

PROGRAM/PROJECT EVALUATION: THE MALAYSIAN EXPERIENCE

PRESENTED BY:

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1 Malaysia, People First, Performance Now

**THE MALAYSIAN
EXPERIENCE IN
PROGRAM/PROJECT
EVALUATION**

INTRODUCTION

- ✓ The basic role of the government: to provide for efficient and effective delivery of services, implement development project and maintain the national security
- ✓ The need to deliver development projects - value for money and fit for purpose
- ✓ Emphasis from output-based to outcome-based approach
- ✓ Performance measurement must be evaluated to ensure the implementation meets the expected result and desired outcomes
- ✓ Enhancement on the Project Management Cycle by embarking on Outcome Based Approach in planning and Outcome Based Budgeting in implementation and evaluation stage.

FRAMEWORK

NATIONAL

STATE

DISTRICT

KEY RESULT AREA

- Public Safety
- Corruption
- Education
- Low Income Household
- Urban Public Transport
- Rural Basic Infrastructure

- Poverty eradication programs
- Local Authority service delivery

- Poverty eradication programs
- Public facilities and amenities
- Social harmony
- Crime prevention

DESCRIPTION

- National agenda
- Cross cutting programs
- National & public priorities
- Great impacts
- High investment

- Inter agencies programs
- State priority programs
- Priority for programs/projects costing RM10 milion and above

- Inter departmental projects
- Immediate outcomes
- Direct benefits

KEY DRIVERS

- Ministers
- Chief Secretary
- DG of Central Agencies
- Ministries Sec. Gen.

- Chief Minister
- State Excos
- State's Secretaries
- Heads of Departments

- District officers
- Heads of Departments
- Head of Villages

INITIATIVES

- Outcome evaluation as a mandatory agenda for MTN, MB's Council, JKTN and JTPi
- Ministries to identify programs/projects
- Regular reporting to Cabinet KPI for the Key Drivers

- Outcome evaluation as a mandatory agenda for MTNg and JKTNg
- State to identify minimum of 10 priority programs/projects
- Regular reporting to MB's Council and JKTN
- KPI for the Key Drivers

- Outcome reporting to JKTD
- Regular reporting to MTNg and JKTNg
- KPI for the Key Drivers

IMPLEMENTATION COORDINATION UNIT (ICU)

- Implementation Coordination Unit, Prime Minister Department (ICU JPM) has compiled and produced ***Guidelines in Conducting Development Program Evaluation - Federal Government Circular No. 3, 2005.***
- Role of ICU JPM are:
 - ✓ To monitor and coordinate performance indicators at national level.
 - ✓ To monitor and coordinate program evaluation at ministries level.
 - ✓ To conduct selected program evaluation.
 - ✓ To submit and present evaluation reports to National Action Working Committee and National Action Council.
 - ✓ To ensure that program/project are implemented consistently all levels.
- ICU JPM being the secretariat for both National Action Working Committee and National Action Council meetings will act as the clearing house for all evaluation exercise conducted by the ministries and state governments.

MILESTONE: THE EVALUATION PATH

2005

PLANNING

- Designing the Guideline Circular
- Officiating the Development Program Evaluation Guideline Circular on August 24, 2005.

2006

ENFORCEMENT

- Enforcement/ application to all head of division
- Training sessions conducted through conferences, workshops, bilateral with ministries/ agencies.
- Pilot testing on program evaluation and reporting.

2007-2010

ROLLING

- Ministries/ Agencies/ Statutory Bodies embarked on the evaluation program by:
 - ✓ Evaluating the completed projects to identify the outcome and impact.
 - ✓ Presenting the papers in the respective forums.

2009

ENHANCEMENT

- Outcome Evaluation Modul was developed and incorporated into the Project Monitoring System.

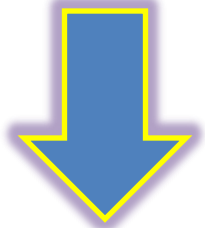
2010

REPORTING/ REVIEWING

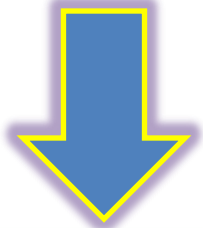
- 8,343 programs/ projects have been evaluated.
- Assesment reports (aggregated according to ministries) sent to Public Service Department.
- Evaluation results presented to stakeholders.
- Review and prepare Action Plan for 10th Malaysia Plan (2011-2015)

EVALUATION CRITERIA

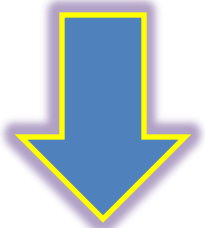
Due to large number of projects and limitations in terms of time and manpower, program/project selected to be evaluated must be based on the following criteria:



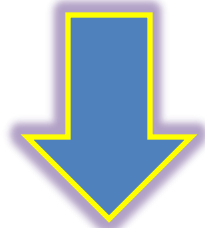
**PROGRAM
OF NATIONAL
INTEREST**



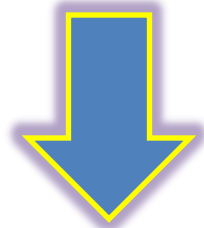
**PRIORITY
PROGRAM
FOR
RESPECTIVE
AGENCIES**



**PROGRAM
/PROJECT
TARGETING
AT A LARGE
NUMBER OF
TARGET
GROUP**

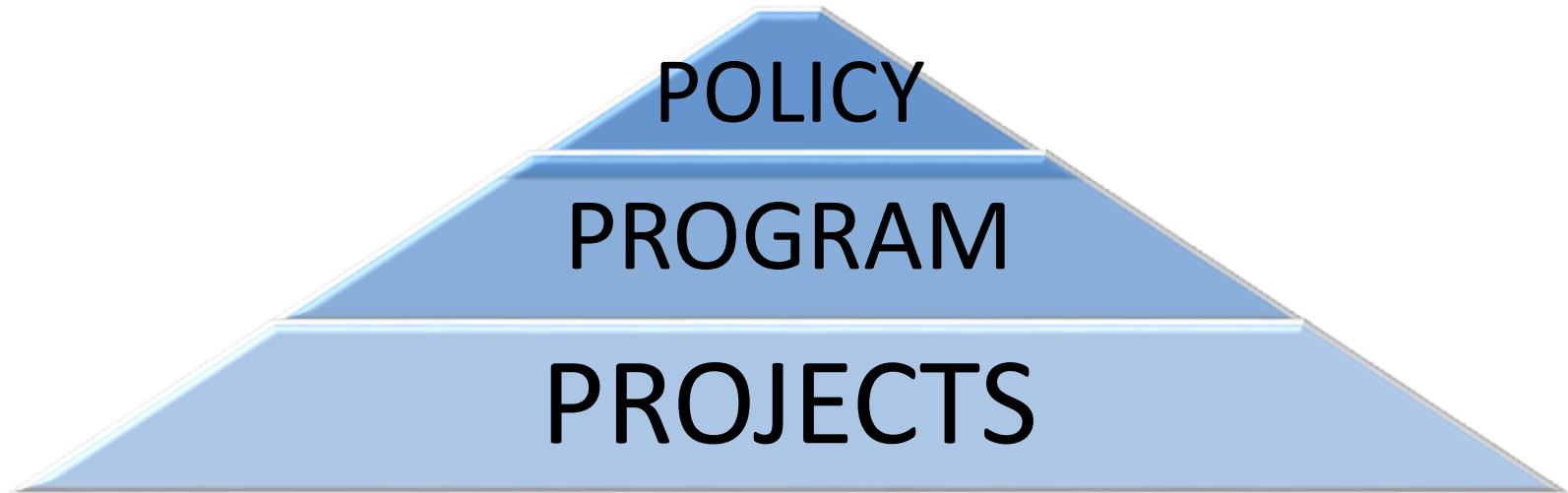


**HIGH COST
PROGRAM/
PROJECT**



**PROGRAM /
PROJECT
WITH HIGH
MULTIPLYING
EFFECTS**

EVALUATION HIERARCHY



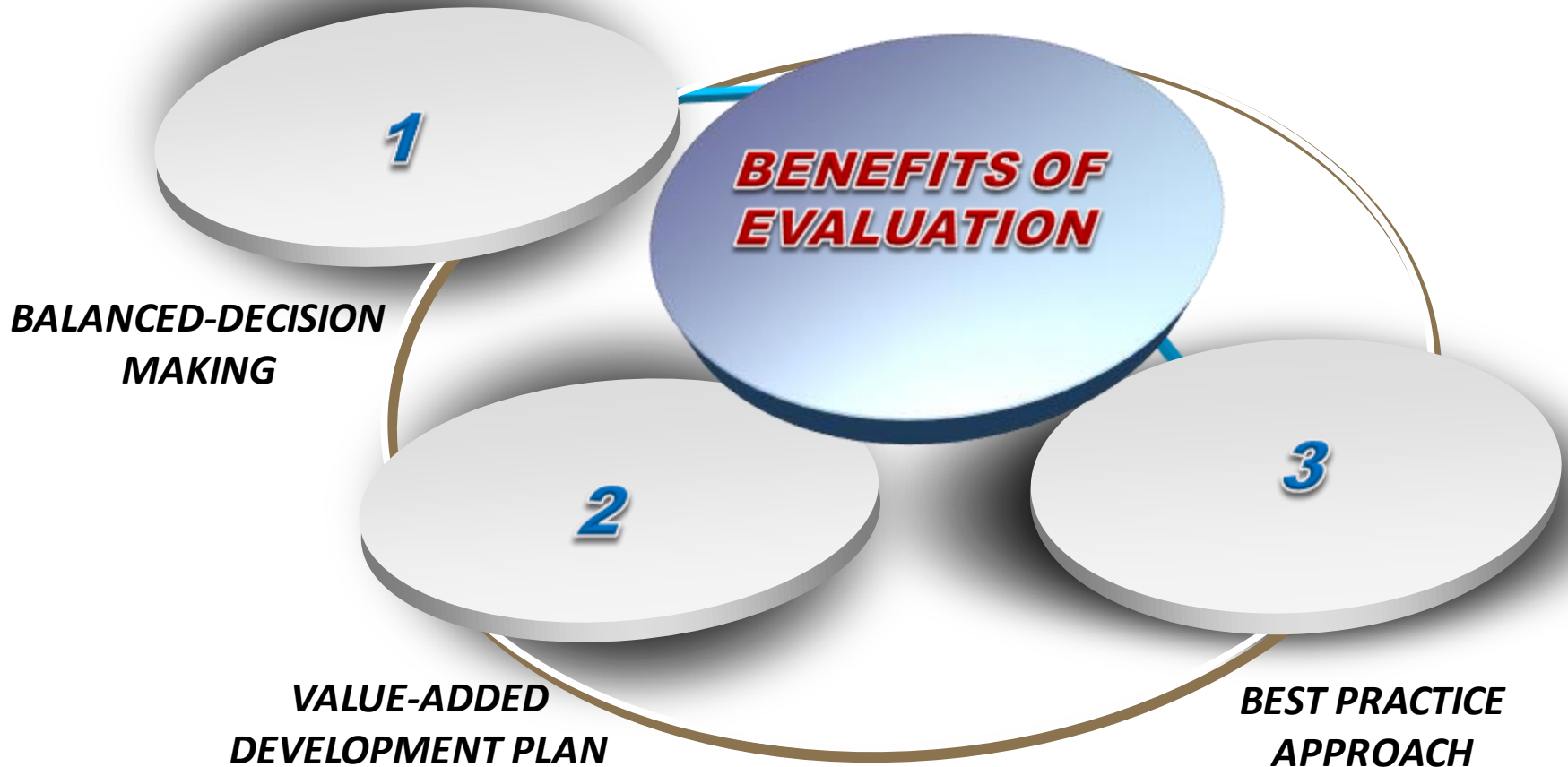
- Policy– this is the main thrust formulated by the government in management the public sector in Malaysia.
- Program- refers to the development planning of ministries, departments or agencies approved during Five-Years-Plan.
- Projects– Programs then are divided by ministries into smaller projects based on location, types, contracts, etc.



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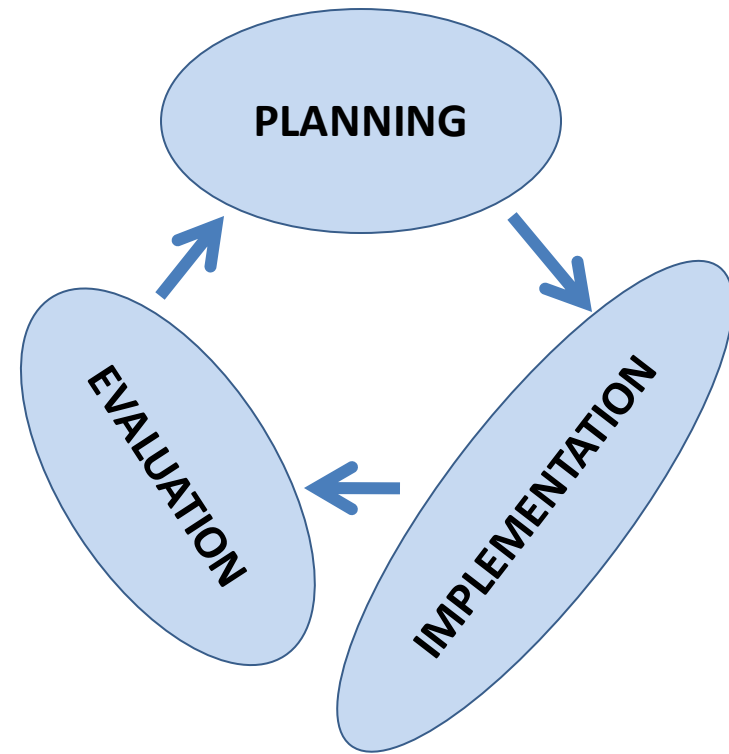
THE USE OF EVALUATION

BENEFITS OF EVALUATION



USE OF EVALUATION...1

- ✓ Evaluation completes the project development cycle of PIE – Planning, Implementation and Evaluation.
- ✓ While monitoring of projects at implementation level only consider issues related to project activities, program/project evaluation enables the examination of projects effectiveness in relation to policies and strategies.



- ✓ Evaluation at policy level (national Key Result Area-KRA) performed at the end of the 5th year of the Five-Year-Plan highlights the performance of each KRAs. The findings are used in the next cycle planning (long term planning).

USE OF EVALUATION...2

- ✓ Findings of outcome and impact at program/project level are used as feedback to the planning process (short term planning):
 - Efficiency of the implementing agency.
 - Relevancy of the implementing agency.
 - Value for money & fit for purpose.
 - Citizen satisfaction index (CSI).
 - Prioritizing the program/project.
 - Alternative way of implementing program/project.
 - Basis for approval in new program/project bidding.

- ✓ The aggregated results of program/project evaluation under the respective ministries/ agencies formed as part of the key performance indicator (KPI) of the respective Secretary General/ Director General.



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WAY FORWARD

VALUE ADDED IN EVALUATION

- ✓ Outcome Champion Program-(done at federal & on going at state level).
- ✓ Review and enhancement of Guideline On Development Program Evaluation-(on going).
- ✓ Developing national indicator databank-(done).
- ✓ Strategic alliance of ministries with central agencies (done)
- ✓ National Project Outcome Evaluation Conference-(to be held in 2012).
- ✓ Integration with Outcome Based Budgeting-(on going and integrating is planned in 2013).



KERAJAAN MALAYSIA

SURAT PEKELILING AM BILANGAN 3 TAHUN 2005

GARIS PANDUAN
PENILAIAN PROGRAM PEMBANGUNAN

JABATAN PERDANA MENTERI
MALAYSIA
24 Ogos 2005

Dikeliling kepada:
Semua Ketua Setiausaha Kementerian
Semua Ketua Jabatan Persekutuan
Semua Ketua Eksekutif Badan-badan Berkanun Persekutuan
Semua Y.B. Setiausaha Kerajaan Negeri
Semua Pihak Berkuasa Tempatan

The image is a composite graphic. On the left side, there is a vertical strip showing the Malaysian flag (red and white horizontal stripes with a blue canton containing a yellow crescent and star) and the Petronas Towers. The rest of the image has a blue background with soft, out-of-focus light spots in shades of purple and blue. At the bottom, there are two dark blue, wavy lines that sweep across the width of the image.

THANK YOU