Country Case Study:


Dr. Arunaselam Rasappan, Secretary
Lim Kheng Joo, Vice President
Malaysian Evaluation Society (MES)
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Malaysia’s Budgeting & Evaluation System in Perspective

- **Title**: Malaysia’s Budgeting & Evaluation System in Perspective
- **Date Ranges**:
  - **1957 - 1968**: Detailed Controls & Discipline
  - **1969 - 1990**: Programs & Performance
  - **1990 - 2012**: Accountability, flexibility & delegation
  - **2013 >**: Integrated Approach
  - **2009 IRBM**: M&E focus, Results/Performance Reporting

- **Systems**:
  - **Traditional**
    - Incremental line item budgeting
    - Program Performance
    - Program-Activities
    - Performance Indicators
    - Evaluation
  - **PPBS**
    - Program Performance
    - Program Ceilings
    - Program Agreements
    - Evaluation
    - Exceptions Reporting
  - **MBS**
    - Integration
    - Alignment
    - M&E focus
    - Results/Performance Reporting

- **Adapted from**: 2012 Sakeri Kadir, MoF, Malaysia
Public Sector Role & Functions:
- Formulates public policies
- Designs development strategies
- Initiates & promote development
- Implements intervention programs
- Uses M&E services in partnership
- Manages public resources
- Builds M&E capacity in partnership

Private Sector Roles & Functions:
- Provides inputs for public policy design
- Advises development/policy planners
- Promotes & provides M&E services
- Manages private resources
- Enhances M&E capabilities via R&D

VOPE Roles & Functions:
- Advocates M&E for development results
- Advocates and promotes professionalism in M&E
- Strengthens M&E community of practitioners
- Reaches out to sensitize public/private sector on M&E
- Develops M&E capacity, competency & capability
- Acts as “honest broker” in public-private collaboration
- Promotes stronger global network relationships for shared learning

Dec., 2012 Malaysian Evaluation Society
Evaluation Policy Environment

- PPBS (1969) & RBM (1990) with evaluation mandate
- Evaluation entry point: development plan & budget
- MfDR subsumed in RBM
- IRBM system since 2009 for whole of government
- M&E one of core components of IRBM System
- M&E mandated for all public sector entities
- Evaluation linked to policy & program improvements
- Formative evaluation prescribed on ISE basis
- Summative evaluation once every 5 years
- Prescribed annual budget of 3% for every Activity
Approach to ECD

- Integrated approach linked to IRBM system
- Holistic multi-dimensional approach
- Substantive focus on getting the fundamentals right under multi-dimensional approach
- ECD is demand driven based on policy demands
- ECD demands are internally created within government
- Influenced through tripartite collaboration
- Newer approaches/models through partnership
ECD – KEY COMPONENTS

- Policy Framework
- Regulatory Framework
- Institutional & Structural Setups
- Functional Setups
- Values & Mind Sets
- Systems & Approaches
- Tools & Techniques
- Budget & Resources

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# ECD – INTEGRATED APPROACH MATRIX

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<th>Values &amp; Mind Sets</th>
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*Key:  Global = External global factors that affect/influence ECD in the country;  Sector: Refers to a generic functional classification e.g. agriculture

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Role of MES with Advocacy & Capacity Building

- Tripartite collaboration (MoF/MES/CeDRE)
- Advocacy & development work (CeDRE/MES/MoF)
- Resulted in substantive strengthening of all dimensions of ECD including:
  - Systems adjustment and improvements (MoF/CeDRE)
  - Policy mandate and regulatory framework (MoF)
  - Development of Tools & Techniques (CeDRE/MES)
  - Capacity Building for individuals (MoF/CeDRE/MES)
  - Financial & Non-Financial Resources (MoF/CeDRE/MES)
Main Results Achieved through MES

- Up scaling evaluation awareness and priorities within public policy and especially the budgetary process
- Incorporation of evaluation for policy and program formulation and adjustments
- Research & development through tripartite collaboration
- Promoting evaluation through highly relevant international conferences
- Development of new M&E tools and approaches
- Influencing policy directions on evaluation and its usage
- Development of standards for Malaysian evaluation
- Support for development of ISE
- Substantive capacity building for public sector
Challenges and Strategies

• Lack of wider/larger membership
  ➢ Lowering of fees and selected free membership
  ➢ Focusing on quality than quantity

• Lack of participation of MES Board members
  ➢ Assignment of specific task to each member
  ➢ Hiring of a part-time executive secretary
  ➢ Hiring of a part-time IT person to manage website

• Too much attention to public sector
  ➢ Using public policy and participatory development agenda to advocate evaluation in private sector & NGOs
  ➢ Raising awareness on M&E for all NGOs
Key Success Factors

• Leadership and commitment from champion/s

• Relevance & fit with public sector performance improvement agenda

• Tri-partite collaboration and synergy between partners (MoF/MES/CeDRE)
Key Lessons Learnt

• Get a suitable champion on board from policy side in government

• Address ECD using a multi-dimensional approach

• Adopt partnerships by using value-added approach for each party (win-win formula)
Additional Linked Slides
Integrated Results-Based Management (IRBM) & Components

1. Integrated Development Planning
   - Systematic & structured approach to development planning with full vertical-horizontal integration & focus on program outcomes & impact

2. Result Based Budgeting
   - Provides an integrated Outcome-Based Program Budgeting system for planning & management of financial resources to turn policies into reality

3. Personnel Performance
   - Ensures personnel performance at every level is linked systematically with substantive program performance

4. Monitoring & Evaluation
   - Mandates structured monitoring and evaluation to support systematic program performance management

5. Management Information System
   - Provides critical information to support informed decision making for program improvement and adjustments to strategies & policies

Adapted from: 1999 Arunaselam Rasappan, “Integrated Development Planning for Developing Countries”, CTA Conference, Hanoi: March