critically analyze the process of plan elaboration in Pakistan. Suggest different strategies to make this process efficient and effective.

The process of plan elaboration in Pakistan refers to the development and refinement of educational plans to address the needs and challenges of the education sector in the country. While there have been efforts to formulate education plans in Pakistan, there is room for improvement to make the process more efficient and effective. Here, we will critically analyze the existing process and suggest strategies for enhancement.

1. **Comprehensive Needs Assessment:** The first step in plan elaboration should involve a thorough needs assessment that encompasses all aspects of the education system. This assessment should identify key challenges, gaps, and priorities, considering factors such as access to education, quality of teaching, curriculum relevance, infrastructure deficiencies, and equity issues.
2. **Stakeholder Engagement:** It is crucial to involve a wide range of stakeholders in the plan elaboration process, including government officials, education experts, teachers, students, parents, and community representatives. Their input and perspectives can provide valuable insights, promote ownership, and ensure that the plan reflects the diverse needs of the education system.
3. **Data-Driven Approach:** The plan elaboration process should rely on accurate and up-to-date data to inform decision-making. This includes data on student enrollment, teacher qualifications, infrastructure conditions, learning outcomes, and educational expenditures. A robust data management system should be established to collect, analyze, and utilize this information effectively.
4. **Alignment with National Goals:** The education plan should align with the broader national goals and policies of the country. It should reflect the priorities and aspirations of the government and contribute to the overall development agenda. Close coordination with relevant ministries and departments is essential to ensure coherence and synergy between the education plan and other national policies.
5. **Evidence-Based Interventions:** The plan elaboration process should be based on evidence and research. This involves conducting rigorous studies, evaluations, and pilot projects to gather data on effective interventions and best practices in education. Evidence-based decision-making can help identify strategies that have proven to be successful and can be scaled up for implementation.
6. **Flexibility and Adaptability:** The education plan should be flexible and adaptable to accommodate changing circumstances and emerging needs. The process should include mechanisms for regular monitoring and evaluation, allowing for adjustments and course corrections as necessary. This ensures that the plan remains relevant and responsive to the evolving dynamics of the education sector.
7. **Capacity Building:** Building the capacity of education planners and stakeholders is crucial for effective plan elaboration. Training programs and workshops should be organized to enhance the skills and knowledge of those involved in the process. This includes training in data analysis, project management, policy formulation, and monitoring and evaluation techniques.

8. **Multi-Year Implementation Strategy:** The education plan should have a well-defined multi-year implementation strategy with clear targets, timelines, and milestones. This allows for a phased and systematic approach to plan execution, ensuring that activities are sequenced and resources are allocated efficiently. Regular progress monitoring helps track achievements and identify areas that require additional attention.

Q.3 Formulate a project draft with all its components.

Define Project Scope

The defining project scope will help you define the project and its purpose. Writing down the project definition and project scope as project scope will help you understand the project's boundaries.

Defining the project purpose will help you understand the goal of the project too. The clear goal will help you explain the project further in the process of drafting project plan to create a project outline, divide project activities, and explain roles and responsibilities.

You will also create a project outline that aligns with the overall project scope at this step. Share the outline with the client, stakeholders, and the account manager to ensure that everyone is on the same page. Don't move ahead until all parties approve the outline.

Determine Project Budget

The project outline will help you estimate the project budget. If the client and stakeholders had already approved the project scope and outline, there are few chances of any issues at this step. However, this step is essential for you to understand the possibilities and the scale of activities of the project. Determining a budget will help you create a plan that can be completed within that budget. It will also highlight any time constraints the clients and stakeholders might have.

Breakdown Project Structure

At this step of drafting project plan, you will expand on the outline you formulated earlier. You can combine your knowledge of the budget from the previous step to create a detailed project outline.

Start by dividing the project scope into smaller achievable goals. You can then break those smaller goals into manageable deliverables with defined timelines. Sharing this project structure with clients and stakeholders will help manage their expectations. You can also explain to clients how the project will progress according to the deliverables and timeline. Your clients are happy to know that they will be receiving regular deliverables, which will help with building trust and contribute to client satisfaction.

Define Project Activities

Once your clients and stakeholders are satisfied with the project breakdown, it's time for you to create a detailed action plan for the project. This step of drafting project plans will help you visualize the step-by-step process for the entire project. You can use the breakdown you created in the step above to create an action plan for each deliverable.

However, writing a detailed action plan is not enough. The step-by-step process of executing a project can be especially costly. As a good project manager, your task is to turn the action plan into an efficient one. For example, if there is a requirement of designing several designs throughout the project, you can compile them together and allocate a budget accordingly. If you divide the job of designing into several parts, you might pay more to the designer. But getting a designer on board for the total number of designs required over a while will be cheaper.

Assemble a Team

After writing detailed project activities, all that you need to do is find people who will carry out those activities. However, you will have to keep the budget in mind when assembling your team for the project.

Find the best talent that fits the project budget and assign them their tasks. Explain roles and responsibilities to the team members thoroughly and effectively. Answer their questions and let them know that you can help them throughout the project.

Track and Adjust Plan as Necessary

As a project manager, you must know that you have to plan contingencies no matter how well-written your project plan . If things go wrong at any step, you will be responsible for setting them right. You don't want to be caught unprepared or go into panic mode. Hence, you need to prepare backup plans every step of the way. Evaluate risks to understand things that can go wrong and then prepare accordingly.

However, once you have prepared for the worst, try your best to stick to the project plan and motivate everyone to stick to it too. Track the project daily to ensure project execution as planned. Encourage open communication so that any issues can be resolved immediately.

Finally, don't forget to document everything along the way. Keep all communication in black and white. Even if you are holding in-person meetings to discuss progress, prepare meeting notes to share with all parties involved in the project. Documenting things will ensure smooth execution for the project and maintain your image as a responsible project manager too.

Q.4 Compare the concepts of project appraisal and project evaluation. Discuss the key issues while appraisal the educational project.

Project appraisal (or evaluation) is an independent activity, but similar to monitoring is related to project monitoring in some aspects. The project evaluation is an analysis of the information collected and systematized during the monitoring. It focuses on how the results contribute to the immediate objective and to what extent it will lead to the achievement of the common goals.

The aspects of the project evaluation (appraisal)

The project evaluation or appraisal is a purposeful and systematic assessment that can cover various aspects:

- Relevance - whether the strategy adopted is consistent with the goals set;
- Impact - aims to clarify the differences and changes caused by the project and to check whether the project is relevant to the specific circumstances;

- Efficiency and efficiency - whether the finances are used appropriately.

The main purpose of the project evaluation (appraisal)

The main purpose of the project evaluation (appraisal) is to provide information on the results, and its purpose is to improve the quality and effectiveness of project management. The evaluation is carried out at certain stages - during the preparation of the project, at some point after its implementation and after its completion.

The ex-ante evaluation analyzes the adequacy of the implementing and monitoring provisions and assists in establishing procedures and defining project selection criteria. It checks the coherence between the project and the proposed activities, the quality of the strategy and objectives, the allocation of resources, results, and impacts. The results of the ex-ante evaluation are essential for the functioning of the monitoring system.

The mid-term evaluation aims to evaluate the initial results and make recommendations for the changes needed to achieve the objectives. Outcome and impact indicators, together with monitoring indicators, are a source of information on which the evaluation of projects during their implementation is based. The evaluation addresses a set of specific project implementation issues - relevance, efficiency, effectiveness, impact, and sustainability, in the context of the defined objectives. It is important to note here that the evaluation of projects carried out by an independent evaluator is based on the monitoring information, and its results are used by the monitoring bodies to outline problems and opportunities for corrective action.

The data for the interim evaluation

The data for the interim evaluation (including, where necessary, revision of the indicators) is contained in the interim evaluation reports. Performance is measured based on a limited number of monitoring indicators reflecting the effectiveness, quality of management, and financial implementation of the projects. The mid-term evaluation data shall be provided to the monitoring body for the evaluation of the initial results of the project support, their relevance, and the degree of achievement of the objectives. All information provided to the monitoring body shall specify the frequency and timetable for its collection and provision, as well as the authorities and institutions responsible for providing the data at all levels of government (project, program).

Performance evaluation

The performance evaluation considers the extent to which the resources, efficiency and effectiveness, socio-economic impact, and relevance of the project have been used in the context of the objectives set. It identifies the factors that contribute to the success or failure of the project, achievements, and results, including from a sustainability perspective, and identifies good practices.

Ex-post evaluation is usually carried out in the form of an independent review of the history, objectives, results, activities, and resources to draw lessons from the lessons learned that may be useful in future project activity. A detailed analysis of the original plan, changes made over time, actual development and relative success should be made. The main objective is to identify procedures and techniques that have not been effective. Missing or insufficient management tools, new project management techniques must also be identified, and unnecessary processes and tools eliminated if necessary.

Project evaluation efficiency

For evaluation efficiency, the techniques used must have the following characteristics: reach and involve all key actors; carry out a quality analysis, enabling end-users to express their views; use different techniques to collect quantitative information. Information can be collected through surveys, questionnaires, surveys, and discussions.

The evaluation process can be complicated due to differences in understanding and objectivity, reluctance to provide/disclose information, difficulty in measuring quality indicators.

Completion of the project is carried out with the preparation of a final report describing the results achieved by the project, the type, and extent of its impact on the improvement of the situation of the sector or region concerned.

The Project evaluation (appraisal) report

The report shall contain the following information:

- Progress made on implementation in line with project objectives;
- Financial performance;
- Actions taken to ensure the quality and efficiency of implementation;
- Information on significant implementation problems and measures taken to address them.

Information on the actual costs and duration of activities, costs, and use of resources, as well as all contracts, reports, and project reports, should be stored in an organized database to support planning for future projects.

SUMMARY

Monitoring is an activity consisting of the systematic and continuous collection, reporting and transfer of information on the reached stage of project implementation and spending, identifying problems, making recommendations, and taking corrective measures.

Project monitoring indicators are physical and financial and show specific goals, physical implementation, and implementation of the financial plan.

The system of monitoring indicators consists of baseline indicators, program indicators, performance indicators.

Baseline data form the basis for developing the project plan, setting goals, and assessing project impacts.

The program indicators are input indicators, end-product indicators, performance indicators, indicators for general and specific impacts.

Performance indicators measure interim performance over the original quantitative targets and address three issues: efficiency, quality of management, and financial performance.

The monitoring system contains four interconnected elements: collected data, management information systems, procedures for collecting, processing, and transferring data via the database, institutions operating the system.

The primary purpose of project control is to ensure compliance with the principles of sound financial management - economy, efficiency, and effectiveness.

The project's financial management and control system include:

- control criteria;
- frequency of inspections;
- units and specialists exercising control;
- forms for providing control results;
- types of control (control of the physical implementation of the project and financial control).

The evaluation of the project is a purposeful and systematic assessment, which has various aspects: relevance, impact, efficiency and effectiveness. In the chronological perspective, the project evaluation is: preliminary, intermediate, and subsequent.

Performance appraisal identifies the factors that contribute to the success or failure of the project, achievements, and results, identifies good practices, including procedures, techniques, management tools.

Q.5 Evaluate the project evaluation process. What are the characteristics of a practical evaluation design?

Project evaluation is the process of measuring the success of a project, program or portfolio. This is done by gathering data about the project and using an evaluation method that allows evaluators to find performance improvement opportunities. Project evaluation is also critical to keep stakeholders updated on the project status and any changes that might be required to the budget or schedule. Every aspect of the project such as costs, scope, risks or return on investment (ROI) is measured to determine if it's proceeding as planned. If there are road bumps, this data can inform how projects can improve. Basically, you're asking the project a series of questions designed to discover what is working, what can be improved and whether the project is useful. Tools such as project dashboards and trackers help in the evaluation process by making key data readily available.

The project evaluation process has been around as long as projects themselves. But when it comes to the science of project management, project evaluation can be broken down into three main types or methods: pre-project evaluation, ongoing evaluation and post-project evaluation. Let's look at the project evaluation process, what it entails and how you can improve your technique.

Project Evaluation Criteria

The specific details of the project evaluation criteria vary from one project or one organization to another. In general terms, a project evaluation process goes over the project constraints including time, cost, scope, resources, risk and quality. In addition, organizations may add their own business goals, strategic objectives and other metrics.

Project Evaluation Methods

There are three points in a project where evaluation is most needed. While you can evaluate your project at any time, these are points where you should have the process officially scheduled.

1. Pre-Project Evaluation

In a sense, you're pre-evaluating your project when you write your project charter to pitch to the stakeholders. You cannot effectively plan, staff and control a new project if you've first not evaluated it. Pre-project evaluation is the only sure way you can determine the effectiveness of the project before executing it.

2. Ongoing Project Evaluation

To make sure your project is proceeding as planned and hitting all of the scheduling and budget milestones you've set, it's crucial that you constantly monitor and report on your work in real-time. Only by using project metrics can you measure the success of your project and whether or not you're meeting the project's goals and objectives. It's strongly recommended that you use project management software for real-time and ongoing project evaluation.

3. Post-Project Evaluation

Think of this as a postmortem. Post-project evaluation is when you go through the project's paperwork, interview the project team and principles and analyze all relevant data so you can understand what worked and what went wrong. Only by developing this clear picture can you resolve issues in upcoming projects.

Project Evaluation Steps

Regardless of when you choose to run a project evaluation, the process always has four phases: planning, implementation, completion and dissemination of reports.

1. Planning

The ultimate goal of this step is to create a project evaluation plan, a document that explains all details of your organization's project evaluation process. When planning for a project evaluation, it's important to identify the stakeholders and what their short-and-long-term goals are. You must make sure that your goals and objectives for the project are clear, and it's critical to have settled on criteria that will tell you whether these goals and objects are being met.

So, you'll want to write a series of questions to pose to the stakeholders. These queries should include subjects such as the project framework, best practices and metrics that determine success.

By including the stakeholders in your project evaluation plan, you'll receive direction during the course of the project while simultaneously developing a relationship with the stakeholders. They will get progress reports from you throughout the project's phases, and by building this initial relationship, you'll likely earn their belief that you can manage the project to their satisfaction.

2. Implementation

While the project is running, you must monitor all aspects to make sure you're meeting the schedule and budget. One of the things you should monitor during the project is the percentage completed. This is something you should do when creating status reports and meeting with your team. To make sure you're on track, hold the team accountable for delivering timely tasks and maintain baseline dates to know when tasks are due.

Don't forget to keep an eye on quality. It doesn't matter if you deliver the project within the allotted time frame if the product is poor. Maintain quality reviews, and don't delegate that responsibility. Instead, take it on yourself.

Maintaining a close relationship with the project budget is just as important as tracking the schedule and quality. Keep an eye on costs. They will fluctuate throughout the project, so don't panic. However, be transparent if you notice a need growing for more funds. Let your steering committee know as soon as possible, so there are no surprises.

3. Completion

When you're done with your project, you still have work to do. You'll want to take the data you gathered in the evaluation and learn from it so you can fix problems that you discovered in the process. Figure out the short- and long-term impacts of what you learned in the evaluation.

4. Reporting and Disseminating

Once the evaluation is complete, you need to record the results. To do so, you'll create a project evaluation report, a document that provides lessons for the future. Deliver your report to your stakeholders to keep them updated on the project's progress.

There might be a protocol for this already established in your organization. Perhaps the stakeholders prefer a meeting to get the results face-to-face. Or maybe they prefer PDFs with easy-to-read charts and graphs. Make sure that you know your audience and tailor your report to them.

Benefits of Project Evaluation

Project evaluation is always advisable and it can bring a wide array of benefits to your organization. As noted above, there are many aspects that can be measured through the project evaluation process. It's up to you and your stakeholders to decide the most critical factors to consider. Here are some of the main benefits of implementing a project evaluation process.

- **Better Project Management:** Project evaluation helps you easily find areas of improvement when it comes to managing your costs, tasks, resources and time.
- **Improves Team performance:** Project evaluation allows you to keep track of your team's performance and increases accountability.
- **Better Project Planning:** Helps you compare your project baseline against actual project performance for better planning and estimating.
- **Helps with Stakeholder Management:** Having a good relationship with stakeholders is key to success as a project manager. Creating a project evaluation report is very important to keep them updated.