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**1.Why is choosing the right question important in Monitoring and Evaluation?**

Here’s a partial list of reasons why choosing questions beforehand is important.

**1. It helps you understand what effects different parts of your effort are having.**

By framing questions carefully, you can evaluate different parts of your effort.

If you add an element after the start of the program, for instance, you may be able to see its effect separate from that of the rest of the program, if you focus on examining it. By the same token, you can look at different possible effects of the program as a whole. (Do adults basic education learners read more as a result of being in a program? Are they more likely to register to vote? Do their children improve their school performance?)

**2. It makes you clearly define what it is you’re trying to do.**

What you decide to evaluate defines what you hope to acomplish. Choosing evaluation questions at the start of a program or effort makes clear what you are to change, and what you want your results to be.

**3. It shows you where you need to make changes.**

Carefully choosing questions and making them specific to your real objectives should tell you exactly where the program is doing well and where the program isn’t having the intended effect.

**4. It highlights unintended Consequences.**

When you find unusual answers to the questions you choose, it often means that your program has had some effects you didn’t expect.

Sometimes these effects are positve-not only did people in the heart-healthy exercise program gain in fitness, but a mority of them report changing their diet for the better and losing weight as well –sometimes negative-obese children in a healthy eating program actually gained weight, even though they were eating a healtheir diet- and sometimes neither. Like the side effects medication, the unintended consequences of a program itself. (In the case of the exercise program, the changes in diet might do as much as or more than the exercise to maintain heart heatlh, for instance, and may program in some way.)

**5. It guides your future choices.**

If you find that your program is particularly successful in certain ways and not in others, for example, you may decide to emphasize the successful areas more , or to completely change your approach in the unsussessful areas. That, in turn, will change the emphasis of the future evaluation as well.

**6. In participants evaluations evaluation in volves stakholders in setting the course of the program, thus making it more likely that it will meet community needs.**

**7. It provides focus for the evaluation and the program.**

Choosing evaluation questions carefully keeps you from becoming scattered and trying to do too many things at once, thereby diluting your effectiveness at all of them.

**8. It determines what needs to be recorded in order to gather data for evaluation**.

A clear choice of evaluation questions makes the actual gathering of data much easier, since it usually makes obvious what kind of records must be kept and what areas need to be examined.*source:* (B.Fawcett, 2019)

**2. Using Archival data has its own bottlenecks. Name five and explain how to overcome them.**

Archival data refers to information that already exists in someone else’s files. Originally generated for reporting or research purposes, it’s often kept because of legal requirements, for reference, or as an internal record. In general, because it’s the result of completed activities, it’s not subject to change and is therefore sometimes known as fixed data.

In other words, according to Instutional Review Board for Social Behavioral Science, University Of Varginia, Archival data are any data that are collected prior to the beginning of the research study. The data contains information that can be linked to individuals (though not necessarily to the individual’s identity), otherwise it is not considered human subjects research and does not qualify for IRB review. The data are also the primary source (versus a secondary source where the data was analyzed for another publication).

Bottlenecks in communicating research can occur at 5 different points in the process. Here are some tips to try to alleviate these delays.

1. **Time to generate the increasing amount of data needed to deem a project ready for publication.** Over the last several decades, the number of figures in life sciences papers has increased1,2, suggesting that more data are required for publication. There is also a push to publish in journals with the highest possible impact, which may require more data to substantiate acceptance.

 It’s difficult to make experiments go faster; however, you can plan ahead to do your experiments as efficiently as possible. Also, map out what your paper will look like and determine if there are additional experiments needed. Clarify the main story of the data that you want to present, and make sure that you have designed well-controlled experiments that test your hypothesis. Another planning tip: make a list of experiments that could address comments that you anticipate from reviewers. Then, you can be ready to perform any requested experiments when you get the reviews back.

1. **Delays in writing and editing prior to submission.** Writing takes time—time *away* from the bench, which may not be desirable for a scientist. Also, PIs are often tasked with many other responsibilities which could slow their ability to provide manuscript comments. This might happen more frequently in large labs or in labs with established PIs whose career is not as affected by publication frequency.

Communicating about your work is important, so make it a priority. Schedule time into your day for writing and stick to it. If you really can’t focus, then consider putting some experiments on hold.

1. **Seemingly long review process.** Many journals are inundated with manuscript submissions, which may result in a longer time to screen through research appropriate for the journal. Also, the review process can be lengthened by reviewers that are overloaded with other responsibilities.
2. **Inadequate articulation of experimental methods.** Problems with reproducibility are a major issue in science that can hinder progress. This is made worse when methods are minimally described in journal articles or refer to previous articles that give similarly little insight into the details of the method used.

Some journals allow unlimited text length for the methods section, which is provided as online supplement. Open online repositories to post step-by-step protocols.

1. **Lack of “marketing” to disseminate results.** Scientists put so much work into their research and the publication process and then hope that someone will read their work. Or they must wait to show the work at a conference which may or may not fit in with the timing of the project.*Adapted from MELANIE PRESTON,October,2018*

**3. why is research important component in monitoring and evaluation? Give and explain four.**

Monitoring and Evaluation Systems require twelve main components in order to function effectively and efficiently to achieve the desired results. These twelve M&E components are discussed in detail below:

**1.       Organizational Structures with M&E Functions**

The adequate implementation of M&E at any level requires that there is a unit whose main purpose is to coordinate all the M&E functions at its level. While some entities prefer to have an internal organ to oversee its M&E functions, others prefer to outsource such services. This component of M&E emphasizes the need for M&E unit within the organization, how elaborate its roles are defined, how adequately its roles are supported by the organizations hierarchy and how other units within the organization are aligned to support the M&E functions within the organization.

**2.       Human Capacity for M&E**

An effective M&E implementation requires that there is only adequate staff employed in the M&E unit, but also that the staff within this unit have the necessary M&E technical know-how and experience. As such, this component emphasizes the need to have the necessary human resource that can run the M&E function by hiring employees who have adequate knowledge and experience in M&E implementation, while at the same time ensuring that the M&E capacity of these employees are continuously developed through training and other capacity building initiatives to ensure that they keep up with current and emerging trends in the field.

**3.       Partnerships for Planning, Coordinating and Managing the M&E System**

A prerequisite for successful M&E systems whether at organizational or national levels is the existence of M&E partnerships. Partnerships for M&E systems are for organizations because they complement the organization’s M&E efforts in the M&E process and they act as a source of verification for whether M&E functions align to intended objectives. They also serve auditing purposes where line ministries, technical working groups, communities and other stakeholders are able to compare M&E outputs with reported outputs.

**4.       M&E frameworks/Logical Framework**

The M&E framework outlines the objectives, inputs, outputs and outcomes of the intended project and the indicators that will be used to measure all these. It also outlines the assumptions that the M&E system will adopt. The M&E framework is essential as it links the objectives with the process and enables the M&E expert know what to measure and how to measure it.

**5.       M&E Work Plan and costs**

Closely related to the M&E frameworks is the M&E Work plan and costs. While the framework outlines objectives, inputs, outputs and outcomes of the intended project, the work plan outlines how the resources that have been allocated for the M&E functions will be used to achieve the goals of M&E. The work plan shows how personnel, time, materials and money will be used to achieve the set M&E functions.

**6.   Communication, Advocacy and Culture for M&E**

This refers to the presence of policies and strategies within the organization to promote M&E functions. Without continuous communication and advocacy initiatives within the organization to promote M&E, it is difficult to entrench the M&E culture within the organization. Such communication and strategies need to be supported by the organizations hierarchy. The existence of an organizational M&E policy, together with the continuous use of the M&E system outputs on communication channels are some of the ways of improving communication, advocacy and culture for M&E

**7.     Routine Programme Monitoring**

M&E consists of two major aspects: monitoring and evaluation. This component emphasizes the importance of monitoring. Monitoring refers to the continuous and routine data collection that takes place during project implementation. Data needs to be collected and reported on a continuous basis to show whether the project activities are driving towards meeting the set objectives. They also need to be integrated into the program activities for routine gathering and analysis.

**8.       Surveys and Surveillance**

This involves majorly the national level M&E plans and entails how frequently relevant national surveys are conducted in the country. National surveys and surveillance needs to be conducted frequently and used to evaluate progress of related projects. For example, for HIV and AIDS national M&E plans, there needs to be HIV related surveys carried at last bi-annually and used to measure HIV indicators at the national level.

**9.       National and Sub-national databases**

The data world is gradually becoming open source. More and more entities are seeking data that are relevant for their purposes. The need for M&E systems to make data available can therefore not be over-emphasized. This implies that M&E systems need to develop strategies of submitting relevant, reliable and valid data to national and sub-national databases.

**10.   Supportive Supervision and Data Auditing**

Every M&E system needs a plan for supervision and data auditing. Supportive supervision implies that an individual or organization is able to supervise regularly the M&E processes in such a way that the supervisor offers suggestions on ways of improvement. Data auditing implies that the data is subjected to verification to ensure its reliability and validity. Supportive supervision is important since it ensures the M&E process is run efficiently, while data auditing is crucial since all project decisions are based on the data collected.

**11.   Evaluation and Research**

One aspect of M&E is research. The other is evaluation. Evaluation of projects is done at specific times most often mid- term and at the end of the project. Evaluation is an important component of M&E as it establishes whether the project has met he desired objectives. It usually provides for organizational learning and sharing of successes with other stakeholders.

**12.   Data Dissemination and Use**

The information that is gathered during the project implementation phase needs to be used to inform future activities, either to reinforce the implemented strategy or to change it. Additionally, results of both monitoring and evaluation outputs need to be shared out to relevant stakeholders for accountability purposes. Organizations must therefore ensure that there is an information dissemination plan either in the M&E plan, Work plan or both. *Source: Phil Rabinowitz*

(B.Fawcett, 2019)

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