

Country 3: **The Over-burden Kingdom**

The Kingdom of Over-burden has been struggling with a deficit in the implementation of public policies for over a decade. The planning of interventions is developed impeccably, but most interventions are not fully implemented for various reasons such as bottlenecks in the implementation process, flaws in the program design, lack of resource allocation, and inefficient bureaucracy. Two years ago, the Prime Minister of Over-burden requested the help of the Global Evaluation Initiative to develop an M&E policy to tackle the implementation deficit and achieve clear outcomes. This policy was developed in a participatory approach with relevant stakeholders from the Executive branch, and lessons learned from other countries that have developed a policy with this approach were used.

Different Ministries and government bodies participated in the last “gLOCAL Evaluation Week” edition and were able to learn from regional experiences on how to put in action an M&E policy. An agency of the Executive branch called the Evidence Agency is currently working on developing manuals and guides for the M&E functions. However, Over-burden faces a significant challenge: there are no technical capabilities to implement these functions. Most offices don’t have specific M&E units, so a small group of staff develop some monitoring activities besides the tasks they were hired for. Also, they have not received M&E training and there is not enough training available as the Evidence Agency doesn’t have the economic resources to develop and implement a capacity building strategy.

Due to the lack of M&E capacities within the public sector, the M&E needs have not been identified, as well as potential evidence users. When being requested for information by the Prime Minister, the Legislative branch, academia or CSOs; the Ministries and other bodies provide some indicators of budget expenditure, but there are no outcome indicators to follow up the achievement of goals.

The government of Over-burden is worried because they are requesting a loan to an international development bank to implement a road infrastructure project, and one requirement is for the Ministry of Infrastructure (ministry who would implement the project) to provide evidence of results. The Prime Minister is pushing the Evidence Agency to develop the M&E manuals and to provide some training to a selected group of staff within the Ministry of Infrastructure to deliver the requirement.

Shock: The Evidence Agency has been working for over six months to develop an integrated and practical M&E policy with a whole-of-government approach, and they already have a final version of the document. However, when they presented it in Legislative branch, they faced backlash by the speaker of the House of Representatives. The speaker, member of the Opposition Party, stated that the country is facing pressing issues such as growing poverty rates and high levels of school dropout. According to the speaker, this policy will only slow down the implementation of public policies and will make the implementation deficit problem even bigger.