

- 3) The consultant terms of reference(TOR) must be exhaustive incorporating background material background sensitive information and the need for lessons and recommendations
- 4) Management has to be willing and ready to facilitate the exercise including availing secondary reading materials such as operation and financial audits, periodic and annual reports. Management should also be ready to offer oral interviews with as many staff as possible
- 5) Ensuring that suppliers of sensitive information remain confidential during and after the evaluation exercise.
- 6) The exercise must be executed in the most effective time period as many activities and decisions tend to get paralyzed awaiting the outcome of evaluation. Speedy evaluation can also be important because the activity can be stressful to staff.

Controlling refers to the process of responding to the anticipated deviations from planned project performance with the goal of enhancing the project's capability to achieve its objective (on time, within budget, to meet specific customer needs).

Information is used to maintain satisfactory progress towards a desired goal. Its process of taking a corrective action to resolve any deviations from planned progress.

The objective of M, E&C, is to ensure that resource inputs are used as sufficiently as possible to generate the highest quality output.

(c) Relevant analysis from project and policy evaluation can highlight the outcomes of previous interventions and the strengths and weakness of their implementation

(d) Involvement of stakeholders. There is a growing awareness that participation by beneficiaries in the design and implementation of projects brings greater 'ownership' of the project objectives and encourages the sustainability of project benefits.

When does M & E begins?

(a) Project planning and design (situation analysis, problem identification, and definition of the goal, formulating strategies, designing a work plan, budgeting and risk management plan).

-Situational analysis should be continuous, in order to provide additional information during project implementation, monitoring and re-planning.

-Situation analysis and problem identification should be monitored and evaluated to ensure that correct and update information is always available about the community and its problems.

-The goals and objectives provide the basis for monitoring and evaluating a project. They are the yardsticks upon which success or failure is measured.

(b) The work plan is a guide to project implementation and basis for project monitoring and evaluation.

It therefore helps to;

-Finish the project in time

-Do the right things in the right order

-Identify who will be responsible for what activity

-Determine when to start project implementation