

## CASE-STUDY #6: NATIONAL EVALUATION POLICY IN MALASIYA



|  |  |
|--|--|
| <b>Official name:</b>                    | Federation of Malaysia   |
| <b>Location:</b>                         | Southeast Asia   |
| <b>Independence:</b>                     | 31 August 1957   |
| <b>Form of state:</b>                    | federal constitutional monarchy  |
| <b>Administrative divisions:</b>         | 13 states and 3 federal territories  |
| <b>Area total:</b>                       | 329,847 km <sup>2</sup>  |
| <b>Population:</b>                       | 29.76 million  |
| <b>Language:</b>                         | Bahasa Malaysia (Official), English, Chinese, Tamil                          |
| <b>Official currency:</b>                | Ringgit (RM)   |
| <b>GNI per capita:</b>                   | \$ 9,820   |
| <b>Life expectancy:</b>                  | 71 years (men) and 77 years (women)  |
| <b>Unemployment (% of labour force):</b> | 3% (2013)  |
| <b>National Evaluation Association:</b>  | Malaysian Evaluation Society 1995 (initiated) and officially registered 1999 |
| <b>Introduction of NEP legislation:</b>  | 2005, revised 2013   |

Prepared by: Katerina Stolyarenko, Independent Consultant  
For: Parliamentary Forum for Development Evaluation

**Table of Content**

|  |           |
|--|-----------|
| Acronyms .....   | 3         |
| Executive Summary .....  | 3         |
| <b>II. Country Context</b> .....   | <b>4</b>  |
| 2.1. Political, Economic and Development Context .....                         | 4         |
| 2.2. M&E Context .....   | 5         |
| <b>III. Institutional setting of NEP in the country</b> .....                  | <b>6</b>  |
| 3.1. NEP’s Focus and Purposes .....  | 6         |
| 3.2. Legal and Policy Framework .....  | 6         |
| 3.3. Institutional Arrangements .....  | 7         |
| 3.4. M&E Tools, Components, Evaluation Methodologies and Quality of Data ..... | 8         |
| 3.5. Professional Capacity for M&E .....                                       | 9         |
| 3.6. Utilization of M&E .....  | 10        |
| <b>IV. Achievements and Challenges</b> .....                                   | <b>11</b> |
| <b>V. Good Practice(s)</b> .....   | <b>12</b> |
| <b>VII. Documents consulted</b> .....  | <b>15</b> |
| <b>VIII. Interviews held</b> .....   | <b>15</b> |

### Acronyms

**ASEAN** Association of Southeast Asian Nations  
**CEDRE** Center for Development & Research in Evaluation  
**ICU** Implementation and Coordination Unit  
**ISE** Internalized-Self Evaluation  
**IRBM** Integrated Results Based Management  
**KPIs** Key Performance Indicators  
**M&E** Monitoring and Evaluation  
**MES** Malaysian Evaluation Society  
**MBS** Modified Budgeting System  
**MoF** Ministry of Finance  
**MP** Malaysian Plan  
**MyRoI** MyResults  
**MTCP** Malaysian Technical Cooperation Program  
**NEM** New Economic Model  
**OBB** Outcome Based Budgeting  
**PD** Paris Declaration  
**ProLL** Program Logic and Linkages Model  
**PPBS** Program Performance Budgeting System  
**ToT** Training of Trainers  
**VOPE** Volunteer Organizations of Professional Evaluation

### Executive Summary

Malaysian NEP could serve as a good example of a model supporting environment for evaluation. Evaluation in Malaysia adopts an integrated approach and is rooted within the IRBM since 90s. It is recognized by government as an important management tool for improving performance in government programmes as well as projects. Evaluation in Malaysia is focused on outcomes. M&E champion is the Prime Minister. Malaysia has a unique multi-dimensional evaluation capacity development approach which is built upon tripartite collaboration of the public, private and civil society sectors.

## I. Introduction

## II. Country Context

### 2.1. Political, Economic and Development Context

Malaysia is a *multi-ethnic* and *multi-religious* country in Southeast Asia with population of 29.2 million and one of the wealthiest and most developed countries, outranked in GNP only by Singapore and oil-rich Brunei. The Federation of Malaya became an independent country from the British Empire in 1957. On 16 September 1963 the federation was enlarged by the accession of the states of Singapore, Sabah (formerly British North Borneo) and Sarawak. The name "Malaysia" was adopted from that date. Singapore left the federation on 9 August 1965.

Since independence, Malaysia is a Parliament Democracy based on a constitutional monarchy, nominally headed by a King, who is selected on a rotational system from among 9 sultans. The position of the king is primarily ceremonial. There is a bicameral Parliament consisting of a nonelected upper house and an elected lower house. The political scene has been characterized by an extraordinary degree of political stability and continuity through an encompassing national coalition of political parties. The political leadership of the country has been focusing on two key long-term goals: cementing national unity and economic development with equity. While national unity remains elusive, the highly successful industrialization drive (since the mid-1980's) has turned the country into one of the world's most important trading nations. The Malaysian economy grew on average 7.3% between 1985 and 1995. After the Asian financial crisis of 1997-1998, Malaysia continued to post solid growth rates, averaging 5.5% per year from 2000 – 2008. The national poverty rate has fallen from 49.3% in 1970 to 1.7% in 2012. Malaysia's economic performance and fundamentals are strong; its social development is exemplary among developing countries.

In 2010, Malaysia launched the New Economic Model (NEM), which aims for the country to reach high income status by 2020 while ensuring that growth is also sustainable and inclusive. The NEM includes a number of reforms to achieve economic growth that is primarily driven by the private sector and moves the Malaysian economy into higher value-added activities in both industry and services. It was ranked 6<sup>th</sup> among 189 economies with the most business-friendly regulations in 2013<sup>1</sup>.

The GDP per capita (2012) constitutes US \$13,676 and unemployment rate is on the level of 3% (2012)<sup>2</sup>. However, pockets of poverty exist and income inequality remains high relative to the developed countries. The Gini coefficient of income inequality stood at 0.43 in Malaysia in 2012.

---

<sup>1</sup> World Bank, 2013

<sup>2</sup> UN, 2012

Malaysia's Human Development Index (HDI) value for 2012 was 0.769, i.e. Malaysia ranked 64 out of 187 countries and territories in human development, same as Libya and Serbia.

Malaysia is not a signatory to the Paris Declaration (PD) as it is no longer (from 2010) a net aid recipient. Instead, Malaysia now has a small presence as a donor through its Malaysian Technical Cooperation Program (MTCP), which is administered through the Ministry of Foreign Affairs.

Malaysia is a member of the Association of Southeast Asian Nations (ASEAN), a free trade area incorporating the 10 largest Southeast Asian economies providing accesses to a market of 600 million people with a combined nominal GDP of US\$1.8 trillion<sup>3</sup>.

### **2.2. M&E Context**

Evaluation as a practice has been a requirement in government since Malaysia adopted the Program Performance Budgeting System (PPBS) in 1969, which had an evaluation component under the medium term five year development plan. It was mainly encouraged by the World Bank as part of development agenda. At that time, evaluation was mandated mainly from health, education and agricultural sectors.

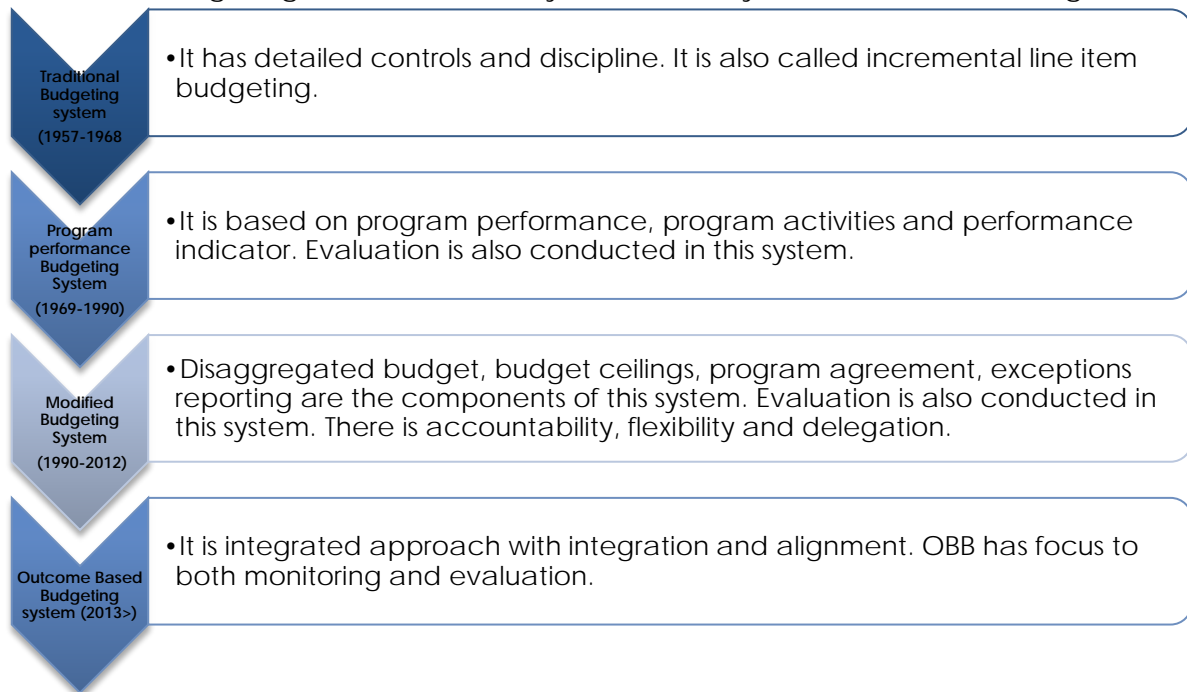
In the early 90's, the PPBS was reviewed and strengthened through the introduction of the Modified Budgeting System (MBS). The budgetary reform focused on greater accountability and financial discipline among the various government agencies entrusted to execute the socio-economic development plans for the country. In line with Vision 2020, a program aimed at making Malaysia a fully developed country by the year 2020 the government conducted a number of reforms including improved financial compliance, quality management, productivity and efficiency. Under the MBS, all government agencies, federal departments and statutory bodies are required to enter into a programme agreement with the Treasury, specifying the inputs to be used and the expected outputs/impacts of a particular programme/activity for the financial year. Evaluation started to be mandated as a part of the results-based management system and public sector accountability agenda across government. The main driving force for that was the Ministry of Finance and National Institute of Public Administration. Due to fiscal challenges arising from global uncertainties since the late 1990s, the government decided on a number of strategic reforms to improve program and service delivery. Among the reforms was the focus on outcome in aspects of planning and budgeting.

In 2009, the government adopted the Integrated Results Based Management (IRBM) system commencing with the 10th Malaysia Plan 2011-2015. In 2011, the government decided to replace MBS with Outcome Based Budgeting (OBB). Evaluation was integrated as a key factor into the performance planning for the public sector.

---

<sup>3</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/sf.html>

Therefore, budgeting and evaluation system in Malaysia evolved in four stages:



### III. Institutional setting of NEP in the country

#### 3.1. NEP's Focus and Purposes

NEP in Malaysia is focused on **outcome evaluations** of government-funded projects and programmes. It is perceived as an integral part of integrated results-based management system of the public sector with three ultimate mandates: (1) annual formative evaluations are required for every Ministry and its Programs and Activities; (2) every Ministry should undertake internal evaluations of its Activities and Programs, and (3) government agencies are required to conduct evaluations of their programmes and to use evaluations to make any policy or program adjustments.

#### 3.2. Legal and Policy Framework

NEP in Malaysia is regulated by administrative directives:

- ✓ Directive No1 dd. 15 October 2004 issued by National Action Council (on outcome monitoring).
- ✓ Federal Government Circular No3 "Guideline on Program Development Evaluation" dd. 24 August 2005 issued by the Implementation Coordination Unit of the Prime Minister's Department (on outcome evaluation for development projects implemented by the ministry/agency at federal level, as well as states, statutory bodies and local authorities' level).
- ✓ Tenth Malaysian Plan 2011-2015 (adoption of outcome-based approach towards planning).
- ✓ Annual Budget Circular (allocation of state funding for conduction of evaluations)

### 3.3. Institutional Arrangements

Leadership for M&E systems in Malaysia stems directly from the highest level, Prime Minister.

The national M&E agency in Malaysia is embodied in two bodies namely **the Ministry of Finance (MoF)** and **the Implementation and Coordination Unit (ICU) under the Prime Minister's Department** with the former *responsible for program evaluations under the budget* and the latter *responsible for project evaluations under the Malaysia Plan*.

#### **The Implementation and Coordination Unit (ICU) under the Prime Minister's Department**

- develops various project monitoring systems to meet various performs periodic collection and analysis of financial and physical data development plan requirements;
- concerning development projects that are being implemented in the country;
- identifies the problems encountered in implementation and the reasons for any gaps between planned and actual performance and to ensure that effective feedback on project implementation is provided to top management on a timely and regular basis for remedial or corrective action;
- provides advice, consultation and technical support for the planning, implementation, monitoring and project management to all government agencies;
- prepares reports on outcome evaluation of development programmes/projects (i.e. performance reports) for use by all government agencies.
- monitors and coordinates performance indicators at national, ministry and agency levels;
- conducts selected programme evaluations, submits and presents evaluation reports to the National Action Working Committee and the National Action Council; and
- ensures that programmes and projects are implemented consistently.

#### **Ministry of Finance (MoF)**

The Prime Minister is also the Minister of Finance in the Malaysian Government. The ministry under the political leadership and management of the Prime Minister is responsible for budgeting and taxation.

Its key responsibilities are:

- To formulate and implement fiscal and monetary policies;
- To formulate financial management and accounting processes, procedures and standards to be implemented by all Government;
- To manage the acquisition and disbursement of federal Government loans from domestic and external sources;
- To monitor that Minister of Finance Incorporated companies are managed effectively;
- To monitor the financial management of ministries, government departments and statutory bodies.

These two agencies however, do not do the evaluations. For program evaluations under the MoF, the evaluations are either conducted internally by internal evaluation teams within the Ministries or in some cases, through external evaluators. For the projects under the Malaysia Plan, the evaluations are done by external parties, typically through Universities and research institutions.

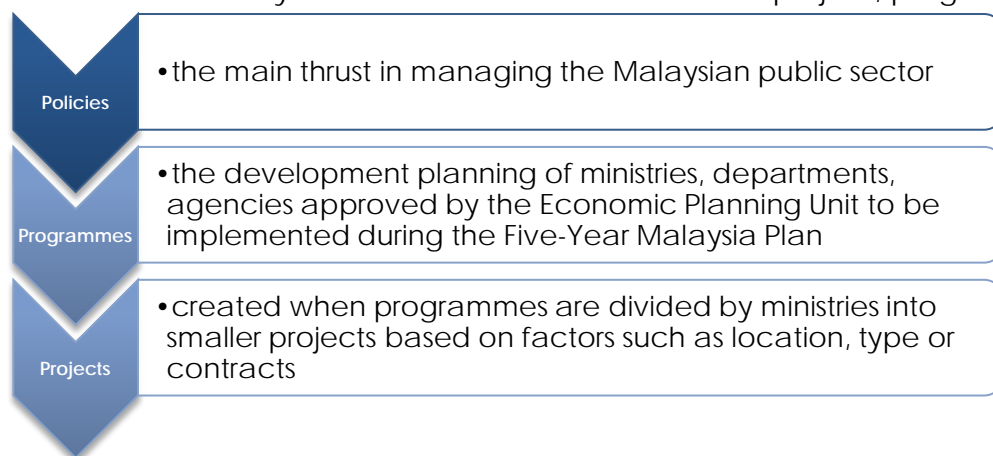
The M&E agencies, the MoF and ICU have adequate capacity to deal with the evaluation agenda. They also determine what resources are to be made available to the Ministries. As of 2011, the MoF has approved in principle that up to 3% of a Ministry's budget could be earmarked for evaluations.

### 3.4. M&E Tools, Components, Evaluation Methodologies and Quality of Data

NEP in Malaysia is an integrated system that revolves around the national development plan (10th MP). The 10th MP is supported by an integrated M&E system that cascades down from the national level to the sector level, and down to the implementation levels. As such, the national M&E system closely determines the M&E system in the Ministries. In fact, the Ministry M&E system is a sub-set of the integrated M&E system across government. The national M&E system is an integrated system called MyResults (MyRoL) and covers all Ministries and agencies, linked to all other M&E systems within Ministries and agencies and contribute to the national medium term development plan (10th MP). However, Ministries and agencies are allowed to retain their relevant legacy systems for their own purpose as internal management of the programs within Ministries and agencies are an internal matter.

There is no difference under the national M&E system as far as gender issues are concerned. The national M&E system also tracks the KPIs on gender issues and reports to Cabinet, which has made many gender related decisions based on the feedback from the NEP.

Evaluations in Malaysia are conducted in three areas: project, program and policy.



Outcome evaluations of ministry and agency programmes and projects are mandatory. This covers all national programs being implemented through the Ministries. These evaluations are summative evaluations and are mandated on critical programs once every five years. The selection of projects/programmes for evaluation is done based



upon five evaluation criteria: (1) national interest, (2) priority ministry or agency programmes, (3) programmes and projects targeting a large number of people, 4) high-cost projects or programmes, and 5) projects with high multiplier effects. Outcome evaluations performed with usage of secondary data and usually within three months timeframe. The most widespread evaluation tools which are used are cost-benefit and Citizen Satisfaction Index analysis. However, national-level outcome evaluations are performed based on request.

Formative evaluations are prescribed on Internalized-Self Evaluation (ISE) basis and should be undertaken annually.

Once evaluation is completed, it must be presented to the National Action Working Committee, chaired the Chief Secretary to the Government. The evaluations are then presented to the National Action Council, the highest decision-making body for evaluation presentation and reporting, which is chaired by the Prime Minister.

The ICU has 3 sessions with the Ministries in a year where they present information on the outcome evaluations. Evaluations are given to Parliament once a year.

### 3.5. Professional Capacity for M&E

There is adequate capacity in Malaysia to plan and work on evaluations. Key officials from the Ministry of Finance and also from the PM's Department are well versed with evaluation aspects to carry out these functions. At least three ministries have evaluation units within the Ministries and they are separate from the functional units. The evaluation units generally report direct to the Head of the Ministry. Other Ministries often use their R&D units or Internal Audit Units to carry out such evaluations. The effectiveness is mixed with some evaluation units very effective (education) while others are more into research than actual evaluations. Nevertheless, in many cases, such studies also lead to policy or program adjustments.

Promotion of the evaluation function in Malaysia was stipulated by very productive **tri-patriate cooperation established between the public sector** (Ministry of Finance), **private sector** (CeDRE International<sup>4</sup>) **and civil society** (Volunteer Organizations of Professional Evaluation –Malaysian Evaluation Society<sup>5</sup>). These three parties have their own role and functions which are as follows:

---

<sup>4</sup> The Center for Development & Research in Evaluation International (CeDRE International) based in Malaysia is the leading evaluation research and development center in Asia and has since 1996, been **the principal policy and technical advisor to the Malaysian government on evaluation**. It has spearheaded and introduced many new approaches and models for/in evaluation both in Malaysia, and other regions, notably Africa and Middle East.

<sup>5</sup> The Malaysian Evaluation Society (MES) is a dedicated organization for evaluation practitioners and managers from all levels of government, the business community, and academia as well as individuals interested in or involved with evaluation. It aims to help promote the exchange of ideas, experiences, and resources related to all aspects of evaluation, whether in the private or public sectors. The MES also carries out various activities related to evaluation research, training, and development to help promote all evaluation activities in the country and outside. It was initiated in 1996 and was officially registered in 1999. It has 35 members (the vast majority of which (20) is from Government). MES is legally recognized by government. It developed standards for Malaysian evaluation. It holds bi-annual evaluation conferences.

### **Public sector Role and functions**

Formulates public policies, Design Development strategies, Initiates & promote Development, Implements intervention programs, Uses M&E Services in partnership, Manage public resources and Build M&E capacity in Partnership.

### **Private Sector Roles & Functions**

Provide inputs for public policy design, Advises development/policy planners, Promotes and provides M&E services, Manages private resources, Enhances M&E capabilities via research and development.

### **VOPE Roles and Functions**

Advocate M&E for development results, Advocates and promotes professionalism in M&E, Strengthen M&E community of practitioners, Reaches out to sensitize public/private sector on M&E, Develops M&E capacity, competency and capability, act as honest broker in public-private collaboration, Promotes stronger global network relationships for shared learning.

In the framework of this cooperation, the MoF and CeDRE in collaboration with RMIT University, Australia delivered a series of ToTs in evaluation for 40 key mid-level officials across 6 Ministries, who became a driving force for promotion evaluation agenda in Malaysian public sector. In addition, so far about two hundred over middle to senior level key officials from across government have been trained in IRBM and the OBB system. Monitoring and evaluation is again a key ingredient in the OBB system under the IRBM initiative in government.

However, there is a need to focus more on evaluation capacity development in Malaysia particularly in terms of technical skills and competencies in M&E. There is no comparison across agencies as some carry out many evaluations while others do only a minimal number. The MoF is in the process of tabulating the total outlays on evaluation across government and it is expected to be substantial. This also includes impact assessments carried out by central policy agencies on high priority programs. The MoF and the PM Department do not receive any aid from external bodies for M&E activities. However, specific aid entities such as the UNDP, UNICEF, and ADB work together with the MoF and other line Ministries to share experiences and to help bring Malaysian practices to other countries.

### **3.6. Utilization of M&E**

The primary users of the outcome evaluation findings in Malaysia are the Economic Planning Unit, the Treasury and the evaluated ministry or agency.

Outcome evaluation findings are used for different purposes, in particular:

- a) as feedback in national-level budgeting and appropriations processes.
- b) as lesson learned to improve future development of programmes and projects.
- c) as a tool to assess the efficiency and relevancy of implementing ministry/agency.

Over 90 000 projects in the last 5 year plan period underwent monitoring and about 8,343 programmes and projects have been evaluated. The evaluation results became a basis

for preparation of an Action Plan for the 10th Malaysia Plan (2011–2015). In the 10th Malaysia Plan, the Economic Planning Unit adopted an outcome-based approach in their planning. Following this, the Treasury has started a pilot project of adopting outcome-based budgeting with 5 ministries in 2013 and plan to adopt it fully in 2016 under 11<sup>th</sup> Malaysian Plan.

The utilization of evaluation findings is also promoted by creation of incentives for the heads of ministries/agencies. The aggregated results of programme and project evaluations form part of the key performance indicator for the respective Secretary General/Director General within the ministry/agency. The KPI, which is calculated at year-end, serves as a report card on the individual performance and will affect his or her promotion. Thus evaluations prompt heads of ministries and agencies to ensure that programmes and projects under their sphere of action are efficiently and effectively delivered.

#### IV. Achievements and Challenges

##### o Key Achievements

- ✓ Adopting outcome based budgeting under Integrated Results-Based Management system
- ✓ Introduction of obligatory summative evaluations once per 5 years for all programmes/projects implemented by federal and state level ministries and agencies
- ✓ Official adoption of the ISE Model and the mandatory requirement for annual formative evaluation in government
- ✓ Promotion of evaluation agenda through tripartite collaboration between the public sector, private sector and civil society
- ✓ Development of National Indicator Databank by ICU to assist system users to choose outcomes for their programmes/projects and easily match them to the national key result areas.

##### o Key Challenges

- ✓ Development of Human Resources evaluation competence
- ✓ Insufficient resources (money and manpower) for evaluation
- ✓ Absence of a separate evaluation discipline in educational institutions

V. Good Practice(s)

**Program Logic and Linkages (ProLL) Model for strategic program planning**

- ✓ It was first developed by Dr. Arunaselam Rasappan for use in the Malaysian public sector.
- ✓ It is used both as a program planning tool as well as a tool to help identify critical evaluation questions right from the planning stages.
- ✓ It helps both program planners and program evaluators as it identifies and draws due attention to a number of key questions related to the "Purpose-in-Life" (PiLTM) of a particular program and its' performance.
- ✓ It is presented in the Annex 1.

**Integrated Results-Based Management System**

- Aimed to establish a government-wide results-based management system in Malaysia.
- Technical and capacity-building support for implementation of IRBM was received from the Center for Development & Research in Evaluation (CEDRE) Malaysia
- Includes an Integrated Performance Management Framework (IPMF) that attempts to integrate the Results-Based Budgeting (RBB) system and the Personnel Performance System (PPS).
- Ministries and departments analyze problems at various stages of program implementation, including efficient resources utilization (inputs), activities completion, outputs completion, and outcome/impact achievement.
- Consists of five key components - two primary and three complementary or support components.
- The primary components are the Results-Based Budgeting System (RBB) and the Results Based Personnel Performance System (PPS).
- Three support components are the Results-Based Monitoring and Evaluation (M&E) System, the Management Information System (MIS), and an Enabling E-Government (EG) System.
- Measures results achieved at almost every stage of the project from input application, activity completion, outputs delivery, and impact achievement.
- Measured results will be utilized for planning, implementing, monitoring and reporting on organizational performance, with systematic links to personnel performance, and are important for resource allocation decisions by the Central Budget Office.
- The IPMF is mandated as the strategic planning framework under IRBM. Therefore, all ministries and departments are required to prepare their strategic plan for resource allocation using IPMF as part of the RBB system.

### **Outcomes Based Budgeting (OBB)**

- ✓ OBB is a strategic management tool designed under the Strategic Reform Initiative (SRI).
- ✓ OBB focuses on detailed planning with the requisite horizontal and vertical linkages that contribute to shared or common outcomes.
- ✓ OBB advocates a Whole-of-Government approach covering processes of complete cycle from planning to results, at both the national and ministry levels. The Budget is a central tool through which development results and priorities are realized.
- ✓ OBB measures results achieved at almost every stage of the project from input application activity completion, outputs delivery and impact achievement.

### **Internalized Self-Evaluation (ISE)**

- ✓ Under ISE, evaluation is viewed as an ongoing and learning process that contributes to capacity building.
- ✓ Objective to improve not to prove.
- ✓ Initially developed by the Centre for Development and Research in Evaluation (CeDRE) and piloted jointly with the Ministry of Finance, Malaysia.
- ✓ ISE was developed to enable managers use real-time performance data and respond to performance fluctuations.
- ✓ ISE evaluates programs and activities in terms of their appropriateness, effectiveness, efficiency and economic values.
- ✓ ISE uses of 4 stages-process: (1) Preliminary planning and assessment stage; (2) Evaluation design stage; (3) Data collection and analysis stage and (4) Reporting and information utilization stage (the detailed ISE flowchart is presented in the Annex 2).
- ✓ ISE benefits:

#### Short-term

- Improves program implementation, delivery processes, and importantly, program results
- Facilitate using the process and results for program improvement and decision making
- Stakeholders & managers have ownership over evaluation process
- Evaluation is ingrained in the day-to-day operations of an organization
- A part of ongoing innovation in government and also value of "continuous improvement"
- Supports formative evaluation agenda

#### Long-term

- Improve communication and better understanding between partners of shared program outcomes
- Clear understanding of the program logic, vertical and horizontal linkages
- Able to establish causal linkages and key program drivers
- Build internal capacity in better program/policy planning, implementation and M&E
- Evaluation is a developmental process, not only a report card process
- ISE complements external evaluation through systematic data collection and

- performance analysis
- ✓ ISE promotes three categories of accountability: financial, management, programme.

### **My Results (MyRoL): Performance Management System**

- ✓ MyResults is an Integrated e-System for Performance Management System.
- ✓ MyResults provides users with framework structures for monitoring and evaluation.
- ✓ MyResults provides for budget submission, budget review and verification, performance monitoring and reporting.
- ✓ Each ministry has an access to information about its programme objectives, resources utilization, activity completion, output generation, outcomes and impact achievement from the system, for evaluation purposes.
- ✓ MyResults can also be used by planners and managers as a basis to conduct the ISE on program or activity.

## **VI. Conclusion**

The NEP in Malaysia system is considered as very accommodating for supporting and strengthening the national policies and programs.

The Malaysian national M&E system is highly sustainable as it is closely supported by the policy levels and also it has been institutionalised within Ministries and agencies. The institutionalization of the evaluation agenda within government was made through the budgetary process as well as the national development planning process.

In Malaysia, evaluation is a part of performance planning and management agenda. NEP is regulated by administrative directives. Leadership for M&E systems in Malaysia comes from the Prime Minister.

The Implementation Coordination Unit (ICU) of the Prime Minister's Department is the lead agency in the monitoring of development projects in Malaysia; meanwhile the MoF is responsible for program evaluations under the budget.

Malaysia NEP is characterized by a strong tripartite collaboration between public, private and civil society sectors. It contributed a lot to strengthen evaluation capacity among public sector officials; however, there is still a need to improve evaluation competencies and skills.

Evaluation findings are used as planning tools by Economic Planning Unit, Treasury, evaluated ministries and agencies.

Malaysia could share a set of good practices developed within RBM, namely ProLL, MyRoL, IRBM, ISE and OBB.

## VII. Documents consulted

World Bank Data

<http://data.worldbank.org/indicator/NY.GNP.PCAP.CD>

<https://www.cia.gov/library/publications/the-world-factbook/geos/sf.html>

Malaysian Government: [www.malaysia.govt.my](http://www.malaysia.govt.my)

Malaysia Evaluation Society: <http://mes.org.my>

MyResults Malaysia: [www.myresults.treasury.gov.my](http://www.myresults.treasury.gov.my)

CeDRE International: [www.cedre.org.my](http://www.cedre.org.my)

Ministry of Finance of Malaysia: [www.treasury.gov.my](http://www.treasury.gov.my)

Catalysing Vision 2020 through 1Malaysia, People First, Performance Now

Government of Malaysia. '10th Malaysia Plan 2011-2015'. Putrajaya: Economic Planning Unit (EPU) of The Prime Minister's Department

9th Malaysia Plan 2006-2010 (2006). Putrajaya: Economic Planning Unit (EPU) of The Prime Minister's Department

Zainul A.H. 2003. 'Malaysian Experience of Monitoring Evaluation in Development Planning' Putrajaya: Implementation Coordination Unit of The Prime Minister's Department

Government of Malaysia. 'Guidelines in Conducting Development Program Evaluation', Federal Government Circular No. 3, 2005

Khalid, R. 2007. 'Evaluation Establishing Outcome Monitoring & Evaluation in Strategic Context'. Putrajaya: Implementation Coordination Unit of The Prime Minister's Department

OBB Project Team, 2010. Baseline OBB Framework Report, Ministry of Finance, Putrajaya.

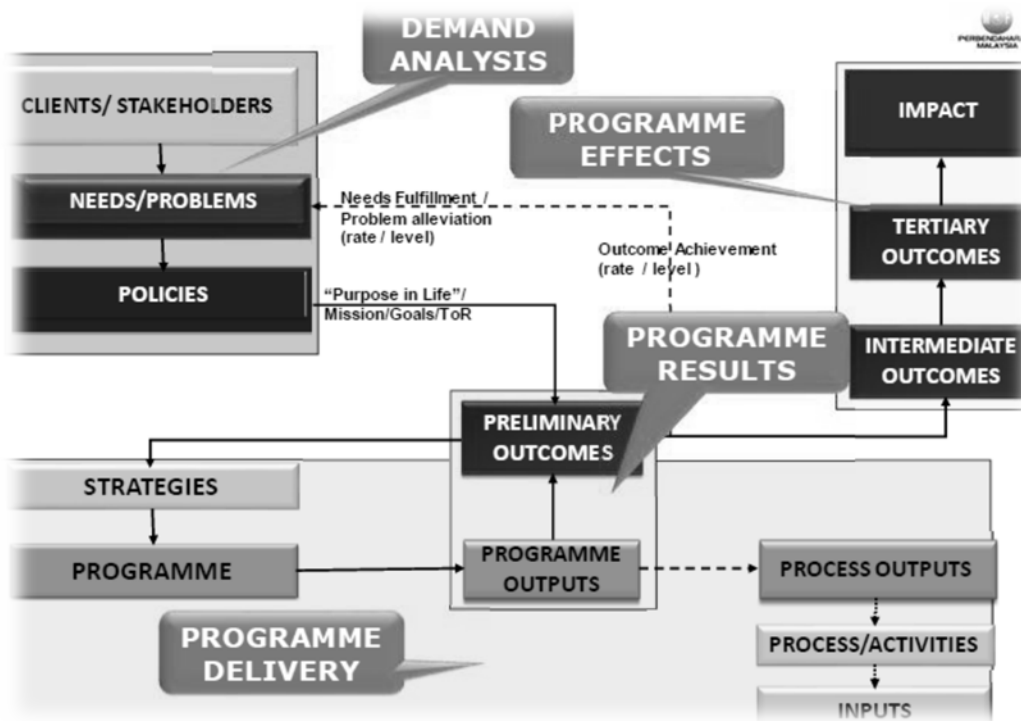
Public Administration Reform in Malaysia – Perspective of Developing Countries. Development Planning in Malaysia (2004). Putrajaya: Economic Planning Unit (EPU) of The Prime Minister's Department

## VIII. Interviews held

Dr. Arunaselam Rasappan Ph.D. Senior Advisor, Center for Development & Research in Evaluation (CeDRE) International

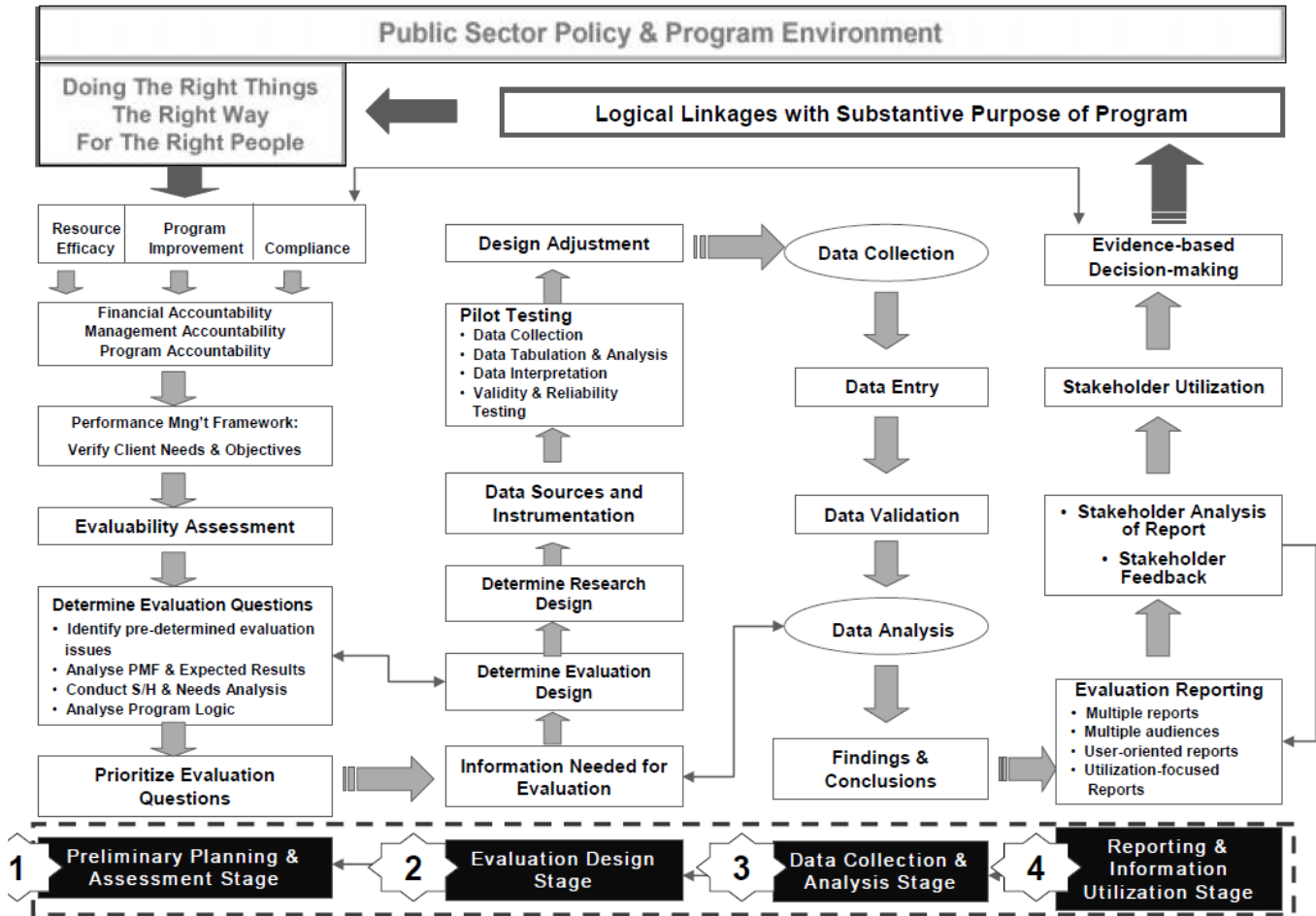
IX. Annexes

Annex 1: Program Logic and Linkages (ProLL) Model



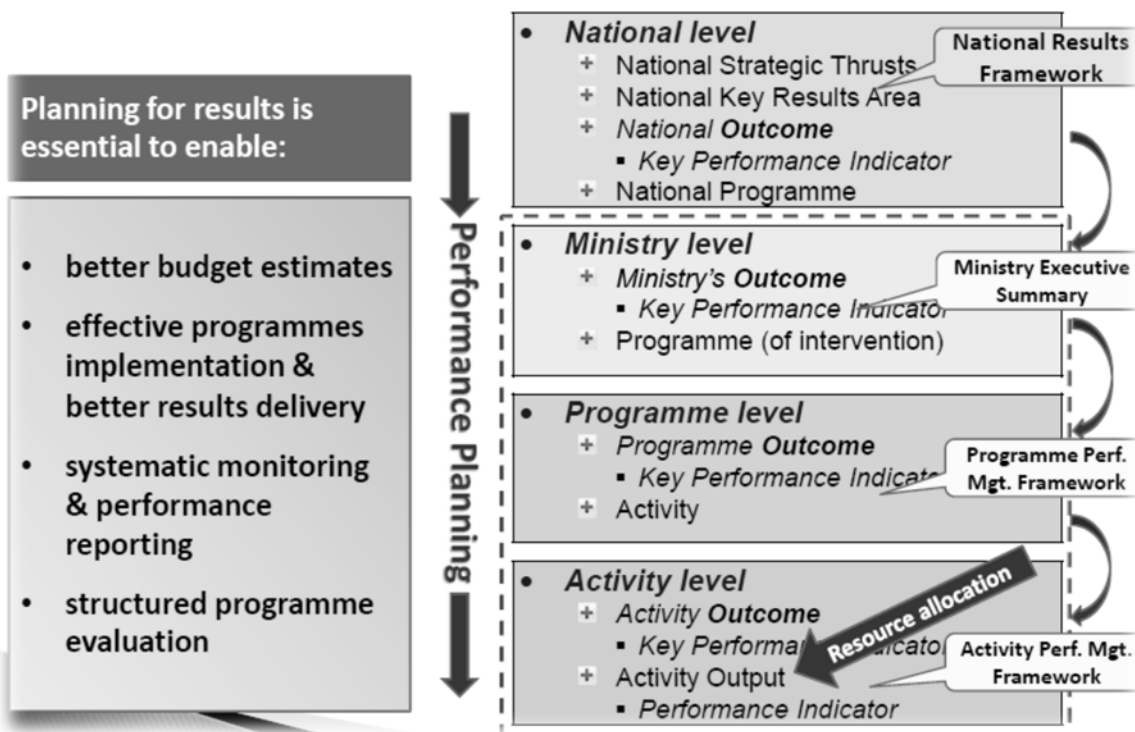


Annex 2: Internalized-Self Evaluation Model<sup>6</sup>



<sup>6</sup> 1999/2002/2010 Arunaselam Rasappan/Jerry Winston

Annex 3: Integrated RBM<sup>7</sup>



<sup>7</sup> 2010 Rasappan, Arunaselam & Winston, Jerome, CeDRE International