

SCENARIO 4B

Entrench M&E

Obama is a middle-income country whose economy is propelled by the sale of commodities in particular tin, bauxite and gold. In order to address poverty in a holistic manner, the country launched the National Social Protection Policy 5 years ago. The policy recognises that social protection will only grow if Monitoring and Evaluation underpin all the pillars in the policy. The Chief Secretary to Cabinet (most senior public officer in government) has discovered with horror and shock that the entire public service has an appalling negative culture towards M&E.



The Ministry of Gender, Disability and Welfare has the following situation:

Funding

- a) To give impetus to the policy, the Ministry has been spending millions of dollars each year on M&E field trips.
- b) The Ministry is facing a lot of financial audit queries regarding maladministration mainly misapplication of funds.

Structures and Trainings

- a) The Ministry has a dedicated M&E unit whose core mandate is to undertake M&E activities.
- b) The Ministry besides the M&E unit has sent officers from other departments and units for M&E trainings in Europe, and to Brazil through the South-South cooperation.
- c) The M&E System which was developed by the Consultants at a cost of one million dollars is in place and not used.
- d) A lot of funding is spent on study tours to learn the best M&E practices. The Minister, Assistant Minister and all the Directors have participated in several study tours and they still want more study tours.

Usage of Data

- a) All impact evaluation reports done in respect of the social assistance programmes in the last 3 years were just filed after submission by the external evaluators contracted.
- b) None of the recommendations were discussed by management let alone implemented by the Ministries.
- c) Monitoring reports are viewed with suspicion that they are meant to expose the weaknesses of the officers.
- d) The Minister thinks the performance evaluation reports reflects a hidden agenda championed by his enemies determined to tarnish the good image of the Ministry and ultimately have the Minister fired!

INSTRUCTIONS

You have been recently appointed as Chief Strategist for the Ministry, develop carrot, stick and sermon strategies for the Ministry of Social Protection in order to begin to entrench a culture of M&E. Each strategy must be justified.