



# TECHNICAL GUIDELINES

For the Implementation of  
Results-based Budgeting (RBB)

**State Financial Secretary's  
Office**

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# TECHNICAL GUIDELINES

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PLANNING FOR PERFORMANCE, BUDGETING, AND MONITORING OF  
THE RESULTS-BASED BUDGETING (RBB) SYSTEM

Revised June 2025

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## Acronyms and Abbreviations

DE	<i>Development Expenditure</i>
DUN	<i>Dewan Undangan Negeri</i>
EPU	<i>Sarawak Economic Planning Unit</i>
ET	<i>Expenditure Target</i>
IRBM	<i>Integrated Results-based Management</i>
KPI	<i>Key Performance Indicator</i>
MAF	<i>Management Accountability Framework</i>
MBS	<i>Modified Budgeting System</i>
MDA	<i>Ministries, Departments and Agencies</i>
MP	<i>Malaysia Plan</i>
MSPP	<i>Ministry Strategic Performance Plan</i>
MSPC	<i>Ministry Strategic Performance Committee</i>
MTBF	<i>Medium-term Budget Framework</i>
MTFF	<i>Medium-term Fiscal Framework</i>
OBA	<i>Outcome-based Approach</i>
OE	<i>Operating Expenditure</i>
RBB	<i>Results-Based Budgeting</i>
RBM	<i>Results-Based Management</i>
PBS	<i>Program Budget Sheet</i>
PSPP	<i>Program Strategic Performance Plan</i>
SPSP	<i>Sub-Program Strategic Performance Plan</i>
SBC	<i>State Budget Committee</i>
SFSO	<i>State Financial Secretary's Office</i>
SGS	<i>State Government of Sarawak</i>
SC	<i>State Steering Committee</i>
SOE	<i>State-Owned Enterprises (State Statutory Bodies and Government-Linked Companies)</i>
SSRF	<i>State Strategic Results Framework</i>
TC	<i>State Technical Committee</i>
MSRF	<i>Ministry Strategic Results Framework</i>
PCDS	<i>Post Covid-19 Development Strategy</i>
PC	<i>Policy Circular</i>
PT	<i>Project Team</i>
PTF	<i>Program Taskforce</i>
PSRF	<i>Program Strategic Results Framework</i>
WOG	<i>Whole of Government</i>

## Part A: Introduction and Background

### 1. Purpose of this Document

- 1.1 This Document sets out the Technical Guidelines for preparing the necessary documentation for key functions under the Results-based Budgeting (RBB) system cycle, such as Planning for Performance, Budgeting, Monitoring and Evaluation and Results Reporting. This includes guidelines on preparing the relevant templates required under the RBB system.
- 1.2 This document has been developed as a reference for officers at all levels in Ministries and Departments/Programs, Residents and District Offices, Local Authorities and State-Owned Enterprises who are implementing the RBB system.

### 2. Contents and Structure of this Document

- 2.1 Besides the Preamble as Part A, this document comprises five parts and a total of 12 sections below them. The structure and contents of this document are as follows:

- **Part A - Preamble**

Section 1	Short Description of the Purpose of this Document
Section 2	Overview of the Structure and Contents of this Document
Section 3	Background on the need for RBB to help achieve the State's Priorities.

- **Part B –RBB System Cycle and Structure**

Sections 4 – 6	Principles and procedures involved in each component of the course of the RBB system cycle
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Section 7	Explanation of the institutional structure to be set in place to implement and improve the RBB system, and managing the Ministry's' and Programs' performance under the RBB system
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- **Part C – Preparation and Submission** of the Ministry Strategic Performance Plan (MSPP) and the Program Strategic Performance Plan (PSPP)

Section 8	Explanation of the Budget submission
Section 9	Description of the reporting requirements and timelines and suggested formats for the preparation of reports
Section 10	Broad guidelines to establish accountability under the RBB system

- **Part D – General Matter and Conclusion**

Section 11	General Matters
Section 12	Critical Success Factor
Section 13	Conclusion

- **Part E – Attachments**

Attachment 1	Glossary of terms used under the RBB system and in this Document
Attachment 2	Detailed instructions, examples and guidelines on how to complete and use the 3-Year Rolling Ministry Strategic Performance Plan (MSPP)
Attachment 3	Detailed instructions, examples and guidelines on how to complete and use the 3-Year Rolling Program Strategic Performance Plan (PSPP) including the Budget Submission Sheets and the Monitoring Plan
Attachment 4	Copy of Ministry Strategic Performance Plan
Attachment 5	Copy of Program Strategic Performance Plan

Attachment 6	Terms of Reference for Ministry Strategic Performance Committee (MSPC) and Program Task Force (PTF)
Attachment 7	Members of Steering Committee, Technical Committee and Terms of Reference
Attachment 8	State Financial Secretary Circular No. 11/2024 :Results-Based Budgeting (RBB) Policy of Sarawak Government

2.2 This document should be read in conjunction with the State Financial Secretary's Circular No. 11/2024: Results-Based Briefing (RBB) Policy of the Sarawak Government, issued on 15th May 2024.

### 3. Introduction to Results-based Budgeting

#### 3.1 Background

- 3.1.1 The Results-Based Budgeting (RBB) system is a key component that follows and is linked to the Outcome-Based Approach (OBA) adopted for results-based development planning at the National Level. The OBA is a strategic planning framework grounded in the philosophy of planning for development outcomes, focusing on both Outcomes and Outputs.<sup>1</sup>
- 3.1.2 The OBA component factors in the main Thrusts and Priorities of the National Results Framework taken from the prevailing Malaysia Plan (MP). In keeping with the spirit of planning for Outcomes, the State Government of Sarawak (SGS) has focused on Outcomes when planning the Post COVID-19 Development Strategy (PCDS) 2030. Within each of the economic sectors and enablers, a series of outcomes has been identified that will contribute to the State's aspirations. The State-level Priorities from both the prevailing MP and the PCDS 2030 documents will be a guide for the development of the Ministry-level priorities.
- 3.1.3 Results-Based Budgeting (RBB) takes the initiative from the current Integrated Results-based Management (IRBM) system adopted by the Federal Government in 2013. RBB is a management tool centred on achieving results and managing the performance of Ministries and Programs at the aggregate level to optimise resource utilisation and improve service and Program delivery.
- 3.1.4 In this regard, the RBB system is introduced to address the need for better orientation towards results and to adopt a holistic approach in the Ministry's Programming and Budgeting and their strategic alignment of the ministries' results to the State Priorities

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<sup>1</sup> The Results Dimension as defined by OECD-DAC

identified in the PCDS 2030. In being consistent with terms used in RBB, we shall refer to this as the State Strategic Results Framework (SSRF).

3.1.5 The strategic direction of the State Strategic Results Framework (the economic sector outcomes and enablers and outcomes) is cascaded down to the Ministry level systematically using Program Logic and related management tools. Guided by the state priorities, the Ministries will identify their outcomes and the related strategies that are aligned with the State Priorities in the SSRF. Using the Program Logic in the RBB system, the contributing Programs will also be identified as Programs of intervention. The shift towards a greater focus on outcomes entails, among others, Program-based integrated budgeting, vertical alignment, management of cross-cutting initiatives and shared outcomes, enhanced accountability and empowerment and a robust monitoring and evaluation system. The six key transformation levers to facilitate the migration to the RBB system are shown in [Figure 1](#).

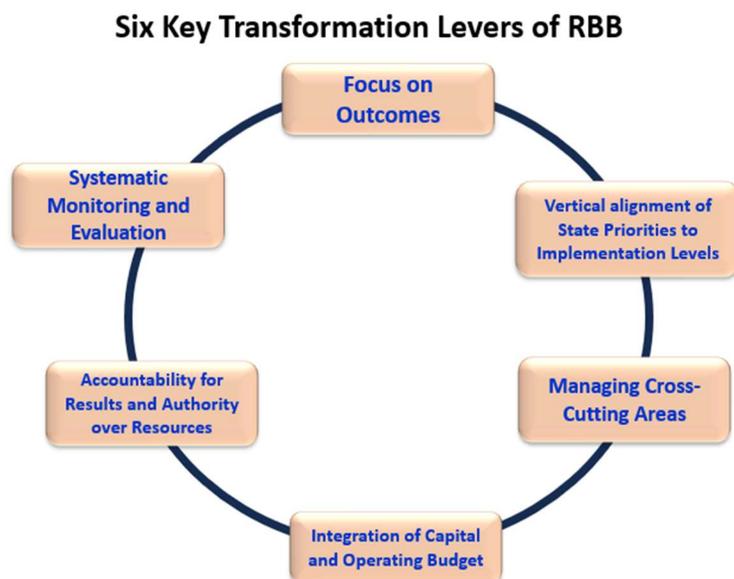


Figure 1: Transformation levers

The transformation levers are driven by the guiding design principles of RBB, as follows:

- i. ***Planning and budgeting are developed using a Program-based approach*** – The Program-based approach towards planning and budgeting requires that Programs of intervention be identified to achieve the Ministry's goals. The Strategic Programming is to ensure that allocation decisions are made based on the results of the Program as a whole. Programs of intervention represent strategic interventions focused on achieving the results as opposed to the current institutional Programs.
- ii. ***State Central Agencies (CAs) are jointly responsible for the strategic and holistic review of the Ministry budget*** – the roles of the three central agencies in terms of reviewing the Operating Expenditure (OE), Development Expenditure (DE) and Human Resources of Ministries' strategic Programming plans, budgets and performance reports shall be coordinated focusing on results. This will be carried out in the State Budget Committee (SBC) where the budget proposals from the Ministries will be scrutinized on all three aspects.
- iii. ***Ministry Programs are strategically aligned to the SSRF and across the Ministry's Strategic Results Framework<sup>2</sup>*** – Programs are vertically aligned to the SSRF to ensure that all Ministries are efficiently moving in the desired direction and collaboratively contributing towards the State Priorities. In addition, Ministry Programs are also horizontally aligned to identify and manage cross-cutting initiatives and shared results for effective and efficient allocation of resources and to reduce redundancies.

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<sup>2</sup> The Ministry's Strategic Results Framework will be an important component in the Ministry Strategic Performance Plan (MSPP).

- iv. **Empowerment of Controlling Officers** – Controlling Officers are held accountable for results. In this respect, the authority must be delegated to Controlling Officers in stages to manage their resources towards achieving those results. This is a fundamental tenet of managing for results.
- v. **Performance management** – Inculcating a robust performance management culture through a strengthened monitoring and evaluation process that provides Program managers and key stakeholders with evidence of Program results to support evidence-based decision-making. Issues related to change management and communication strategy are key in successfully implementing the performance culture.
- vi. **Organizational capacity building** – capacity building is institutionalised for the sustainability of RBB principles and practices. Continuous learning and development are essential to foster learning and support an evolving performance environment within the Sarawak public sector.
- vii. **Medium-term perspective in planning and budgeting** – a medium-term outlook is necessary for planning and budgeting for performance as it provides a clear sense of policy direction and pathway for sustainable development. An annual budget period is too short to cater for achieving time-based outcomes that transcend the annual budgeting period to adjust expenditure priorities and promote sound public expenditure management (i.e. fiscal discipline, strategic resource allocation and operational efficiency). To provide managers with a better perspective of the results and the resource requirements, the RBB system thus requires the planning and budgeting cycle to move towards a 3-year rolling<sup>3</sup> plan a reasonable trajectory to plan for outcomes.

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<sup>3</sup> 3 years is the general practice, but some countries plan for 4 to 5 years. The Rolling Plan which is part of the MTBF will be consistent with the MTF period.

- viii. **Accountability for Results** – Under RBB, program managers will be held accountable for results assigned to them. This is directly related to the resources assigned to them through the budget process. Inadvertently, program managers will be held accountable for those results that they agreed to deliver. The accountability can be formalised through a Performance Agreement, where their results obligation will be clearly identified as part of their deliverables.

### 3.2 RBB System Cycle

3.2.1 The RBB system cycle, which is part of the Integrated Results-based Management System, begins with planning for performance and budgeting, followed by monitoring and evaluation, and finally reporting of financial and performance results. The cycle covers the pre-, ongoing and post-execution stages of the Program cycle.

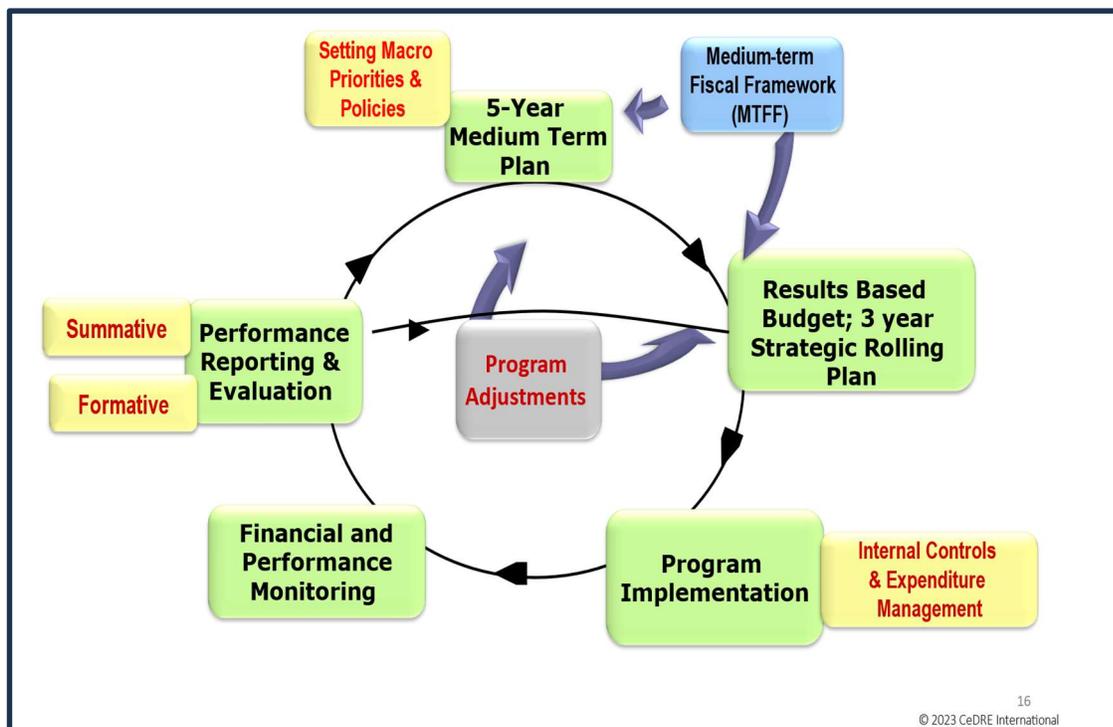


Figure 2: Integrated Planning, Budgeting and M&E Cycle

- 3.2.2 The RBB system cycle is a strategic and integrated process, as illustrated in [Figure 2](#) above, where each process feeds into the next using a unified strategic results framework. A fundamental principle of the RBB system ensures that, throughout the cycle, key decision-makers systematically consider the results that ministries need to achieve.
- 3.2.3 The protocol and principles of planning, budgeting, monitoring and evaluation and results reporting by Ministries are further defined in Sections 4 to 6 of this Guidelines Document.

### 3.3 New Institutional Setups

- 3.3.1 The introduction of the RBB system necessitates collaboration among key central agencies. To facilitate this interaction, three important state-level committees have been established to oversee the implementation and continuous improvement of the RBB system, as well as to manage the performance of ministries under this framework.
- 3.3.2 Additionally, the transition to RBB is a Whole of Government (WoG) initiative that must be driven and supported at the policy, technical, and implementation levels. The three [Committees](#), according to their functions, are:
- i. State Steering Committee (SC)
  - ii. State Technical Committee (TC)
  - iii. State Budget Committee (SBC)

The State Steering Committee (SC) and State Technical Committee (TC) have been set up to provide policy and technical guidance to the implementing entities and the dedicated Project Team (PT) that will be involved with supporting the implementation process. All these committees will report directly to the SFSO. The SC will be chaired by the SFS, and its members are from Central Agencies and selected Ministries. The TC, on the other hand, will be chaired by the Deputy SFS, and its members are also made up of Central Agencies and other members who could provide technical inputs. The dedicated Project Team (PT) will be provided with the requisite training and technical guidance. The PT members will support the implementation of RBB at the Ministry and Program Levels with policy guidance from

the SC and technical support from the TC. They will work closely with the Ministry champions, focal persons and trainers.

3.3.3 The SC will be responsible for providing policy guidance on the implementation of the RBB. This includes Strategic Budget Planning, Budgeting, Human Resource Planning, Monitoring and Evaluation and Results Reporting components. The TC shall advise on all technical matters related to the implementation of RBB and its components, with guidance from the SC. It will review the implementation plans and the timelines for implementation and make recommendations to the SC on the progress. The functions and the membership of the SC and TC are shown in Table 1 below.

PFM COMMITTEES AND TERMS OF REFERENCE	
<b>STATE STEERING COMMITTEE (SC)</b>	<p><u>Chairman</u> State Financial Secretary</p> <p><u>Deputy Chairman</u> Deputy State Financial Secretary</p> <p><u>Permanent Committee Members</u></p> <ul style="list-style-type: none"> <li>a) Deputy State Secretary (Economic Planning and Development)</li> <li>b) Director, State Economic Planning Unit, Premier's Department</li> <li>c) Director, Human Resource Development and Management Unit (HRDMU), Premier's Department</li> <li>d) Director, State Implementation and Monitoring Unit (SIMU), Premier's Department</li> <li>e) Director, Budget Division, State Financial Secretary's Office</li> <li>f) Director, Finance &amp; Administration Division, State Financial Secretary's Office</li> <li>g) Director, Corporate Services and Investment Division, State Financial Secretary's Office</li> <li>h) Director, Financial Compliance and Asset Management Division, State Financial Secretary's Office</li> <li>i) Director, Procurement Division, State Financial Secretary's Office</li> <li>j) Permanent Secretary, Ministry of Infrastructure &amp; Port Development Sarawak</li> <li>k) Sarawak Transformation and Innovation Unit (STIU)</li> <li>l) State Accountant-General</li> <li>m) Director of Internal Audit, Premier's Department</li> </ul>

	<p>n) Head of Performance Management and Delivery Sector, Economic Planning Unit, Sarawak</p> <p>Any other individual or entity by invitation of the Chairman, including the World Bank Project Team (PFM) and representative/s from State Ministries, Departments and Agencies (as and when required).</p>
<p><b>TERMS OF REFERENCE (TOR)</b></p>	<p>a) Responsible for monitoring the development and implementation of RBB at the state level for continuous improved performance.</p> <p>b) Advise on the policy framework and provide policy guidelines pertaining to the implementation of Results-Based Budgeting (RBB). This includes Strategic Budget Planning, Budgeting, Monitoring and Evaluation and Results Reporting components.</p> <p>c) Review and agree on the principles and strategies that are required in the implementation of RBB Review and approve the revised Program for Budgeting.</p> <p>d) Coordinate the Integration of Operating Expenditure (OE) and Development Expenditure (DE) under the Program Budgeting.</p> <p>e) Advice on the Institutional Arrangements for the implementation of RBB and the respective components.</p> <p>f) Advice on the Reporting Structure (MIS) and Decision Support System (DSS) under RBB.</p> <p>g) Lead Change Management activities within the State Administration</p> <p>h) Any other Policy matters pertaining to RBB and its effective implementation</p>
<p><b>STATE TECHNICAL COMMITTEE (TC)</b></p>	<p><u>Chairman</u>          Deputy State Financial Secretary</p> <p><u>Deputy Chairman</u>          Director of Budget, SFSO</p> <p><u>Permanent Committee Members</u></p> <p>a) Director or representative, State Economic Planning Unit, Premier's Department</p> <p>b) Director or representative, Human Resource Development and Management Unit (HRDMU), Premier's Department</p> <p>c) Director or representative, State Implementation &amp; Monitoring Unit (SIMU), Premier's Department</p>

	<ul style="list-style-type: none"> <li>d) Director or representative, Internal Audit Department, Premier's Department</li> <li>e) Director or representative, Administration Unit, Premier's Department</li> <li>f) Director or representative, Sarawak Civil Service Digitalization Unit, Premier's Department</li> <li>g) Director, Financial Compliance and Asset Management Division, State Financial Secretary's Office</li> <li>h) Representative from Sarawak Transformation and Innovation Unit (STIU), Premier's Department</li> <li>i) Director, Finance &amp; Administration Division, State Financial Secretary's Office</li> <li>j) Director or representative, Public Works Department</li> <li>k) State Accountant-General or representative</li> <li>l) Head or representative, Performance Management and Delivery Sector, Economic Planning Unit Sarawak</li> </ul> <p>Any other individual or entity by invitation of the Chairman, including the World Bank Project Team (PFM) and representatives from State Ministries, Departments and Agencies (as and when required)</p>
<p><b>TERMS OF REFERENCE (TOR)</b></p>	<ul style="list-style-type: none"> <li>a) Advise on all technical matters related to the implementation of RBB and its components with guidance from SC</li> <li>b) Review the implementation plans and the timeline for implementation and make recommendations to the SC</li> <li>c) Monitor the implementation of RBB initiatives and report progress to SC.</li> <li>d) Review the details of the RBB principals for adoption by the state</li> <li>e) Review the guidelines and manuals for RBB implementation</li> <li>f) Coordinate the Implementation of the new Program structure for all functional ministries</li> <li>g) Coordinate change management activities and communication strategies for the state</li> </ul> <p>Any other related technical matters brought up to the Committee for consideration and approval</p>

Table 1: SSC and STC Committee Members and Functions

- 3.3.4 The roles and responsibilities, and details on the communication lines between the above Committees are elaborated in Section 7 of this Document and the SFSO's Circular, Ref. SFS/15581(4) dated 23 February 2024, and SFS/15581(10) dated 16<sup>th</sup> April 2024.
- 3.3.5 Similar institutional setups will be required at the implementation levels, namely the Ministry and Program levels. At the Ministry level, RBB can be driven by the newly set up Ministry Strategic Performance Committee (MSPC). MSPC At the Program level, where the actual implementation takes place, the Program Task Force will (PTF) be set up to drive all the key components of RBB.

## Part B – RBB System Cycle and Structure

### 4. Strategic Multi-level Performance Planning

This section explains the need for results-based performance planning from a strategic approach and provides guidelines on the key steps to plan for such performance effectively. Multi-level performance planning is about systematically cascading performance from the state levels to the implementation levels (implementation level here refers to the Ministry, Programs and Sub-Programs. Generally, the top-down planning framework cascades the state and national priorities down to the Sector levels. The Sector-level interface provides planners with the opportunity to move higher priorities, often articulated as election mandates or constituent demands, to more functional areas that can be rationalised by functional Ministries or Programs of intervention. Systematic multi-level performance planning is vital to ensure that these policy-level requirements at the State or National levels are eventually linked to the budget appropriated at the Program level. These are the basic building blocks of RBB, In keeping with the principles of linking the budget to results and policy priorities. The process of systematically cascading State Priorities to implementation levels will be done

in the Strategic Results Framework (SRF) at each level. State Priorities identified in the SSRF will be cascaded down to the Results Framework in the Ministry, a component in the Ministry Strategic Performance Plan (MSPP) and Results Framework of the Program, a component in the Program Strategic Performance Plan (PSPP). Components of the MSPP and the PSPP are elaborated in Section 4.1.3. The process of cascading is done systematically using Program Logic and related tools such as Problem Tree Analysis and Outcome Hierarchy Analysis.

## 4.1 Purpose of Planning

- 4.1.1 Planning has many layers, and the packing order starts at the top with the State Strategic Results Framework (SSRF) identified and guided by the priorities in the Malaysia Plan and the PCDS 2030. It identifies the priorities of the government and the strategies needed to achieve them, keeping in mind the need for optimal use of limited resources.
- 4.1.2 Additionally, planning at the Ministry level is also a strategic management tool to systematically and logically identify the Ministry's outcomes and ensure that these are aligned with the State Priorities identified in the SSRF. Guided by the Ministry Outcomes, the Ministry will design a set of Programs of interventions to achieve these results. It is during the planning stage that the Ministry sets its performance targets to enable the measurement of the Ministry's effectiveness and efficiency in achieving its outcome targets.
- 4.1.3 The planning process at the Ministry culminates in the strategic plan, which is called the **Ministry Strategic Performance Plan (MSPP)**. A copy of the MSPP with the guidance notes is in **Attachment 2**. It briefly spells out the Ministry's vision, mission, and policy mandates, and identifies the clients they serve and stakeholders who have an interest in their Ministry and Programs. It also provides information on its Program structure, the planned outcomes and the relevant performance indicators and targets for its outcomes. In general, the MSPP document is meant to give all stakeholders key information about the strategic performance plan of the Ministry. It also serves as an

implementation guide for the internal management of the Ministry. The MSPP consists of several key components as follows:

- The Ministry's Strategic Results Framework;
- The Ministry's Budget Request;
- The Ministry's List of Capital Projects;
- The Ministry's Human Resource Requirements; and
- The Ministry's Monitoring and Evaluation Plan

4.1.3 All Ministries are required to develop the strategic information for the Ministry's results framework through a consultative process by engaging with its Programs and other Contributing Partners. A brainstorming session/meeting is suggested upon receiving the Budget Circular from the SFSO. The full information in the MSPP will subsequently be presented at the Ministry Strategic Performance Committee (MSPC) to be reviewed and approved at the Ministry level before it is submitted to the SFSO as part of the budget submission requirements.

## **4.2 Approach to Planning – Top Down**

4.2.1 Ministry planning should realistically reflect the priorities being addressed by the Ministry, the key results to be delivered, the delivery strategies and the resources needed for the budget year and the ensuing years. Ministry planning must be in tandem with the State priorities and strategic directions. Fundamentally, multilevel performance planning has to be a top-down process as shown in [Figure 3](#) below. The challenge is to cascade the State and National priorities down to the implementation levels systematically in such a way that at the end of it, the sum total of all tasks and activities being carried out at the implementation level will contribute to the performance at the State level.

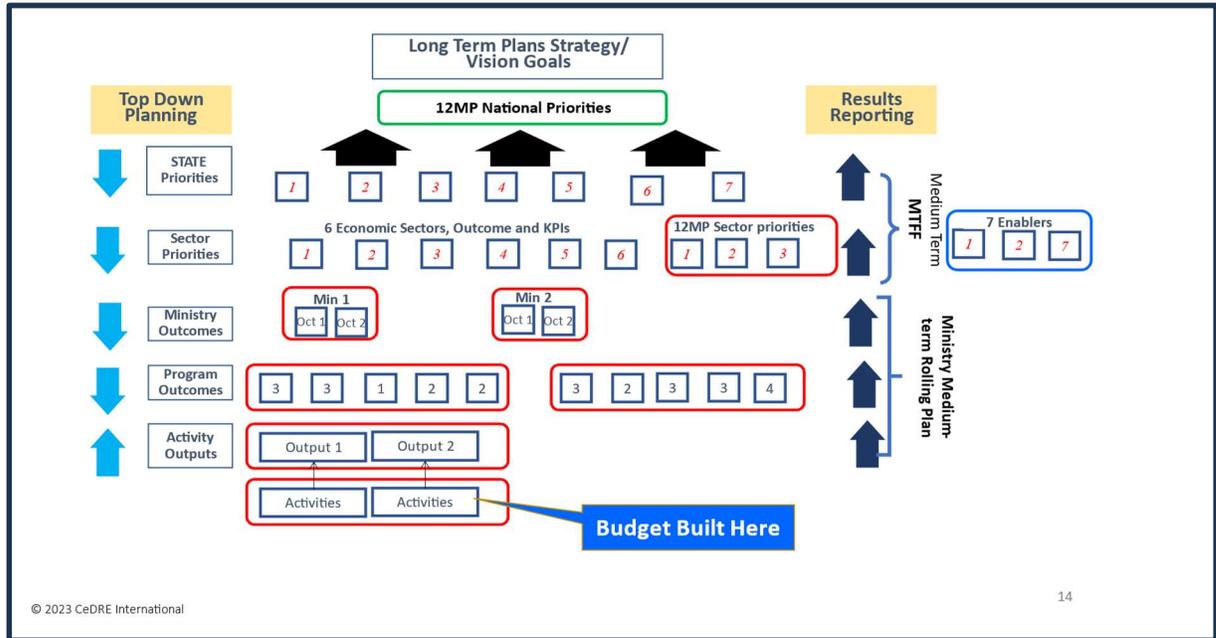


Figure 3: Cascading of State Priorities to Implementation Levels

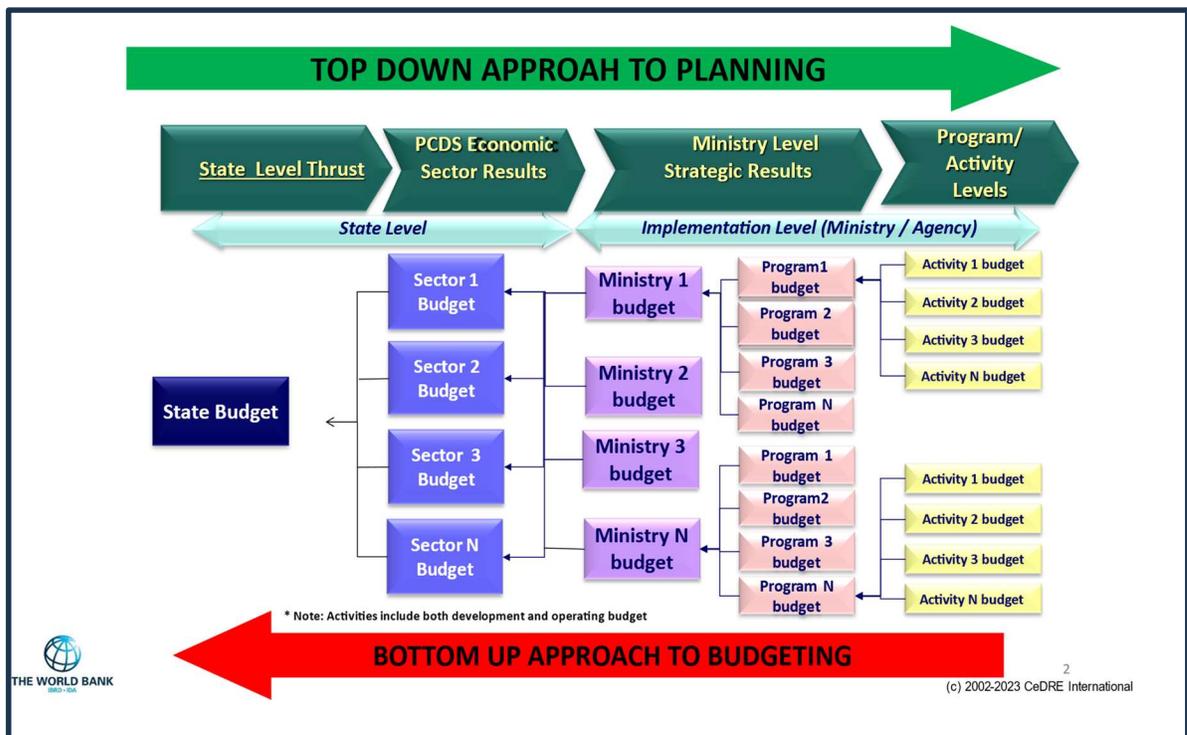


Figure 4: Top-Down and Bottom-Up Approach for Planning and Budgeting

- 4.2.2 Figure 3 above shows the top-down planning approach, which is the basis for bottom-up budgeting as shown in Figure 4. In Figure 4 above, the planning process cascades the State Priorities systematically down to the implementation levels. The implementation level here is the Ministry, Programs and Activities. The budget-building process starts at the tangible level, which is the outputs, defined as goods and services generated by a Program to achieve its outcomes. In calibrating the budget, outputs are broken down into a series of activities and tasks, from which each is costed and aggregated to the outputs. Each output will contribute to one or many outcomes. The outcomes from each program can be aggregated to the ministry outcomes since their contributions are strategically linked in the planning framework. That way in the planning framework we can establish a 'budget-policy link', one of the key tenets of RBB.
- 4.2.3 The strategic performance planning for the Ministry comprises two steps: (i) Strategic Programming and (ii) Strategic Results Framework. The first step of strategic Programming is an important starting point as the Ministry is organised using the Program approach and structure. Under the RBB system, each Program is treated as a focused Program of intervention to bring about specific results in one or more priority areas under the Ministry.
- 4.2.4 All Programs under the Ministry must adopt and apply a consistent approach to planning, including the use of RBB-prescribed tools, techniques and templates. The Program uses a similar template to the Ministry called the Program Strategic Performance Plan (PSPP). The PSPP will have the same contents listed in Section 4.1.3 as in the MSPP. The PSPP results will be aligned to contribute to the MSPP results. A copy of this template and the guidance notes is in **Attachment 3**.

### 4.3 Strategic Programming Framework

- 4.3.1 As mentioned earlier, the objective of the strategic Programming exercise is to identify the Ministry's outcomes to meet the Ministry's mandated results that contribute to the State priorities in the SSRF. On this basis, the Ministries need to identify and put into place specific and focused Programs of intervention under them to achieve such mandated outcomes. The Programs of intervention are identified using Program Logic Models and their related tools.
- 4.3.2 This framework provides a systematic and structured approach for Ministries to develop their Programs and desired outcomes under the RBB system. It will also assist them to continuously adjust existing Programs or plan new Programs based on their mandates and deliverables.
- 4.3.3 Due to resource implications, all new Program proposals or any major structural and functional modifications to existing Programs must be approved by the State Cabinet before submission for funding to the State Budget Committee (SBC). Any new policy proposals have to be in line with the State Priorities in the SSRF.
- 4.3.4 The key steps involved in the planning process using Program Logic are illustrated in Figure 5 below.



Figure 5: Ministry Strategic Programming Framework

4.3.5 Based on Figure 5, the Strategic Programming process flow is as follows:

Review and assess the higher-level priorities and deliverables assigned to the Ministry.

- (i) Identify the issues and problems that need to be addressed by the Ministry during the budget year and the ensuing years;
- (ii) Identify the Ministry's key clients and stakeholders related to the problems and/or needs of the Ministry. Review the expectations of the key stakeholders in relation to the identified problems and/or needs assigned to the Ministry. (Note: For clarifications and details on Clients and Stakeholders, please refer to the guidance notes in the MSPP and PSPP in **Attachments 2 and 3**, respectively).

- (iii) Identify the Ministry outcomes needed to resolve the problems and/or needs of the clients and stakeholders and align the outcomes with the higher-level priorities of the State;
- (iv) Formulate strategies and Programs of intervention to meet the Ministry outcomes;
- (v) Align the Ministry outcomes to the State Priorities and state-level outcomes. This is to help establish the Ministry outcomes contribution towards the shared outcomes of the State Priorities.
- (vi) Through this process we can identify contributing Ministries to the State Priorities and reduce redundancies. The same will be done for contributing Programs to State Priorities in the PSPP.

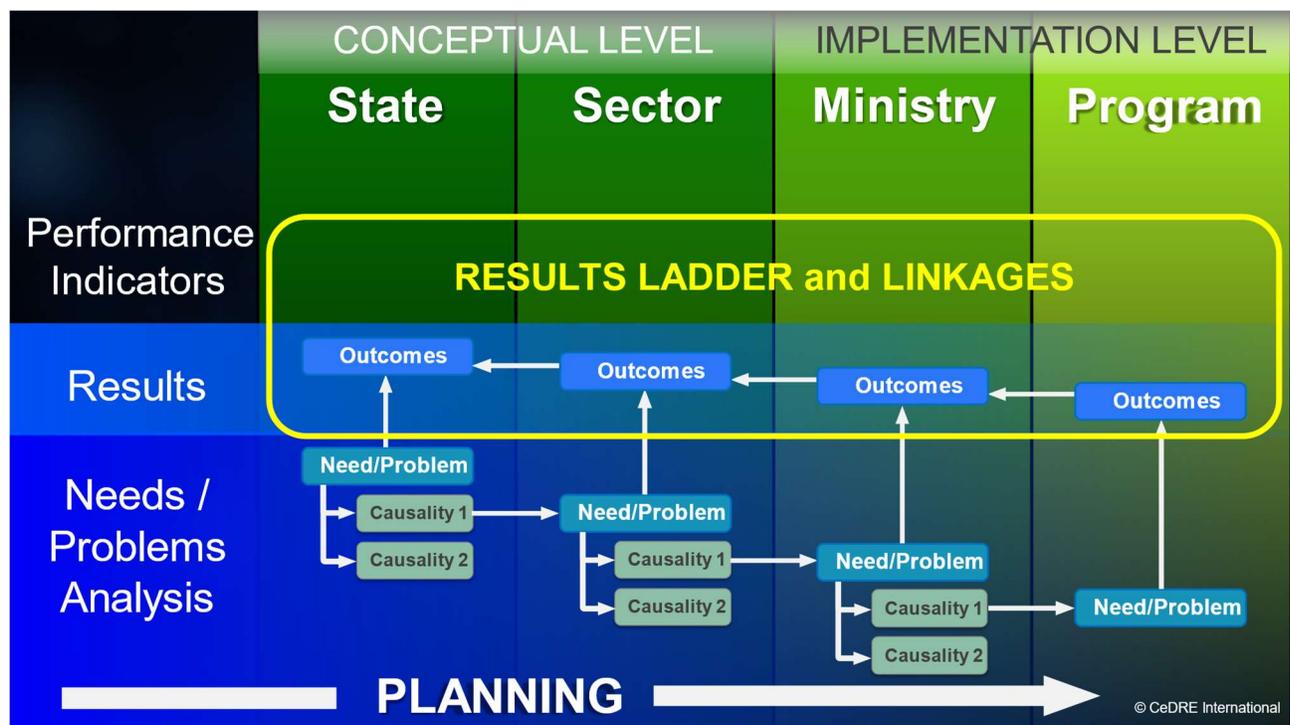


Figure 6: Systematic Cascading of State-level Priorities Down to Implementation Levels

4.3.6 State-level priorities (RMK and PCDS 2030) are cascaded from the state-level to implementation levels (Ministry and Program). In essence, the sum total of all the outputs and outcomes of the programs and ministries will collectively contribute to the

success of the state-level outcomes. Therefore, the cascading and vertical alignment of state priorities must be done as systematically as possible. This will be done by adapting aspects of the Problem Tree<sup>4</sup> methodology into the Program Logic Model. Using this methodology, we systematically cascade state-level priorities from the macro level down to the implementation levels by identifying the causalities of the state-level problem statement (See Figure 6). Once the casualties of the state-level problems are identified, they will be assigned to the respective sector for resolution. When all the sector-level causalities are resolved, the state-level problem will also be resolved. However, if the sector-level causalities are still too large for resolution, it will be rewritten as a sector-level problem statement. Based on this problem statement, we then identify the causalities of that sector-level problem. These casualties will then be assigned to the respective ministries for resolution.

*As an example, if the state-level problem is 'high incidence of poverty', the causal factors could be: i) a lack of employment opportunities, ii) low agricultural income and iii) low skills among those unemployed. These causal factors will then be assigned to the relevant sectors. The first causal factor will be assigned to the Manufacturing, Mining and Agriculture sectors to help create more employment within their respective categories. The issue of low agricultural income will be assigned to the Agricultural Sector, and the last causal factor will be assigned to the Human Resource Sector.*

4.3.7 Ultimately, the causality reaches the program implementation level. Strategies and outputs are identified, and problem resolution starts. The assignment of a problem through its causality is a systematic process where one problem can be assigned to more than one entity.

4.3.8 Going back to Figure 6, all problem statements must have an outcome statement as proof of resolution to the problem or need. The outcome statement will be the opposite of the problem statement. If the problem statement is "high incidence of non-communicable disease", then the outcome will be "low incidence of non-communicable

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<sup>4</sup> Problem Tree Analysis (PTA), a contemporary project planning approach popular among development agencies

disease”. Outcome statements should not contain unit measures or the ‘means’ to the outcome. The “means” are the strategies and therefore need not be stated in the outcome statement.

4.3.9 As the problems and causalities are cascaded down to implementation levels for resolution, the outcomes will be on a results ladder going up from the program level to ultimately the state level. Results are linked by identifying the outcome contributions from the program level to the next level (ministry) and the ministry’s outcome contribution to the sector level, as shown in Figure 7 below.

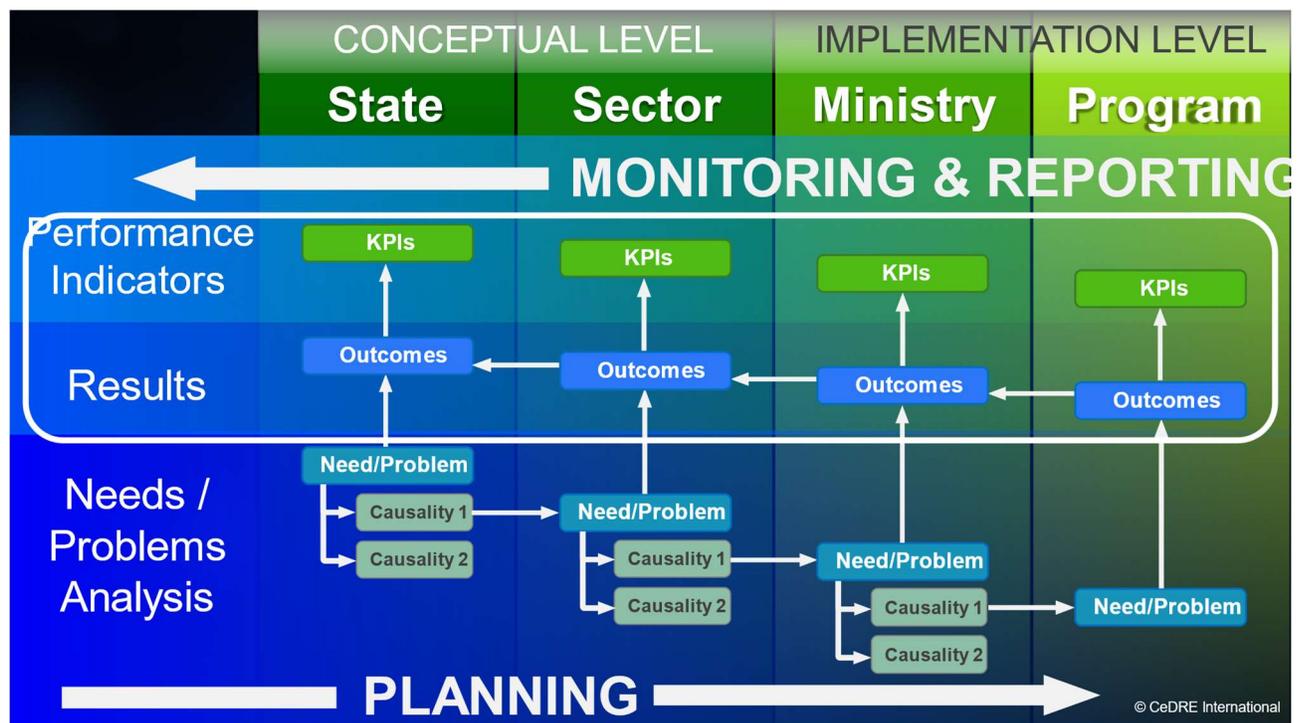


Figure 7: Results and Indicators to Measure Results

4.3.10 The performance at all levels will be supported with evidence in the form of indicators and targets. The indicators (Key Performance Indicators) will be validated for accuracy and relevance. This approach to planning, budgeting and monitoring for performance in an integrated manner is termed as a ‘Whole of Government’ approach to program implementation.

- 4.3.11 As a preliminary preparatory step, Ministries are encouraged to revisit and assess their current Program structures and their fit-for-purpose in line with the results and deliverables of the Ministry. Ministries should draw up a phased-out plan to adjust and modify their Program structures and their functional setups to be compliant with the RBB principles. Technical assistance will be provided to all Ministries for this exercise to gradually move to the Programs of intervention.
- 4.3.12 For Budget purposes, there are two levels of Strategic Programming within a Ministry i.e. at the Ministry level and Program level. In general, the steps for strategic Programming at the Program level are quite similar to those of the Ministry. However, it is important to distinguish the outcomes at the Program level and how they relate to the Ministry level outcomes. Any Ministry outcome that has been cascaded down/assigned to a Program must be treated as an intervention by the Program, and there must be specific outcome/s assigned to them. Where a Ministry-level outcome has been exclusively assigned to a Program, the Program outcomes will be similar to the Ministry outcome assigned to that Program. However, where a Ministry outcome has been assigned to more than one Program under the Ministry, the Program outcomes may reflect a lower-level outcome. The principle here is that each Program must have its own set of outcomes that contribute to the related Ministry outcomes.
- 4.3.13 When deciding on the Program structures for the Ministry, the Ministry should consider the need to further break down Programs into Sub-Programs for the purposes of more specific interventions and to produce specific outcomes. This process is also necessary where a Program is too large and has many subsets. For example, in Agriculture, the Ministry of Agriculture will have a Program called the Food Self-Sufficiency Program. However, Foods Self-Sufficiency Program may be too broad a classification and has too many subsets under it - in this instance, it can be further broken down into Sub-Programs such as Grain Production, Meat Production and Fisheries. The outcomes for these Sub-Programs are exclusive to them but also contribute to their parent Program outcomes.

- e.g. the outcome of the Food Self-Sufficiency program will be a composite of the sub-program outcomes under it.
- 4.3.14 For purposes of internal control and resource management, Ministries should be advised to plan down to the Sub-Program level. The planning procedure and process at the Activity level is similar to that at the Program level, except that it's confined to the Activity area only. Activity level planning need not be submitted by the Ministries to the SFSO during the budget submission unless requested by the SFSO. They are only required to submit the MSPP and the related PSPPs. This is in line with RBB for SFSO to move away from detailed controls to more aggregate controls and to focus more on performance rather than inputs. However, this has to be done gradually as the system matures and internal controls are strengthened.

#### **4.4 Strategic Performance Plan (SPP)**

- 4.4.1 The MSPP is the 3-year rolling Strategic Plan of the Ministry that is made up of several related documents as outlined in Section 4.1.3. The Results Framework is the next stage product of the Strategic Programming step described earlier. The Strategic Results Framework relates to (i) Results Formulation and (ii) Performance Target Setting.

##### **4.4.2 Results Formulation**

- 4.4.2.1 Ministries shall formulate Programs of intervention after identifying the Ministry outcomes during the Strategic Programming process. Each Program will identify a set of outputs (goods and services) that will contribute to its respective outcomes. For implementation purposes and budget calibration, outputs will be broken down into a series of activities and tasks.

##### **4.4.3 Setting Performance Targets**

- 4.4.3.1 Once the Ministry's Programs are identified and its outcomes and outputs are established, the Ministry shall identify appropriate indicators to measure the

- performance of these outcomes and outputs. Each indicator will then need to have a target set for the budget year and the ensuing 2 forward years under its 3-year medium-term rolling plan framework. These targets will be set against a reliable and valid baseline. The baseline is vital in identifying the starting point from which we will measure the change towards achieving the target. The use of indicators, targets and performance measures has long been a contentious area, especially when rewards are attached to performance. RBB, through its rigorous process and backwards linkages, will reduce issues related to gaming and manipulation.
- 4.4.3.2 The indicators identified must be specific to the outcomes and/or outputs being measured. As far as possible, it's best to identify direct and objective indicators, especially for the outcomes. Indirect and/or subjective indicators should only be used for outcomes that are abstract or multi-dimensional. The outcome statement must clearly identify attributes that are being measured in overcoming or addressing the problems or needs. These attributes must have measurable characteristics.
- 4.4.3.3 Performance targets for each indicator must be realistic and reflect the ability of the Ministry to achieve it in the given budget period and the resources provided. Each target must be guided by its historical achievement and the relevant constraints. The target setting should also take into account the underlying risks and assumptions related to the problem/needs being addressed. Targets set can serve as a baseline in the following year.
- 4.4.3.4 When identifying and setting outcome statements, they need to be guided by the "SMART"<sup>5</sup> principles as described below:
- **Specific** – Every outcome statement must be specific and not general. The outcome statement must focus on what output and outcomes are to be achieved by the Ministry.

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<sup>5</sup> SMART acronym was first written down in November 1981 in Spokane, Washington. George T. Doran

- **Measurable** – Every outcome statement must be measurable to the maximum extent possible. For performance that is difficult to quantify, proxy indicators must be used instead.
- **Achievable** – Every outcome statement must be achievable by the Ministry. Avoid the use of statement/objective indicators that are too general and difficult to be quantified.
- **Results-oriented** – Every outcome statement must be focused on the results to be achieved. The outcomes must directly reflect the changes to be brought about to a problem/need situation.
- **Time Bound** – The outcome statement should be set to be relevant for a limited time frame, and updated thereafter in response to changing needs.

4.4.3.5 The outcome indicators and targets could be pegged against a reasonable benchmark or baseline. Baselines could be set based on historical data, information collected around trends, and comparative performance data from similar Programs outside the Ministry and/or internationally. The detailed process is elaborated in the Guidance Notes for MSPP and PSPP in **Attachments 2 & 3**, respectively.

4.4.3.6 Once the Ministry has established its Ministry Results Framework and the targets, it should be regularly reviewed and the targets updated annually based on performance. Other elements in the Ministry Results Framework, such as Clients, Stakeholders, Problems and Needs, must be revisited to ensure it is still relevant. Clients may not change, but their profiles may change over time, which may affect their needs. Outcomes seldom change, but such adjustments should, as far as possible, be a result of a formative evaluation of the Program or a shift in policy priorities. The indicators should be retained without changes as far as possible unless necessitated by the change in Program focus due to changes in the problem characteristics and deliverables. However, the indicator targets may be adjusted on an annual basis based on dynamic factors such as changes in internal capacity, policy mandates, resource availability, and risk assessments, among

others. Targets for problem-based Program intervention can change as the problem is gradually resolved.

## 5. Budgeting

Budget Building under RBB is targeted and focused on funding specific outputs that contribute to the outcomes at the Program level. It identifies all sources of funding within a Program, internal and external, capital and operating funds that contribute to the Program outcome. This process would determine the true cost of the outputs at the Program.

### 5.1 Purpose of Budgeting

5.1.1 The purpose of budgeting is to estimate the financial and human resources required to carry out the planned Programs and to achieve the outcomes that have been planned and approved to be delivered for the budget year.

### 5.2 Approach to Budgeting – Program-Based Bottom-Up

5.2.1 This is the second important component to be included in the MSPP and PSPP. Under the RBB system, the budget should be results-based. This means that all funds expended must be linked directly to the results to be produced by the Ministry (or Program, as the case may be). Though the actual budget construction is bottom-up, built from the detailed tasks and activities level, the budget being requested must be linked and related to the outputs and outcomes to be produced by the Program. All resources being expended must be related to the achievement of the mandated outcomes and outputs under them. Based on that, a bottom-up construction process (at each Program level) is consolidated at the Ministry level for all Programs under it. [Figure 6](#) below shows the budget aggregation in a Program environment starting from the Activity.

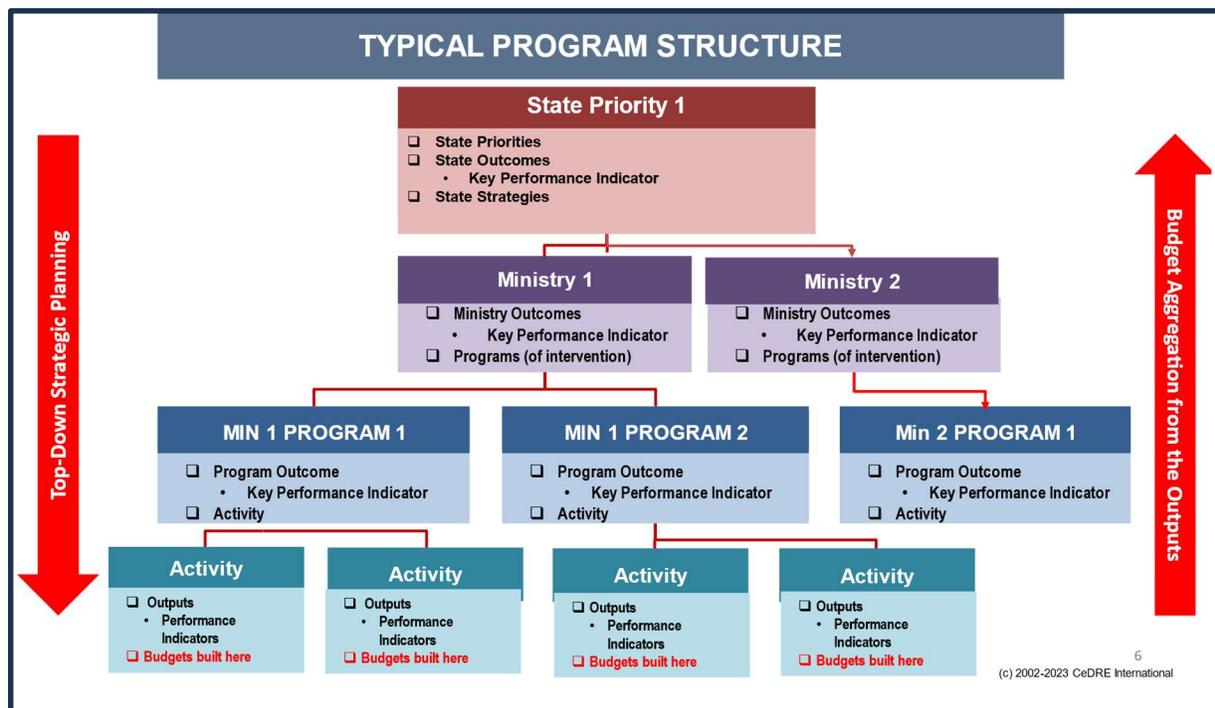


Figure 6: Aggregation of Budget in a Program Structure

The budget for all outputs/activities/tasks under a Program is aggregated to form the Program budget. The total of all Program budgets of a Ministry is the Ministry's total budget. The aggregation of the budgets of all Ministries in the State will represent the State Budget.

5.2.2 As budgeting is closely linked to the Ministry's Results Framework, Ministries will be in the best position to resource their Programs strategically and holistically. The budget shall be prepared using the results-based integrated Program budget approach, which integrates both the Operating and Development Expenditures required to produce the mandated outcomes, and the total resources needed to achieve them during each budget cycle.

## 5.3 Broad Perspective of Budget Preparation Process

5.3.1 It is important for Ministries to understand the broad perspective of the budget preparation process which involves the Ministries, SFSO, EPU Sarawak and the SBC as set out below:

- i. **Preparation of the Macro Fiscal<sup>6</sup> Framework** - the preparation of a macro-fiscal framework by the State Financial Secretary's Office (SFSO) in consultation with the State EPU should be the starting point of the budget process. This framework broadly identifies the State's priorities and the growth sectors that will drive these State Priorities. It will also identify the aggregate revenue projections to meet the resource requirements to fund the programs. Revenue shortfalls will be met by borrowings. The decision on borrowings will be guided by deficit projections and the State's ability to manage its debts. The framework will also identify all possible fiscal risks and identify mitigation measures to minimise the effects of the risk. SFSO should publish the macro-fiscal framework against which the budget commitments will be made.
- ii. **The Budget Circular and the Expenditure Ceiling<sup>7</sup>** for the Ministries, will be guided by the priority sectors and aggregate figures in the Medium-term Macro-Fiscal Framework. The Budget Objectives will be guided by the identified growth sectors and the roles of the Ministries and Programs in achieving these broad growth areas. The Budget Circular will spell out the growth sectors from the State Priorities as well as the fiscal outlook, which the State and the agencies will need to plan against the resources outlook. The budget objectives will provide Ministries with the direction they need to take to move their respective sectors towards achieving their outcomes through specific policy measures. Along with the Budget Circular, Ministries will be

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<sup>6</sup> Also termed as the Medium-Term Fiscal Framework (MTFF).

<sup>7</sup> Expenditure Ceiling is an amount provided to Ministries to cover all current operating budgets. This does not include Development Budget. New proposals will be reviewed under the New Policy request.

provided with an Expenditure Ceiling to cover Recurrent Expenditure. The Recurrent Expenditure Estimates should not exceed the Expenditure Ceiling.

- iii. **Determining and notifying Expenditure Ceilings by SFSO**– Financial constraints and budget discipline must be built at the start of the budget preparation process, deriving from the preparation of a macro-fiscal framework and based on the level of committed expenditure (recurrent budget) of the ministries. Ministries need predictability and should have clear indications of the amount of resources allocated to their Ministries as early as possible to assist them in choosing among alternative Programs and preparing their budget expenditure and results strategies. However, Ministries should take into account the State's fiscal outlook, constraints and resource availability when preparing their annual strategic performance plan and their budget requests. The aggregate revenue projections in the Macro fiscal framework will provide the basis for the SFSO to commit to the Expenditure Ceilings.
- iv. **Preparation of the Ministries' budgets based on prescribed guidelines** – budget preparation should be organised based on the prescribed guidelines in the Budget Circular in all forms and formats required. These documents are then submitted to SFSO according to the budget preparation and submission calendar. The submission formats will now include the MSPP and the PSPP.
- v. **Budgetary review and consultation between the relevant Central Agencies and Ministries** – Since budgets for both Development and Operating Budgets are prepared in an integrated process using the results-based Program approach, joint review of the two components of the budget is required at various stages of budgetary review by the State Budget Committee (SBC) in consultation with the ministries.
- vi. **Finalisation of the draft budget** - After an initial review of the results framework by the SBC and the recommendations provided, Ministries should revise and update their results framework, indicators, targets and budgets accordingly and resubmit to

SFSO for final review, consolidation. The annual budget estimates will be tabled to the MMKN for endorsement and subsequently to the Sarawak DUN for approval.

## 5.4 Ministry-level Budget Preparation Process

5.4.1 Ministries shall commence preparation of their budgets as per the Ministry Results Framework upon receipt of the annual Budget Circular issued by the SFSO.

5.4.2 The Ministry budgets are prepared based on the content, form and format as prescribed in the annual Budget Circular and on a 3-year rolling budget basis.

5.4.3 Ministries shall coordinate the preparation for Operating and Development Budget proposals as follows:

- Resource for Operating and Development Budget requirements from the Program-based approach in a holistic manner;
- Use of integrated budget templates;
- Prepare Budget under the categories of Recurrent Policies, New Policies and “One-Offs”;
- Development Budgets will be based on the project lists approved under the prevailing MP;
- Adhere to Expenditure Ceiling for Recurrent Policies;
- Adhere to the allocation ceiling for approved Development Projects; and
- Provide justifications for budget proposals for New Policies and One-Offs to be considered by the State Cabinet.

5.4.4 The apportionment among Sub-class and Siri (based on the Chart of Account) of expenditure in budget proposals shall be conducted accordingly and all commitments under each of them should be met from their respective allocations. In addition, emoluments for all approved establishments should be covered by adequate allocations.

5.4.5 Budget proposals are submitted to SFSO and shall be reviewed by the SBC.

- 5.4.6 The SBC shall review and, where necessary challenge the Ministry's budget proposals in terms of proposed outcomes and outputs in achieving the Ministry's approved mandates.
- 5.4.7 Where an approved New Policy or "One-Off" is unable to be implemented during the budget year, the approved additional allocation for that may not be utilised for other Programs by the Ministry without the prior approval of SFSO.
- 5.4.8 To cater for needs which were not foreseen during the budget proposals but appear during budget implementation, the rules for virement should allow for both flexibility and control. The allowable rules for virements are outlined in Section 5.5 below.

## **5.5 Variation and Virement**

- 5.5.1 Under the current practice, the existing circulars on variation and virements for the Operating and Development Budget are still applicable under the RBB.
- 5.5.2 The movement of funds between Programs should not affect the approved/ expected results from the Programs concerned. Where substantial funds are being moved between Programs, the Strategic Results Framework and deliverables of the affected Programs need to be revised. This will be reviewed by the SFSO when reviewing the Ministry's or Programs' annual performance against the annual budget.

## **6. Monitoring and Evaluation**

### **6.1 Purpose of Monitoring and Evaluation**

- 6.1.1 Monitoring and evaluation of Programs are fundamental for good Program management. Performance Monitoring provides information on how a Program or Activity is progressing at any given point in time and over time, vis-à-vis its results and performance status. Program managers are responsible for monitoring and reporting, just as they are responsible for planning and execution. Evaluation gives evidence on why targets are or are not being achieved – it provides critical information on causalities,

- among others, needed for decision-making on the Program.
- 6.1.2 It shall be mandatory for Ministries to monitor their Programs regularly and to evaluate the performance on a formative basis to ensure that they are implemented efficiently and effectively and to identify areas which require corrective action in a timely manner. Monitoring must cover all key indicators that are critical for performance reporting and assessment. The frequency of data collection and monitoring reports of such indicators depends on the indicators being monitored and the decisions needed for the Program. Evaluations must focus on key evaluation issues in the Program, and this needs to be predetermined so that data collection for evaluation can be planned and formalised as part of the strategic planning of the Program.
- 6.1.3 In the course of monitoring and evaluating its Programs and Activities, the Ministry is encouraged to identify savings through improved efficiencies and strategic Program adjustments. Such strategic Program adjustments shall be submitted by the Ministry as proposals for policy modifications, supported by evaluation information.

## 6.2 Monitoring

- 6.2.1 Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide timely and ongoing indications of the extent of progress and achievement of outcomes, outputs and input utilisation for Programs<sup>8</sup>.
- 6.2.2 As mentioned above, it is mandatory for every Ministry to conduct monitoring while the Program is being implemented. The Programs shall be monitored and reported accordingly, through their indicators and performance targets.
- 6.2.3 Ministries and the Sarawak Implementation Monitoring Unit (SIMU) shall continue to monitor Development projects every month using the current reporting system.

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<sup>8</sup> Source: OECD

- 6.2.4 On a quarterly basis, the Program owners shall report to the MSPC on their findings and, where necessary, propose adjustments to strategies as required.
- 6.2.5 The MSPC shall collate the monitoring reports into the Ministry Quarterly Performance and Ministry Annual Performance Report for submission to the SFSO. At the Program level, similar reports will be submitted to the Program Task Force for decisions. The Program Task Force will be set up specifically to implement RBB at the Program level. The head of the Task Force will also be a member of the MSPC.

### 6.3 Evaluation

- 6.3.1 Evaluation is a systematic and objective assessment of an ongoing or completed Program or activity in terms of its design, implementation, and achievement of outcomes<sup>9</sup>.
- 6.3.2 The aim of evaluating Programs is to determine their appropriateness, efficiency, effectiveness and economy and to make adjustments to the Program to improve the results of the Program
- 6.3.3 Evaluation of Programs is not done on an ongoing basis (as is the case for monitoring) but undertaken at certain stages of the Program life cycle to answer some specific questions about the progress of the Program.
- 6.3.4 The timeline to evaluate a Program is dependent on the nature of the Program, its gestation period as well as the complexities of the Program.
- 6.3.5 It shall be mandatory for every Ministry to evaluate its Programs at least once in five years. The Ministry shall submit its evaluation plan to SFSO together with its budget

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<sup>9</sup> Source: OECD

proposals. In developing the evaluation plan, the Ministry should take into consideration the following factors:

- (i) purpose and current issues related to the Programs;
- (ii) adequacy of resources allocated to the evaluation exercise;
- (iii) focusing on Programs whose performance may be improved further and/or consuming large amounts of resources;
- (iv) reasons behind significant deviations of actual-to-budget results; and
- (v) whether the problems/needs of the client and stakeholders for which these Programs were developed to address have changed significantly.

## 7. Institutional Structures and Administrative Setups

The institutional structure for the implementation, sustainability and continuous improvement of the RBB system and performance management of Ministries under the RBB system is shown in Figure 4.

### 7.1 Roles and Responsibilities

#### 7.1.1 *State Steering Committee (SC) and State Technical Committee (TC)*

7.1.1.1 The membership and terms of reference for these Committees have been presented in Section 3.3. The State Steering Committee (SC) and State Technical Committee (TC) have been set up primarily to provide policy and technical guidance to the implementing entities and the dedicated Project Team (PT) that will be involved with the implementation process.

#### 7.1.2 *Ministry Strategic Performance Committee (MSPC) – Implementation of the RBB system at the Implementation Level*

7.1.2.1 Each Ministry is required to set up the MSPC, and the membership and Terms of Reference are as in **Attachment 6**. The MSPC shall be tasked with the responsibility of implementing RBB at the Ministry level and to be coordinated by the Ministry RBB Focal Person. The MSPC shall be chaired by the Head of the Ministry, and members will be Heads of the Programs under the Ministry. This could also include SOEs that contribute directly to the Ministry's results, the Ministry Champions and Focal Persons<sup>10</sup>. The MSPC shall be chaired by the Head of the Ministry and members will be the Heads of the Programs under the Ministry. This could also include SOEs that contribute directly to the Ministry's results. All decisions about directives from SC and TC will be brought up to the MSPC before implementation. MSPC shall take all necessary steps to facilitate the implementation of the directives. The MSPC shall work closely with the Program Task Force on the implementation of RBB at the Program level since much of the implementation will be at the Program level.

7.1.2.2 The MSPC shall prepare the Ministry's annual budget estimates for the Programs and Sub-Programs using the Strategic Templates in MSPP and PSPP. The MSPC shall monitor the Program and Sub-Program performance on a quarterly and annual basis and report the findings to the SFSO.

7.1.2.3 The MSPC is required to ensure that the tasks involved in the implementation of RBB at all levels of the Ministry are done as prescribed and within the timelines determined by the SC and TC. This includes obtaining buy-in and acceptance of RBB from all levels within the Ministry. In addition, the MSPC is required to establish a Task Force for each Program to manage the planning, budgeting, M&E and results reporting process for the Program and Sub-Program. The Task Forces shall report to the MSPC.

### **7.1.3 The Program Task Force (PTF)**

7.1.3.1 The Program Task Force (PTF), a dedicated Team shall be set up at the Program Level with the specific objective of implementing RBB at the Program Level. The PTF will be

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<sup>10</sup> All Ministries have identified a Ministry RBB Champion and Focal Person to coordinate implementation at the Ministry and Program levels.

headed by the Program Head and the members will be heads of the sub-program. The Ministry Champion will also be the Ministry's representative at the PTF.

7.1.3.2 A dedicated team is vital at the Program level as outputs are identified and implemented at this level. This is the point at which the 'rubber hits the road' where most of the financial and human resources are committed. The successful implementation of the activities in producing outputs and its effect on the Program outcomes will have a knockdown effect on the Ministry and State-level outcomes. The successful implementation of the Programs will eventually have a bearing on the success of achieving the State Priorities. Much of its role will be represented in the PSPP that they have to complete.

#### **7.1.4 State Budget Committee (SBC)– budget review and challenge**

7.1.4.1 SBC performs the joint challenge function to examine the budget of all Ministries and ensure that ministries' outcomes are aligned with the State Priorities, and manage cross-cutting initiatives and enablers of ministries' shared outcomes. Under RBB, the Central Agencies will have to gradually move away from detailed controls and work on aggregate controls. Detailed controls will be left to the Ministries, as they will eventually be held accountable for the results of the Ministries. The review process will focus on the program performance of the previous year and the results and targets for the budget years, and the two forward years. Program Performance reports will be a major feature in the review process.

7.1.4.2 The performance reports submitted by the Ministries will be consolidated and summarized by the Project Team in SFSO before presenting them to SFS. Gradually, once the data collection system under the RBB is fully operational and stable, the same will be submitted to the State Cabinet and DUN.

## Part C – Budget Submission and Documentation

### 8. Budget Submission

Ministries shall prepare the budget proposals as a coordinated approach based on the budget submission process as set out below.

#### 8.1 Budget Submission Process

8.1.1 The general guidelines for the submission of budgets by Ministries based on the budget cycle is summarized in Table 2 below:

Month	Guidelines on Budget Submission
June/July	<ul style="list-style-type: none"><li>▪ The annual budget process is triggered on the receipt of the annual Budget Circular issued by the SFSO.</li><li>▪ The Budget Circular will guide the preparation of the annual budget in terms of mandate and budget objectives</li><li>▪ The Budget Circular will also focus on growth sectors as a guide for the respective Ministries.</li><li>▪ On receiving the Budget Circular, the Ministries will convene their Brainstorming session/Meeting to plan and consolidate the Ministry priorities (outcomes), indicators and targets</li><li>▪ Based on the Ministry Priorities, the Programs will in turn identify their respective priorities, outputs, indicators, targets and budgets.</li><li>▪ The consolidated MSPP/PSPP will be submitted to the MSPC for endorsement.</li><li>▪ After the MSPC's endorsement the draft MSPP and PSPP will be submitted to the SFSO.</li></ul>

Month	Guidelines on Budget Submission
	<ul style="list-style-type: none"> <li>▪ SBC to review the MSPP and PSPP proposal with a focus on the Ministry and Program Results Framework and its contribution to State Priorities.</li> <li>▪ Recurrent Budget requests will only be viewed at the aggregate level with a greater focus on the request for New Policies/One-Off expenditure.</li> <li>▪ Development Budget requirements/proposals will also be submitted for consideration under the integrated budget submission.</li> <li>▪ Approval from the relevant authorities has to be obtained for New Policies/One-off budget proposals.</li> <li>▪ Ministries will be invited to the SBC meetings if required.</li> <li>▪ Ministry to make adjustments as advised by the SBC and resubmit the adjusted MSPP and PSPP to the SFSO.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Based on the adjusted information in the MSPP and the PSPP, the SFSO will issue the Expenditure Ceiling (EC) to all Ministries.</li> <li>▪ The ECs will only cover the Recurrent Budget.</li> <li>▪ MSPC to discuss the EC and agree on the sub-appropriation by Programs following the guidelines.</li> <li>▪ Ministries will resubmit the proposal with the adjusted MSPP and PSPP to SFSO.</li> <li>▪ Along with the MSPP and PSPP the Ministries will also submit               <ol style="list-style-type: none"> <li>a. The Projected Monthly Cash Flow Statement; and</li> <li>b. The Procurement Plan</li> </ol> </li> <li>▪ The projected monthly cash flow statement must be consistent with the inputs in the M&amp;E Plan and the Procurement Plan</li> </ul>
	<ul style="list-style-type: none"> <li>▪ SBC's focus will be on the following:               <ul style="list-style-type: none"> <li>○ Aggregate Budget for Operating and Development Budgets</li> <li>○ Demand Drivers and Cost Drivers in the Operating Budget</li> <li>○ Total Commitment to New Policies and One-Offs</li> <li>○ Budget commitment and allocation be guided by State Priorities</li> <li>○ Borrowings to Fund Budget Deficits</li> <li>○ Fiscal Risk Assessment</li> </ul> </li> </ul>

Month	Guidelines on Budget Submission
	<ul style="list-style-type: none"> <li>▪ Consolidation and finalisation of budget proposals for the Minister of Finance</li> <li>▪ Briefing to The Premier of Sarawak</li> <li>▪ Submission of the budget proposal to the State Cabinet for endorsement</li> <li>▪ Approval by the Sarawak Assembly</li> <li>▪ Issuance of the General Warrants and General Directives</li> </ul>

Table 2: Ministry-level Submission Process

The budget submission formats are in the Budget Component of the MSPP and PSPP in the respective Attachments.

## 9. Results Reporting

- 9.1 Ministries shall deploy structured results reporting to assist them in documenting results generated from conducting performance monitoring and evaluation on their Programs and Sub Programs.
- 9.2 Ministries shall use the performance results to assist them in making informed decisions regarding resource allocation for a particular area of performance and to enable feedback on that area of performance based on the key performance indicators and targets set.
- 9.3 Apart from the Strategic Results Framework MSPP and PSPP which are also used to plan and document the performance areas of outcomes and outputs, it also incorporates the Monitoring and Evaluation Framework.
- 9.4 SBC has prescribed two new reports under the RBB for submission by Ministries i.e. the Ministry Annual Performance Report and Ministry Quarterly Performance Reports.

- 9.5 All reports coming out of the Ministries have to be submitted to the respective Ministry level MSPC for review and endorsement before submission to the SFSO. Internally the MSPC will also mandate Program level performance reports. The Ministry will monitor Program performance closely and make rectifications as required. MSPC must ideally receive monthly reports on output execution from the Programs as it has implications on budget outturns. They may consult SFSO through the Ministry RBB Focal Person on areas when they require advice or clarifications on issues related to the technical aspects of RBB. The PT shall be able to support the Ministry's Focal Person and trainers to enhance capacity building.
- 9.6 The new reports which are elaborated below are focused on the result areas of outcomes and outputs. Performance information will assist the Ministries in monitoring the progress of their Program performance and are also able to use the data for evaluations.

## **9.7 Ministry Annual Performance Report**

- 9.7.1 Ministries are required to submit the Ministry Annual Performance Report of a financial year to SFSO by March of the next fiscal year.
- 9.7.2 SFSO shall evaluate the Ministry results of the previous fiscal year against performance targets set and establish a baseline for the review of the new budget proposal. The highlights report prepared for the SBC will also cover the annual performance of the previous year and where possible even the first quarter of the current year since the SBC will in all likelihood meet only in June or July.
- 9.7.3 SFSO will prepare a comprehensive performance report and present it to the SSC to identify performance bottlenecks, coordination and implementation challenges that require the consideration of the SC or TC.
- 9.7.4 SC can also elevate Policy Change requirements or modifications to the State Cabinet for approval if there is supporting evidence. Proposals for policy changes must be supported

with relevant data as any change in State Policies or Priorities will have serious ramifications on the Results Framework in the MSPP and PSPP across ministries.

9.7.5 Apart from the Annual and Quarterly Performance Reports, for other specialised reports may be requested on an ad hoc basis. Having an online data collection and data management system will assist in developing report on request, provided we are able to plan for it. The ad hoc request has to be programmed into the system from the onset.

## 9.8 Ministry Quarterly Performance Report

9.8.1 Ministries are required to submit the Ministry Quarterly Performance Reports to SFSO. The purpose of this report is to assist the Ministry and SFSO in monitoring the quarterly and year-to-date progress performance and cash flow in executing its approved Programs during the implementation year.

9.8.2 This report covers the Ministry's performance analysis for Program outcomes and outputs. Analysis will include the following:

- Performance analysis (Actual vs. Budget)
- Expenditure (Actual vs. Budget)
- Challenges
- Corrective steps (to be) undertaken

## 10. Accountability and Authority

10.1 One of the main purposes for adopting the RBB system is to enhance the Accountability of officers at the Ministry and Program levels. Part of the execution of the RBB system includes the development of an accountability framework at the Ministry and Program levels.

10.2 Whilst there are many models for establishing an accountability framework, the Ministry may use the Management Accountability Framework (MAF) as a general guideline.

10.3 MAF serves two (2) key purposes:

- To provide senior management at the Ministry with an analytical tool in gauging areas of organisational management improvements; and
- To inform the public of the performance of Ministry and Program managers and promote public sector transparency

10.4 MAF revolves around three (3) aspects:

- The **Management Priority Areas** are used consistently across the public sector to provide clarity of the areas the Heads of Ministries and Programs are accountable for.
- **Indicators** for each area can be customized to the respective Ministry as they are meant to convey the objective of the expectations based on the interpretations of each Ministry.
- **Measurements** are used to assess the improvement progress of the indicators over time.

10.5 Within the MAF are the following Management Priority Areas to promote the accountability of Controlling Officers. These areas are aimed at addressing the expectations of good management qualities.

- **Results-oriented:** Did we meet the State and Ministry's outcomes that signify good management?
- **Improvements through Feedback:** Did we engage our external stakeholders effectively to meet the national outcomes?
- **Public Service Delivery:** Did we efficiently and effectively deliver our core business?
- **Organizational Governance:** Do we have the necessary governance in place to support the making of a good decision?
- **Capacity and Capability Development:** Do we have the right capacity and the necessary capability in place to make good decisions?

- 10.6 MAF will serve as a primary basis for performance measurement of the efficiency and effectiveness of the Controlling Officers. In enforcing the accountability of Controlling Officers, the use of MAF as a performance management framework is recommended to be directly linked to the rewards and sanctions mechanism for the Controlling Officers.

## Part D – General Matters and Conclusion

### 11. General Matters

- 11.1 This Document is available from the SFSSO's website at:..... For enquiries regarding the MSPP and PSPP or general enquiry about the documents please contact En/Pn .....at 60xxxxxxxxxxxxxx or via e-mail at: xxx.
- 11.2 These documents are prepared specifically for the Sarawak Government, and all suggestions for improvements will be viewed positively. The request for changes will have to be submitted through the relevant MSPC, which will then be elevated to the STC and subsequently to the SC for consideration.

### 12. Critical Success Factors

- 12.1 Many countries have failed to achieve the full benefits of adopting such reforms. Several reasons can be attributed to this lack of success, and it will be wise to be mindful of several critical success factors as follows:
- 12.1.1 The Roles of Ministry and Program Senior Management are vital in the success of RBB. The use of the term 'Budget' in the exercise often erroneously brings to focus only the involvement of the finance department. In RBB, senior managers are solely responsible and accountable for their results, and it's only natural that they be involved in its strategic planning process. They will lead and guide their managers in their respective ministries and programs in developing their outcomes, outputs, indicators and most importantly, setting the targets for the budget year. The budget will be estimated based

on these outputs and the targets set for the year. Their role will continue throughout the year by monitoring and reporting performance and making program changes where required based on the performance information.

- 12.1.2 As the environment evolves, the systems need to evolve too, failing which there will be gross inefficiencies and wastage. Ministry and program heads will play a key role in change management and communication strategy to ensure that the reform program is implemented seamlessly and that everyone in the establishment understand their roles and contributions to the broader results. Much time has to be invested in managing change systematically through awareness programs and communication. The top managers will have to be the champions in their respective ministries and promote the change.
- 12.1.3 The reform program will be supported with a systematic Capacity Building Program that is continuous and sustainable. This is to compensate for the constant personnel movement that will affect the efficacy of the program. The ministries have to work closely with the trainers, the PT and the SFSO to immediately report capacity gaps so that actions can be taken to close the gaps. It can be brought up by the Ministry RBB Champion or Focal Person through the MSPC. The capacity-building program needs to be institutionalised within the public sector. A centralised program will be approved and a repository managed with all the necessary information on RBB in a system that can be accessed by all ministries and programs.
- 12.1.4 The culture of performance has to be Demand Driven. Experience has shown that if there is no demand for performance information, data collection will not be undertaken and eventually not be reported. DUN, Cabinet, Budget Office and Top Management must all work on the premise of using timely, accurate and reliable performance information for

decision-making. This is about managing for results, and results need to be reported frequently as required.

## **13. Conclusion**

- 13.1 The RBB system is a structured mechanism to link and streamline the national transformation initiatives from conceptualisation to attainment of results through the effective implementation of Programs with enhanced accountability at all levels.
- 13.2 The way forward for improving the effectiveness of public expenditure management is to adopt the RBB system holistically starting from planning. The RBB system achieves this through Program-based integrated budgeting that focuses on outcomes, aligning to the State Priorities, efficiently manages cross-cutting initiatives, enhances accountability and empowerment and elevates performance management through a robust monitoring and evaluation system in the public sector.
- 13.3 The move to RBB is not about the budgeting system. It's about providing the Ministries and Programs with an effective and well-tested methodology to better manage their respective Programs. The system essentially leaves much of the management to the Ministries and Programs, while they will focus mostly on the aggregate results. The responsibility of the Controlling Officers and Programs Heads in strategically managing their Ministries and Programs has increased exponentially. They will have to be directly involved in the preparation and finalisation of the key elements in the Ministry's strategic results framework. They will be responsible for managing change management in their respective Ministries to bring on board every person in the Ministry and to culturalise performance into their day-to-day activities.

## **Part E – Attachments**

## **Attachment 1 – Definitions of terms used even in the Implementation of RBB**

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The implementation of RBB shall involve the use of several terms and these are defined as follows:



Center for Development & Research in Evaluation (CeDRE) International

Handbook of Terms & Concepts under the Integrated Results-Based Management (IRBM) System

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This Handbook covers the key terms used under the Integrated Results Based Management (IRBM) system. Please note that it does not attempt to describe the diversity of definitions and descriptions that are common in various countries and within various professions, disciplines and organisations. The footnote provides an example of this diversity<sup>11</sup>

<p><b>Accountability</b></p>	<p>Accountability is concerned with setting of performance targets, achievement and reporting of outputs, outcomes, and impacts and also the consequences of how well the activities are carried out. In general, there are three types of accountabilities:</p> <ul style="list-style-type: none"><li>• Financial Accountability</li><li>• Management accountability</li><li>• Program accountability</li></ul>
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<sup>11</sup> The “Fifth ASOSAI Research Project: Performance Auditing Guidelines” published by the Asian Organization of Supreme Audit Institutions (ASOSAI) in October 2000 provided an audit definition of *effectiveness* that focused on meeting predetermined objectives. By contrast, *effectiveness* is defined and used in many evaluation contexts to refer to achieving a *successful or desired result* – regardless of whether or not this result was defined in advance as an objective. In this non-audit sense of the term, a Program may meet all of its objectives, but be judged *not* to be effective if the Program led to significant negative side effect (i.e., negative unintended consequences) that were deemed to counterbalance any benefits associated with meeting the Program’s predetermined objectives.

<p>Accountability Boundary (AccB)</p>	<p>A level or degree of performance for an individual, work team, or Program which defines what results the entity is responsible for producing as part of the Purpose in Life. The AB defines what results the person/team/Program will be held accountable for at the end of a specific fiscal period (eg. A fiscal year) even if they don't have control over the performance variables. It is expected that given specific resources and capacities, the individual/team/Program must do whatever it takes to bring about the mandated outcomes and outputs for the intervention Program. They are expected to produce these results directly by themselves, in partnership/collaboration with others within or outside their Program. In the event, they are not able to do so due to lack of control over the variables, they are expected to work/collaborate with, influence and do whatever it takes to help bring about the mandated results.</p> <p>A key consideration here is that a Program was set up with the purpose of bringing about a change to the need and/or problem situation of their clients and beneficiaries. As such, the Program is expected to do what it takes to bring about the mandated changes....and they must be held accountable for the production of such results.</p> <p>In the IRBM system, this is closely associated with the level of Preliminary Outcomes to be produced by a Program...this being the desired change that must be brought about to the clients' and beneficiaries' needs and/or problems, which also defines the very reason why the Program was created and funded.</p> <p>See also <u>Control Boundary</u></p>
<p>Activity</p>	<p>Operational tasks, duties, and responsibilities which form part of a Program or Sub-Program that is assigned to a Business Unit. When the tasks, duties and responsibilities share a common objective, they may be grouped together under an organisation. For example, a functional Unit or Division of an organization may be deemed to be an Activity which has its own set of tasks and functions that collectively contribute to meeting the objectives of the organisation's Program/s.</p>
<p>Agency Evaluation Plan</p>	<p>A plan for the evaluations that will report on an agency's Programs and activities during a medium-term period, typically covering five years. The Government's evaluation strategy requires each Program in each agency to be evaluated at least once in five years. The agency evaluation plan includes details of activities to be evaluated, the timing, and information about the possible evaluation issues and questions that will be addressed by the evaluations. This plan ensures that all Programs or major parts of Programs are evaluated at least once within five years. Program managers may organise additional Program evaluations as required to improve products and services, and to meet other accountability requirements. A key benefit of an evaluation plan is the design and implementation plan for data collection and management strategies during the Program which are to be used for Program adjustments and improvements.</p> <p>See also <u>Evaluation Plan</u></p>

<p><b>Allocative Efficiency</b></p>	<p><i>Allocative efficiency</i> is concerned with opportunity cost – whether or not more appropriate results could be achieved by using allocated funds to support a different Program or project. The ‘allocative efficiency’ of a Program or project might be described by comparing the output of the Program or project with the output of a different Program that has been, or might have been, implemented using equivalent, fewer or more resources. Evaluation reports provide information about allocative efficiency when they include assessments of alternative ways in which resources might have been employed to achieve the same or different results.</p> <p>See also <i>Effectiveness; Economy, Efficiency</i>.</p>
<p><b>Appropriateness</b></p>	<p>Appropriateness is used to refer to either or both of the following aspects of an activity:</p> <ul style="list-style-type: none"> <li>• the extent to which activities are conducted in a way that is culturally and socially suitable for a particular organisation or community.</li> <li>• the extent to which activities are mandated by policies or requirements associated with an organisation or government.</li> </ul> <p>See also <i>Effectiveness; Efficiency; Economy</i></p>
<p><b>Assumptions</b></p>	<p>The predictability of one or more factors in the environment that can safely be taken to be present to support a Program’s performance. Assumptions are just as crucial as risks as they are instrumental in ensuring the success of a Program. Examples of assumptions are policy mandates and resource certainties in support of a Program. Care must be taken not to interpret assumptions as the opposite of risks.</p> <p>See <i>Risks</i>.</p>
<p><b>Attribution</b></p>	<p>The relationship between a cause and effect in an intervention Program. The extent to which a change in a particular problem and/or need situation is caused by/due to the intervention Program in one way or another. Not all changes to the problem and/or needs situation can be necessarily attributed to an intervention Program especially in the case of shared outcomes. It is important to be able to assess with accuracy the degree to which a Program outcome is due to one or more interventions and causal activity.</p> <p>Failure to address the issue of attribution could easily lead to Type I or Type II Errors.</p> <p>See also <i>Shared Outcomes; Error Types</i></p>

<p><b>Baseline (BL)</b></p>	<p>A baseline is a point in time from an earlier period with which the performance for a particular performance indicator can be compared with a current point in time.</p> <p>Baseline can be assessed in terms of two dimensions i.e. the timeline and the quantum or value of the indicator. The baseline is usually defined in terms of the baseline year (a point in time in the past) and the performance value for a performance indicator at that point in time.</p> <p>See also <u>Target</u></p>
<p><b>Benchmark</b></p>	<p>The process of comparing the target and/or performance for an indicator with the target and/or performance of another similar indicator from the past or current time from a different setting.</p> <p>Such performance comparisons are often used to assess the variation/deviation of the target and/or performance of the indicator from the target/performance under other similar indicators, which are regarded as industry best practice.</p> <p>In IRBM, benchmarks are often used to encourage improvements in setting performance targets and/or actual performance achievements for an indicator by comparing it with the targets and/or achievements for the same indicator in a different setting.</p>
<p><b>Beneficiaries</b></p>	<p>Individual, group, groups, or any other entity that is expected to receive the benefits that arise from a Program. The primary reason for funding and implementing a Program is to serve the beneficiaries. A Program is generally meant to help solve the problems and/or meet the needs of a beneficiary. Beneficiaries may be direct or indirect. Direct beneficiaries are those who are the intended primary beneficiaries of a Program. Indirect clients are those who also benefit from the implementation of a Program, but were not the Program' primary intended beneficiaries.</p> <p>See <u>Clients</u>.</p>

<p><b>Boundaries</b></p>	<p>A boundary denotes an imaginary demarcation of lines of responsibility for a Program within which it is expected to operate, given its mandates, terms of reference and resources. This is referred to as the Program Boundary. Similarly, the same concept can also be applied for individuals and work teams within a Program where the lines of responsibilities for them are clearly demarcated so that there is no redundancy of responsibilities, functions, and resource usage in the Program or between other Programs.</p> <p>The use of boundaries does not mean that a Program cannot work outside its defined boundaries. Very often when dealing with Program Outcomes, a Program is encouraged to look at and deal with areas and functions outside its defined boundaries, but in collaboration/partnership with other Programs that are more relevant to those functions and which Programs have their own mandates and boundaries.</p> <p>This imposes a burden of responsibility on policy-level Programs and/or stakeholders to look at such Programs from a macro viewpoint and draw up the boundaries and responsibilities for shared outcomes between these participating Programs.</p> <p>See also <i>Accountability Boundary and Control Boundary</i></p>
<p><b>Boundary Partners (BP)</b></p>	<p>An external entity to a Program that is directly or indirectly involved with contributing to the Program's outcomes and which is systematically included as part of the Program logic and causality/intervention analysis for the Program outcomes. Boundary partners play a crucial role in carrying out relevant Program strategies and outputs under their own Program that directly or indirectly contribute to the achievement of the partner Program's outcomes.</p> <p><b>Example:</b> Student academic performance within a primary education Program is often directly affected by health issues, nutrition issues or social environment issues which are outside the direct purview and control of the Education Program. As such, the education Program has to work closely with external Programs in health and welfare to ensure external causal factors affecting the students' performance are also addressed in tandem with the delivery of the primary education Program. In the IRBM system, this inter-agency/Program coordination is referred to as Horizontal Integration under the <b>HoVeR Principle</b>.</p> <p>See <i>Clients, HoVeR Principle; Development Partners; Boundaries; Total Engagement Concept; Contributing Partner/s</i></p>

<p>Capital Asset</p>	<p>In governmental accounting, a capital asset is defined as any asset used in operations with an initial useful life extending beyond one reporting period. Generally, government managers have a "stewardship" duty to maintain capital assets under their control and to plan for their timely replacement based on their useful economic life.</p> <p>For countries that practice development planning, the acquisition of capital assets should form an integral part of Program budgets for the duration of the development plan period. A development plan resembles an investment Program for a period of time and the acquisition of capital assets are critical for the achievement of Program outcomes.</p> <p>Unlike in the private sector, where assets are used to generate revenues and profits, in the public sector, assets are used to help contribute to one or more Program outcomes.</p> <p>(Adapted from Wikipedia)</p> <p>Under the IRBM System, capital assets are typically process outputs under the Strategic Programming. For example: A hospital constructed is a process output only despite its high cost. The real Program outputs are the patients treated in the hospital. The hospital constructed is only <u>one of many</u> process outputs that contribute to the effective achievement of the desired Program outputs.</p> <p>See <u>Process Outputs and Program Outputs</u></p>
<p>Causal Factor / Causality</p>	<p>Causal factors may be viewed from two perspectives:</p> <ol style="list-style-type: none"> <li>1. Factors that cause a problem and/or need to occur. These could be internal or external to the Program that has been established to address the problem and/or need. The causal factors, in isolation or in combination, may cause a problem to the Program clients and/or Program Beneficiaries. Any intervention measure has to address these causal factors in order to mitigate, reduce, or remove such causal factors.</li> <li>2. Factors that explain the changes brought to a problem and/or need situation. These factors would have caused, in isolation or in combination, the mitigation, reduction, or removal of the problem and/or need that the Program was meant to address and to bring about the desired outcome for the Program.</li> </ol> <p>Causality is the process by which one or more events, actions or other responsible factors influenced and shaped the problem and/or need. Or in the case where we are looking at an outcome, the process by which the relevant intervention actions and/or other related external events, actions and factors caused or contributed to the change in the problem and/or need situation.</p> <p>Program Outcomes are the consequence of the interaction of one or more intervention actions and factors meant to bring about a change in the problem and/or need situation that a Program is intended to address. These intervention actions may be referred to as the outcome causal factors.</p> <p>See also <u>Critical Success Factors (CSF)</u></p>

<p><b>Causal Tree Analysis (CTA)</b></p>	<p>An analysis of one or more causal factors and their influence as well as their dynamic relationship within and outside the Program. The analysis is shown in the form of a logic tree diagram that clearly reflects the links between a causal factor and one or more of other causal factors and their individual or combined effects on the Program.</p> <p>See also <u>Problem Tree Analysis (PTA)</u>; <u>Results Tree Analysis (RTA)</u></p>
<p><b>Change</b></p>	<p>There are three types of change that are typically measured to assess the performance of a result area. These changes are context change, performance change and causal change. Context changes are changes that happen to any context aspect of a Program and is sometimes called Profile changes. Performance change refers to the change in the performance level of a result area. Causal change refers to the changes in causal factors and their influence on a Program.</p> <p>See also <u>Data Types</u></p>
<p><b>Clients</b></p>	<p>Recipients or beneficiaries of goods and services produced by a Program who are due a duty of care. While a duty of care exists for direct clients, this duty may not exist for indirect clients. Clients are generally described as <i>beneficiaries</i> as they are the intended targets to benefit from a Program.</p> <p><i>Clients</i> should be distinguished from <i>customers</i>. Clients typically expect a higher duty of care than is afforded to customers. A duty of care that is extended by a sales clerk to customer in a convenience store may be no more than is required by law. For this reason, <i>customers</i> are often expected to seek their own information before they choose a service or product. By contrast, the <i>client</i> of a professional accountant, social worker or medical doctor can expect to be provided with a wide range of relevant information prior to being asked to choose or consent to a particular service. This higher level of care for a client is often mandated by professional societies or by law.</p> <p>See also <u>Beneficiaries</u>; <u>Process Clients</u>; <u>Program Clients</u>; <u>Service Clients</u></p>

<p><b>Completion Contribution</b></p>	<p>The degree/extent to which a factor is expected to contribute towards the completion of the activity, output or outcome.</p> <p>Example:</p> <p><b>Outcomes:</b> Where one or more outputs are planned to contribute towards the achievement of an outcome, the extent/degree to which each output is expected to contribute towards the achievement of the outcome;</p> <p><b>Outputs:</b> Where one or more Activities are planned to complete an Output, the degree/extent to which each Activity is expected to contribute to the completion of that Output;</p> <p>The principle used here is that the outputs contributing to the achievement of an Outcome are not the same in terms of their contribution or degree/level of contribution. It is important to establish this to improve decisions involving <i>allocative efficiency</i>.</p>
<p><b>Control Boundary (CB)</b></p>	<p>A level or degree of performance for an individual, work team, or Program which defines what results the entity is able to control towards producing mandated results for their Program. The CB defines what results the person/team/Program will be able to control, whether internal to the Program or even external factors.</p> <p>It is expected that given specific resources and capacities, the individual/team/Program can and should be able to control specific contributing factors to bring about the mandated outcomes and outputs for the intervention Program.</p> <p>They are expected to manage these factors directly towards producing their mandated results. Generally, Program outputs are within the control boundary but the mandated outcomes may not always be within the Program's control. This often poses a paradox for the Program because the question arises as to how we can hold a Program accountable for results IF it does not have control over all factors. This is also often used as an excuse by Programs to be held accountable for only the Outputs.</p> <p>In the IRBM system, this is not acceptable for the IRBM system uses the principle that if a Program has been set up and funded, it must be held accountable to produce the mandated results or changes to the needs and/or problems of the Program Clients/Beneficiaries. This is called the Preliminary Outcomes.</p> <p>Thus, for every Program, it is crucial to clearly identify what is its Control Boundary and its Accountability Boundary.</p> <p>See also <u>Accountability Boundary</u>; <u>Boundaries</u>; <u>Boundary Partner</u></p>

<p><b>Contributing Partners</b></p>	<p>The entities outside of a Program that are contributing in one way or another towards the achievement of one or more of the Program's outcomes. The contributions can be in the form of cash, in kind or just time and effort.</p> <p>Often called boundary partners, these entities have a direct or indirect interest and/or role towards the Program outputs and outcomes to which they are contributing. These external partners may be in the form of other Programs in the same Ministry or from other Ministries and/or entities from the public sector, private sector, civil society, donors and even the community.</p> <p>See also <u>Boundary Partners</u></p>
<p><b>Cost-Effectiveness</b></p>	<p>Cost-effectiveness involves assessing the relationship between (a) resources consumed and (b) results that are obtained. In this sense, cost-effectiveness is one type of Program efficiency. In cost-effectiveness analysis, the cost of resources may be expressed in financial terms, while results are expressed in terms of the actual Program achievements. It is important to monitor the cost-effectiveness of achieving impacts as well as outcomes. A Program that appears to have a high level of cost-effectiveness in terms of impacts may later be found to have a low level of cost-effectiveness in terms of outcomes, or vice versa.</p> <p>Cost-effectiveness analysis can be used to compare two or more Programs. Most Programs have multiple achievements. Any one Program is likely to be more effective than another Program with respect to some achievements and less effective with respect to others. A cost-effectiveness analysis may weight the value of different achievements of each Program. Alternatively, the analysis may use subjective criteria to compare the different achievements of each Program.</p> <p>For example, A Program's financial 'cost-effectiveness' could be described by comparing the external outcomes achieved by the Program with the financial cost of all inputs to the Program. A different aspect of the cost-effectiveness of the Program could be provided by describing the Program's long-term outcomes that are achieved after the commitment of a given amount of labour (person-months or staff hours).</p> <p>See <u>Efficiency</u>.</p>

<p><b>Counterfactual</b></p>	<p>Counterfactual refers to the process whereby an outcome can be explained by its causal factors other than what that result is attributed to. In real life, a planned outcome, especially of a social behavioural nature, is subject to a host of causal factors. Generally, the intervention should be the causal factor that should produce the desired outcome and is typically claimed as such. But it is also important to establish that no other internal or external factors caused that outcome. In other cases, we need to know what other causal factors that might have contributed to the outcome in question. Counterfactual also looks into the effects on the problem and/or need situation of a Program without the planned interventions and if other contributing factors could explain any changes that took place.</p> <p>See also <u>Theory of Change (ToC)</u></p>
<p><b>Critical Success Factor (CSF)</b></p>	<p>Description of one or more internal or external activities, issues, risks, assumptions or other factors that may influence the results achieved by a Program. Critical success factors (CSF) are typically included as part of an Outcome Hierarchy analysis and described in a Program's Terms of Reference.</p> <p>Risks represent factors that are likely to negatively affect the outcome of an intervention Program. Identified risks should be subjected to planned mitigation measures. Assumptions are generally factors that are known to support/facilitate the intended outcomes of a Program and should be factored into the strategies towards achieving the desired Program outcomes.</p> <p>Risks and assumptions must be taken into account when planning and drawing up a Results and M&amp;E framework.</p> <p>External CSFs could very often be within the purview of external boundary partners' contributing to the Program outcomes and must be factored into the Program delivery strategies including their cost implications. This must be done through the recognition of the concepts of boundary partners and shared outcomes.</p> <p>See <u>Outcome Hierarchy, Shared Outcomes, Boundary Partners, Causal Factors/Causality</u></p>
<p><b>Decision Support System (DSS)</b></p>	<p>A detailed and often complex system of information pertaining to a Program, project or initiative/policy that enables decision-makers to make accurate, timely, and accurate decisions pertaining to Program, Project, Initiative or Policy. A good DSS must be evidence-based to be able to allow quality decisions, at whichever level such decisions are being made eg. Policy, managerial, operational and/or transactional decisions).</p> <p>A good DSS should preferably be e-enabled to support complex analysis and information reporting.</p> <p>See also <u>Data; Management Information System (MIS)</u></p>

<p><b>Data</b></p>	<p>Also called 'raw data'. Recorded or reported observations that are collected and analysed during monitoring or evaluation. Data should not be confused with information. Information is what is produced after data have been analysed and the analysis has been interpreted and put into the context of decision-making. Many so-called performance measures and indicators are little more than raw data. Data may be qualitative or quantitative.</p> <p>See also <u>Quantitative Data, Qualitative Data, Decision Support System (DSS)</u></p> <p>See also <u>Dummy Data; Data Gaming</u></p>
<p><b>Data Gaming</b></p>	<p>Data gaming occurs when managers and staff adjust data management, service delivery and administrative procedures so that reported 'performance measures' meet predetermined performance targets, whether or not the resulting performance provide useful information to decision makers.</p> <p>This type of behavior is referred to as gaming, particularly by economists, because it is understood in the context of 'game theory,' where the main purpose is to win at the game of fooling those who read performance reports. The same behavior may be described by organisational psychologists as 'goal displacement'.</p> <p>Data gaming may occur even when completely accurate data are reported. For example, managers or staff may be aware that the reporting of certain performance measurements is a very poor predictor of the volume or quality of services that are provided. Nonetheless, they may continue to play the 'game' of reporting these measurements because they know that their agency will 'win' praise for 'achieving successful results'.</p> <p>Other types of gaming may also occur, for example, process gaming and service delivery gaming, in order to achieve 'winning data'. Process, administration and service delivery gaming may involve changes in work behaviors or in data categories or definitions or in the timing of particular procedures (eg, the date on which an account is sent or paid or on which a case is opened or closed).</p> <p>See also <u>Goal Displacement; Tolerable Variance Allowable (TVA)</u></p>

<p><b>Data Management</b></p>	<p>The process of collecting, cleaning, validating, analysing, and drawing inferences from data related to a Program or focus area. It can be a complicated process, especially for complex Programs. Good Program planning should include a well-thought-out data management plan as part of the monitoring and evaluation system. This is unfortunately a common problem with many Programs which suffer from the lack of or even where there is one, very poorly defined data management plan. This leads to a problematic M&amp;E effort as critical performance data is not available for any form of meaningful analysis and generation of timely, accurate and reliable information for evidence-based information.</p> <p>See also <u>Data Plan</u></p>
<p><b>Data Plan</b></p>	<p>The process of designing and developing a detailed course of action to identify, collect, validate, and analyse data pertaining to a Program/project that are needed to make all forms of decisions regarding/for/on the Program/project. A good data plan must follow closely and complement the results framework of the Program/project and the accompanying monitoring and evaluation plan. It must necessarily cover all aspects related to the data needs for the Program/project, including the what, who, how much, and when aspects. It must also contain a budget plan to cover all costs for data management.</p> <p>See also <u>Data Management</u></p>
<p><b>Data Types</b></p>	<p>Three types of data are relevant when planning for data management and for evaluating a Program. These data types represent the key characteristics of a Program and all relevant factors related to it. These are called the 3Cs in Data Management in strategic planning and evaluation under the IRBM system.</p> <p>a. <b>Context Data:</b> represents the data related to one or more aspects of a Program. These represent key characteristics of the Program that typically have a bearing on the intervention actions and the final performance of the Program. Any change in the context of the Program needs to be measured to provide a clearer picture of the Program outcomes and what has changed in the context of the Program;</p> <p>b. <b>Change Data:</b> This data refers to any change in data related to any key aspect of a Program and especially in relation to performance data. Strongly related to the Theory of Change, the change data reflects the changes to the problems and/or needs being addressed by a Program.</p> <p>c. <b>Causal Data:</b> This refers to data related to causal factors for a Program. Any Program of intervention is intended to bring about a change in the problem and/or need situation that the Program is meant to address. These problems and/or needs have one or more causal factors that contribute to the extent of the problem and/or need. Relevant data needs to be collected on such causal factors to be able to better understand and plan the intervention actions under the Program.</p> <p>See also <u>Change</u></p>

<p><b>Development Partners</b></p>	<p>An external entity to a Program which is involved with providing support to a Program in the form of policy advice, technical support, funding, and other forms of assistance including in kind, to support the Program to produce its mandated results.</p> <p>Development partners are mostly external to the Program such as international funding bodies (World Bank, IMF), regional funding bodies (Asian Development Bank, African Development Bank, Latin American Development Bank, Asian Infrastructure Development Bank), multi-laterals, bilaterals, Interational NGOs, Local NGOs, and private sector entities.</p> <p>Development partners impose specific expectations on the Program being funded, the most important of them being targeted results which relate directly to the purpose of the funding.</p> <p>See also <i>Boundary Partners</i>; <i>Shared Outcomes</i>; <i>Contributing Partners</i></p>
<p><b>Dummy Data</b></p>	<p>Data that is not the actual or real data for a measurement but arbitrary data that is made to resemble the real data and used for testing a function and/or a simulation. Dummy data is used to simulate a real situation to assess the functionality of the variable being tested and/or to generate possible scenarios with real data.</p> <p>In software development, dummy data is used to test the functionality and validity of an application when there is real data available yet.</p> <p>In research, we often use dummy data to stimulate possible relationships and behaviors of data when put together for analysis and drawing inferences.</p> <p>See also <i>Data</i></p>
<p><b>Economy</b></p>	<p>Economy refers to achieving a result with minimum waste.</p> <p>It is important to distinguish between economy and efficiency. Efficiency refers to the extent of resources that are used to achieve a result. Economy refers to the extent of waste involved in achieving results. It is often possible to be very efficient in the use of resources while producing an output while failing to be economical. For example, it is possible to ensure that all three considerations of efficiency (i.e., time, labor, and cost efficiency) are met satisfactorily, yet fail to ensure that the resource usage was warranted in the first place, thus resulting in wastage or uneconomical use of scarce resources. Or, two Programs may require identical financial resources to achieve the same output, but one involves creating more pollution than the other. While both Programs may be financially efficient, one is more economical than the other as it produces less physical waste (pollution).</p> <p>See also <i>Effectiveness</i>; <i>Efficiency</i></p>

<p>Effectiveness</p>	<p>Program effectiveness refers the extent that the <i>results</i> of a Program (a) can be attributed to the Program and (b) contributed appropriately to meeting needs and solving problems. Simply achieving pre-determined Program objectives and targets is not sufficient to demonstrate that the Program was effective. The objectives and targets may have been inappropriate in the first place, or the context may have changed without a corresponding change in the objectives and targets. In order to be confident that a Program is producing appropriate results, effectiveness needs to be assessed at each level of Program management. This will identify if, for example, a Program is effective in achieving appropriate <i>process</i> outputs, but fails to achieve appropriate <i>Program</i> outputs and <i>outcomes</i>. Since decisions about the presence and the extent of needs and problems is necessarily subjective, the assessment of the effectiveness of a Program always subjective – albeit drawing upon objective (i.e., verifiable) evidence.</p> <p>See also <i>Efficiency; Economy</i></p>
<p>Efficiency</p>	<p>Efficiency, in general, refers to a comparison between the results achieved and the resources that were consumed or required in order to achieve these results. When the results and resources can both be measured numerically, then efficiency may be expressed as a rate (e.g., new jobs created per year; student/teacher ratio)</p> <p>Efficiency is sometimes defined as a ratio of ‘output’ to ‘input’. This is a generic definition. Both the ‘output’ and ‘input’ in this definition may occur at any level in an outcome hierarchy. Thus, the number of university graduates compared to the number of youth (in the same cohort) who completed primary school is one aspect of the efficiency of an education system, even though both the ‘output’ and ‘input’ are, in fact, the output of a particular education system.</p> <p>The efficiency ratio is sometimes reversed and expressed as a ratio of resources consumed to results achieved. For example, a Program’s cost (an ‘input’) may be compared with a description of Program effectiveness. This comparison is known as the Program’s cost-effectiveness.</p> <p>Efficiency can focus on either (a) the extent to which ‘inputs’ are minimised for a given level of Program ‘output’, or (b) the extent to which Program ‘outputs’ are maximised for a given level of ‘input’.</p> <p>See also <i>Allocative Efficiency; Effectiveness; Economy</i></p>

<p><b>Electronic Government (EG)</b></p>	<p>The system and operations of government and government businesses are supported by electronic means to improve the efficiency and effectiveness of the operations. The EG covers all aspects of government operations and relationships such as:</p> <p>Government to Government (domestic and international);          Government to Citizens;          Government to Business (domestic and international);          Government to Government to Business;</p> <p>The key purpose of the electronic government infrastructure is to improve the efficacy of all government operations when dealing with its many branches as well as for service delivery to entities outside of government.</p>
<p><b>Errors Types (ToE) (Error Type I, II &amp; III)</b></p>	<p>Various Types of Errors (ToE) may happen in performance planning, management and evaluation. These Errors are referred to as Error Types which are generally categorized as Type I Error, Type II Error and Type III Error.</p> <p>A <b>Type I Error</b> is said to occur when a Program claims credit for an outcome/change when the Program was not the one that directly produced the outcome;</p> <p>A <b>Type II Error</b> is said to occur when an intervention Program does not claim credit for the outcome when it is actually the one that produced the outcome/change;</p> <p>A <b>Type III Error</b> is said to occur when a Program is addressing the wrong problem in the first place. In this instance, it is immaterial that the Program produced good outcome/results as the problem that it was meant to address was wrong in the first place. This can be a fairly common phenomenon especially when the <i>Program Design</i> and/or the <i>Theory of Change</i> for the Program is flawed.</p> <p>See also <i>Theory of Change (ToC); Program Design (PD); Counterfactual; Attribution</i></p>

<p><b>Evaluability Assessment (EA)</b></p>	<p>The process of reviewing, testing, and ascertaining the readiness of a Program/project or entity to be evaluated in an effective and efficient manner. The Evaluability Assessment is useful as a assessment tool prior to commencing an actual evaluation as it will provide crucial information to both the Evaluation team as well as the evaluation commissioner on how well prepared/ready is the Program/project to be evaluated without the evaluation having to face any of the usual challenges when an evaluation is being carried out. The common challenges faced cover aspects such as: Program design, theory of change, sound results framework, sound M&amp;E framework, data availability, data quality, data validity, performance plans, stakeholder awareness and readiness to carry out and use the evaluation findings, Program complexities etc.</p> <p>If the EA shows a Program/project is not ready to be evaluated or that the evaluation will fall short on quality, validity and reliability for decision-making, an appropriate decision may be made to adjust or even abandon the planned evaluation or delayed until such time as the missing links are addressed sufficiently to allow for a good quality evaluation.</p> <p>A good EA that shows up specific weaknesses may well lead to a redesign of the Program/project even before an actual evaluation is carried out and literally saves the stakeholders and evaluation commissioners a pile of money in carrying out an expensive evaluation just to find that the evaluation findings are not actionable or worse still not reliable due to the EA weaknesses.</p>
<p><b>Evaluation (Eval)</b></p>	<p>As a process, evaluation uses evidence to draw out (e-) systematic assessments and value (-value-) judgments about the appropriateness, effectiveness, efficiency and/or economy of a Program, component or Activity, carried out for the purpose of assisting stakeholders to better understand a Program and its results and the causal relationships amongst various critical success factors. This process also helps provide stakeholders with key causal information to make informed decisions about the Program, its operation, its future and allocation of resources. The term evaluation is also used to describe a written or oral report of the findings of an evaluation process. There are many different kinds of evaluation, for example, formative, summative, participatory, and meta-evaluation.</p> <p>See also <i>Appropriateness, Effectiveness, Formative Evaluation, Summative Evaluation, Meta-Evaluation, Internalized Self-Evaluation; Monitoring</i></p>
<p><b>Evaluation Audience</b></p>	<p>A group of people or entities that have a vested interest in an evaluation and the evaluation findings of a Program/project. Typically, this represents the entities that are the beneficiaries and stakeholders of a Program/project. The audience is essentially the eventual users of the evaluation.</p>

<p><b>Evaluation Capacity Building (ECB)</b></p>	<p>The process of systematically building and strengthening one or more aspects of the individual/s' awareness, knowledge, competencies and skills in or related to the use of evaluation to improve work performance in an organization.</p> <p>ECB should be differentiated from Evaluation Capacity Development (ECD) which relates to the larger effort to build and strengthen the evaluation agenda for an organization or country.</p> <p>See also <u><i>Evaluation Capacity Development (ECD)</i></u></p>
<p><b>Evaluation Capacity Development (ECD)</b></p>	<p>The process of systematically identifying, building and strengthening the adoption and use of evaluation within a country and/or organization for the purpose of improving substantive organizational performance. This should include aspects such as the systems in place, the support mechanisms, the regulatory framework, the organizational, institutional and functional setups, the value system, the resources, and the technical capacities within the country and/or organization.</p> <p>ECD should be differentiated from Evaluation Capacity Building (ECB) which deals more with the effort and processes to build and strengthen the knowledge, competencies and skills sets of personnel within the organization and/or country.</p> <p>See also <u><i>Evaluation Capacity Building (ECB)</i></u></p>

<p>Evaluation Design</p>	<p>An evaluation design describes the overall evaluation without providing details of data collection and analysis procedures which are described in detail in the Research Design. To ensure the compatibility of research methodology with evaluation design, it is important that the evaluation design and research design be developed and revised together. Many evaluation designs include explicit reference to using particular evaluation models or frameworks, e.g. Utilization-Focused Evaluation, Realist Evaluation, Participatory Evaluation, Goal Free Evaluation, etc.</p> <p>An evaluation design provides an overview of the evaluation system, including a description of the relationships that link the evaluation's purpose, the components of the Program or project that is evaluated, the Program and evaluation stakeholders, etc. The specific content of an evaluation design will depend upon the particular evaluation, its context, resources, purpose, etc. A typical evaluation design identifies:</p> <ul style="list-style-type: none"><li>• evaluation issues and questions</li><li>• direct and indirect users of the evaluation</li><li>• sources of funding</li><li>• the types of information the evaluation needs to generate to satisfy the purposes of the evaluation</li><li>• the structure of the evaluation</li><li>• authority to access data and report evaluation results</li><li>• broad timing of key evaluation activities and events</li><li>• the basis for making value judgments about the Program, including the contributions of various stakeholders</li><li>• how the evaluation is managed; lines of accountability</li><li>• how in which ways evaluation findings and conclusions will be reported, published</li><li>• relevant ethical and cultural issues</li><li>• comparisons to be made; e.g. between sites or groups, between Programs, over time, or between clients and non-clients</li><li>• the research designs that will be used to structure the collection and analysis of data, including the size and composition of samples to be used, methods of data collection, methods of data analysis;</li><li>• constraints, assumptions and limitations;</li><li>• the strategy for identifying unintended and unexpected Program inputs, activities, outputs, impacts and/or outcomes</li><li>• resources needed, including access to specialist knowledge and technology</li></ul>
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	<p>See <u>Research Design</u>.</p>
<p><b>Evaluation Plan</b></p>	<p>A detailed planning matrix or framework that contains a <i>Results Framework (RF)</i> for a Program/project and a set of detailed evaluation questions on various aspects for each item in the RF. These evaluation questions are predictive questions on evaluative aspects of the Program results or other relevant aspects of the Program's RF. These questions basically reflect the questions on the Program that are critical to assess the Program performance and its causality.</p> <p>A key benefit of the evaluation plan is that it allows management to assess the performance and its causality for a Program and use the information to adjust strategies of Program delivery on a formative basis and thereby improve Program results delivery. It also ensures systematic evaluation data collection as part of the monitoring plan and availability of historical evaluation data for purposes of any external evaluation on the Program at a later date.</p> <p>See <u>M&amp;E Framework</u> and <u>Results Framework; Monitoring Plan; Agency Evaluation Plan</u></p>
<p><b>Evaluation Schedule</b></p>	<p>A timetable of evaluations that will be planned and/or conducted during a particular period of time, e.g. year, half year, next 3 years. Program, component and Program managers work out their own evaluation schedules, taking account of other evaluations that have an overlapping focus.</p> <p>An evaluation schedule should include all evaluations for which resources are allocated. For the purpose of the RBM system, each Program as a whole will usually need to be evaluated at least once in 5 years. However, specific aspects of the Program of high profile and serious implication should be subject to formative evaluation on a more regular basis. As Program monitoring can provide an important source of data for purposes of evaluation, the evaluation schedule should be integrated with any associated monitoring schedules.</p> <p><b>Note:</b> this type of evaluation schedule is different from an evaluation timetable that would be included in an evaluation design.</p> <p>See <u>Monitoring Schedule</u>.</p>
<p><b>Evaluation Synthesis</b></p>	<p>An evaluation synthesis is a summative report that draws conclusions based on a thorough review and study of a number of different evaluations. Evaluation synthesis may use qualitative and quantitative methods to seek to increase the reliability and validity of the findings and conclusions from any of the individual evaluations. Evaluation synthesis should be distinguished from meta-evaluation which is an evaluation of an evaluation.</p> <p>See <u>Meta-Evaluation</u></p>

<p><b>Evaluation Terms of Reference (ToR)</b></p>	<p>A description of relevant organizational aspects of an Evaluation, including:</p> <ul style="list-style-type: none"> <li>• clients for the evaluation</li> <li>• financial and technical resources, including access to technical advice;</li> <li>• timelines</li> <li>• roles, responsibilities, accountability and authority of steering committees and technical advisory committees</li> <li>• roles, responsibilities, accountability and authority of evaluation teams</li> <li>• Evaluation Design</li> <li>• Research Design</li> <li>• intended distribution of evaluation findings, conclusions and recommendations</li> <li>• intended utilization of findings, conclusions and recommendations</li> <li>• anticipated meta-evaluation</li> </ul> <p>See <i>Evaluation Design, Research Design, Meta Evaluation</i>.</p>
<p><b>Evaluation Points (in the ProLL Evaluation Planning Model)</b></p>	<p>The aspects of a Program and/project that are relevant for examination and assessment in an evaluation of the Program/project. These are the aspects that will be the focus of attention in both the formative and summative evaluation of the Program/Project.</p> <p>It is critical in strategic Program results and M&amp;E planning to clearly identify the potential aspects of the Program that will be subjected to scrutiny and assessment during the formative and summative evaluation. This will then enable the systematic identification of data requirements for the identified aspects such that relevant historical data for that aspect is then readily available when the formative or summative evaluation is actually carried out.</p> <p>A common failure in Programs/projects is that the Program plan does not identify the evaluation points and the data management plan and data plan fail to take into account the data implications for the evaluations planned during the course of Program/project implementation. Valuable data for evaluation is thus not factored into the evaluation data plan and consequently is very often also missing in the monitoring plan - a double whammy!</p> <p>See also <i>ProLL Model; Monitoring Points</i></p>

<p><b>Evaluation Report (EvR)</b></p>	<p>A detailed report of the findings from an evaluation. The report typically identifies the Program or Project that was evaluated and contains various details such as the Program details, Terms of Reference, Purpose in Life, Problem Statement, Theory of Change, Results expected and actual performance and other related details, including the approach and methodology used for the evaluation.</p> <p>More importantly, the EvR identifies the key findings of the evaluation and their causalities. It should present logical and evidence-based recommendations for consideration of the stakeholders in terms of follow-through remedial actions, timelines, and responsibilities. Care should be taken when making recommendations to ensure validity issues.</p> <p>Another key component of the EvR is the recommendations on the responsibilities for remedial actions and timelines for action and review to ensure timely follow-through actions to address key issues/findings put forth by the EvR.</p> <p>Note: There are different opinions on the format and contents of an EvR depending the stakeholder/s in question. The key principle to be used in determining the EvR contents and focus is best guided by the purpose of the evaluation and the pursuant remedial actions.</p>
<p><b>Exceptions Report (ExR)</b></p>	<p>A special mandatory report by a Program to Top Management or to the Program stakeholder/s explaining why the Program could not produce the agreed-upon level of results within an agreed-upon tolerable variance level (TVA) for a specific result area of the Program. A Program is expected to produce a level of result for a particular result area that is within the approved TVA for the result area. Sometimes, due to extraneous factors, the performance goes outside the TVA. In such cases, the Program Head will be required to produce an Exceptions Report that provides details as to why the performance was not as agreed within the TVA with details of the causal analysis. The ER should also spell out mitigation measures to avoid a recurrence of the performance outside the TVA.</p> <p>In cases where the TVA has been breached and the causal analysis shows causal factors that will continue to pose a challenge to comply with the TVA, the Program Head may also suggest adjusting the TVA for the next period with strong justifications. Care should be taken to avoid the practice of <i>data gaming</i> in performance planning.</p> <p>See also <u>Tolerable Variance Allowable (TVA)</u> and <u>Data Gaming</u></p>

<p><b>Formative Evaluation (FE)</b></p>	<p>Evaluations are conducted for the purpose of determining how Program activities and operations might be improved, in terms of appropriateness, effectiveness, efficiency and economy. Often conducted early in the life of a Program, before it is feasible for Program outcomes and impact to be fully demonstrated, to assess the extent to which (a) process outputs and Program outputs are on track towards producing the desired results and (b) inputs and processes may need to be changed (c) operational strategies and resource usage may need to be adjusted to produce desired outcomes.</p> <p>See <u>Summative Evaluation</u>.</p>
<p><b>Goal</b></p>	<p>The longer-term targets that need to be achieved in one or more priority or key result area in relation to a need and/or problem area. Usually, goals are associated with the medium term of five years and typically national development plans are focused on development goals that need to be achieved in the plan period of five years.</p> <p>Under the contemporary IRBM approach, Program planners are encouraged to simply state the desired goals and objectives in the form of intended impact and outcomes from a Program rather than merely as Goals and Objectives which may not necessarily state the specific problem and/or need to be addressed by the Program.</p> <p>Specific Impact and Outcome statements that are problem/need focused, coupled with their intended achievement targets over specific timelines are much clearer and easier to relate to than the use of terms like Goals and Objectives which can be quite confusing sometimes.</p> <p>See <u>Outcomes, Objectives</u></p>
<p><b>Goal Displacement</b></p>	<p>Goal displacement occurs when managers and staff attempt to meet performance targets “in order to look good”, regardless of the consequences this has in terms of meeting client needs and the broader goals of the agency and government. We say their Program goal has been ‘displaced’ from producing the right outputs, outcomes or impacts to meeting the targets, which are typically quantitative. Also called ‘goal replacement’. Many different aspects of planning, administration, service delivery and reporting may be changed in order to achieve the goal of meeting performance targets. For example, service delivery process may be delayed or skipped, or the date on which cases are opened or closed may be deferred or hurried, selection criteria may be re-coded or reinterpreted so that only ‘easy’ cases are provided with service, etc.</p> <p>See <u>Data Gaming</u>.</p>

<p>Horizontal Integration (HoVer Principle™)</p>	<p>A requirement in development planning that requires:</p> <ul style="list-style-type: none"> <li>• Identifying relevant Programs at the same level that jointly contribute to an outcome/impact area</li> <li>• Establishing contributions of complementary projects under a particular Program to one or more outcomes</li> <li>• Identifying and assessing overlaps and redundancies between different Programs at the same level towards a particular Program outcome/impact area</li> <li>• Identifying and integrating different courses of funding and resource application towards a particular Program</li> <li>• Establishing all complementary inputs from various contributors towards a Program</li> </ul> <p>See <u>IRBM</u>, <u>HoVer Principle™</u> and <u>Vertical Integration</u>.</p>
<p>HoVer Principle™ 12</p>	<p>The HoVer Principle™ focuses on the need for development planning to adopt an integrated approach to ensure development results. The integrated approach covers considerations of both vertical and horizontal integration. Vertically, there must be integration of all contributing factors from policy level right down to the implementation level. Simultaneously, at each level along the vertical continuum, all contributing factors/sources must be integrated in assessing the outcome/s of an intervention Program on the agreed-upon problem and/or need.</p> <p>The HoVer Principle™ is a mandatory tool to apply when carrying out the Outcome Hierarchy Analysis (OHA) under the IRBM system.</p> <p>See also <u>Horizontal Integration</u>, <u>Vertical Integration</u>, <u>Outcome Hierarchy</u>, and <u>Integrated Results-Based Management</u>.</p>

<sup>12</sup> 1999 Arunaselam Rasappan, "Integrated Development Planning for Developing Countries", CTA Conference, Hanoi, ARTD Malaysia

<p><b>Impact</b></p>	<p>Impact is the follow-through consequence or effects of one or more outcomes from one or more outputs and activities under them. Generally, impact takes a longer time to occur though not necessarily always long term. Impact should be thought of more as the changes that occur as a consequence of one or more outcomes, rather than just long term. Generally, it is difficult to directly attribute an impact exclusively to an outcome as it could be influenced by several other contributory factors.</p> <p>Impact can also be negative despite a Program typically planning for positive impact. Negative impacts are normally collateral in nature due to the outcomes of a Program and may affect that Program or some other Program in that agency or outside of it.</p> <p>Negative impact should be factored into the design of a Program and the affected entities by this negative impact should be consulted or informed to enable them to factor this into their own Programs.</p> <p>See also <u>Impact Monitoring</u>; <u>Impact Evaluation</u></p>
<p><b>Impact Evaluation (IE)</b></p>	<p>Impact Evaluation is a detailed assessment of an impact area, its attributes, causal linkages and its attribution and effects. It is very much evidence-based and provides a clearer picture of the hierarchical linkages and also helps explain Counterfactuals, where applicable.</p> <p>3iE is the International Initiative for Impact Evaluation.</p> <p>The 3iE promotes evidence-informed equitable, inclusive and sustainable development. 3iE supports the generation and effective use of high-quality evidence to inform decision-making and improve the lives of people living in poverty in low- and middle-income countries. 3iE provides guidance and support to produce, synthesize and quality assure evidence of what works, for whom, how, why, and at what cost.</p> <p>(Source: <a href="https://www.ifpri.org/donor/international-initiative-impact-evaluation-3ie">https://www.ifpri.org/donor/international-initiative-impact-evaluation-3ie</a>)</p> <p>See also <u>Impact</u>; <u>Impact Monitoring</u></p>
<p><b>Impact Monitoring</b></p>	<p>Impact monitoring is the process of collecting and analysing data on the impact of an intervention Program. Generically, impact monitoring is often referred to as the process of monitoring the results or effects of an intervention Program across the different layers/levels of outcomes which are time-bound.</p> <p>See also <u>Unexpected Outcomes</u>; <u>Impact</u></p>

<p><b>Implementation Plan</b></p>	<p>A detailed listing or description of associated activities and tasks to be carried out during the year, typically associated with the budget year period) with clear identification of timelines, responsibilities and budgets where relevant. These activities are linked to their parent Outputs and in turn to the relevant Outcomes under the organization's Results Framework and M&amp;E Framework.</p> <p>The Implementation Plan is strongly recommended for every organization that is moving towards a results-based management system.</p>
<p><b>Input System</b></p>	<p>A subsystem in a systems model of a Program. Often capitalised: INPUT SYSTEM, the INPUT SYSTEM should not be confused with the 'inputs' to a system. The elements of the Input System include all relevant aspects of the people, equipment, procedures, available workload, completed workload, values, goals and objectives involved in the functioning of the INPUT SYSTEM.</p> <p>See <i>Systems Model</i>.</p>
<p><b>Inputs</b></p>	<p>The resources, both human and others, used to produce Program outputs. An input to an activity/Program could also be the output of an earlier activity or a different Program. For example, the output of a training Program may be improved knowledge and skills of staff, which would then be the input to a service delivery activity.</p> <p>See <i>Input System</i>.</p>

<p><b>Integrated Results-Based Management (IRBM)</b></p>	<p>A performance-focused management philosophy and approach. The IRBM System identifies the appropriate and timely achievement of development or strategic results in an <i>integrated</i> and holistic manner. The integrated approach ensures full vertical and horizontal integration of various critical success factors in development planning, implementation, and results management. This is in full compliance with the <i>HoVeR Principle</i><sup>13</sup> which mandates a fully integrated approach for any form of results planning at any level. The integration ensures strategic and logical links from high-level policy to grassroots level implementation across layers of implementation levels (vertical integration). The integration also ensures relevant horizontal participation of all key contributing boundary partners at each level to ensure optimal outcomes (horizontal integration).</p> <p>It also ensures full integration between key functions such as development planning, budgeting, personnel management, monitoring and evaluation, and information management or decision-support systems.</p> <p>It differs from the Results Based Management philosophy in a number of ways:</p> <ol style="list-style-type: none"> <li>a. Focuses holistically on the integration of key functions and levels for performance management;</li> <li>b. Looks at the performance within each functional component and across all of them in a holistic integrated manner;</li> <li>c. Within an organization and/or Program, integrates the key functions of planning, budgeting, personnel, monitoring and evaluation and information systems for decision making;</li> <li>d. Within a country, integrates the key functions at each level and their outcomes vertically with the higher policy and strategic levels and with the lower levels right down to the grassroots.</li> </ol> <p>See <i>Results-Based Management; HoVer Principle</i></p>
<p><b>Internalised Self-Evaluation (ISE<sup>TM</sup>)<sup>13</sup></b></p>	<p>A system of self-evaluation of a Program/project that is carried out by a special team formed within the Program/project to assess the performance of the Program/project. This is done as an internal performance management approach to ensure that the Program/project is effective and efficient. The ISE is usually conducted on a formative evaluation basis to assist internal decision-makers such as the Program manager to make key strategic and operational decisions on the Program/project. Stakeholders often also use the formative evaluation findings to make policy or strategy adjustments as the Program is running.</p> <p>The ISE is a useful tool for improving Program/project performance on an formative/ongoing basis without having to wait for an externally driven third-party summative evaluation.</p> <p>See also <i>Evaluation</i></p>

<sup>13</sup> The ISE Model was designed and developed by Arunaselam Rasappan for the Malaysian public sector in 1999 and tested across seven key Activities (Programs) covering Health, Education, Welfare, Information, Defense, Entrepreneur Development, and Human

<p><b>Intervention Strategy</b></p>	<p>A plan, system, or course of action/s or initiatives specifically geared towards bringing about a desired or predetermined change in a problem or need situation. Typically associated with interventions to resolve a problem situation or to fulfill a need situation for Program stakeholders and/or clients.</p> <p>See also <u>Strategies</u></p>
<p><b>Key Result Areas (KRA)</b></p>	<p>A Key Result Area is an outcome area with one or more outcomes making up the result area. It is typically made up of a composite of more than one outcome that reflects a higher level result at the tertiary outcome or impact area.</p> <p>See also <u>Impact</u> and <u>Tertiary Outcome</u></p>
<p><b>Key Performance Indicator</b></p>	<p>KPI refers to the evidence to show change in a result area. There can be one or more evidence to show such change but typically we would want to focus on the main evidence that are able to accurately and reliably show the change. This is also important to avoid unnecessary time, efforts and costs of collecting data related to the evidence.</p> <p>However, in identifying and determining key evidence to show change, care must be taken not to ignore any form of supporting evidence that explains the Counterfactual. Focusing on only a select few key evidence may also lead to Type I Errors in making performance claims.</p> <p>See also <u>Type I, II, III Errors (Err)</u></p>
<p><b>Management Information System (MIS)</b></p>	<p>The composite of processes and actions that produce timely, accurate, and reliable information about one or more key aspects of a Program/project or initiative, to enable management, key stakeholders and policymakers to make evidence-based decisions on a policy, Program, project and/or initiative or on any aspect of the same.</p> <p>The Management Information system must form an integral part of the M&amp;E system of a Program/project or any initiative as it deals with the process of decision-making by key stakeholders and the management. The M&amp;E system is only as good as the MIS it is supposed to feed into. A good M&amp;E system linked to a poorly thought out and designed MIS will render the M&amp;E system ineffective. Likewise, a sound MIS linked to a poorly designed and executed M&amp;E system will be practically useless and in fact in reality a dangerous combination as the flawed M&amp;E system will be feeding unreliable and inaccurate information for the decision-making process. This can have serious consequences for a country and/or a Program/project.</p> <p>See also <u>Monitoring; Decision Support System (DSS)</u></p>

<p><b>Means of Verification (MoV)</b></p>	<p>The process of checking and verifying the validity and reliability of data collected from a particular data source. This is an important process in monitoring and evaluation so as to ensure that data that are collected from a source are valid and accurately reflect the indicator for which the data are collected.</p>
<p><b>Measure</b></p>	<p>The unit of assessment or means used to describe a change in an attribute or variable. May be used in conjunction with a performance indicator or an evaluation question.</p> <p>See also <i>Performance Measure, Key Performance Indicator</i></p>
<p><b>Meta Evaluation</b></p>	<p>Evaluation or performance audit of one or more evaluations. Meta evaluations may refer to evaluation standards and guidelines that are published by various international evaluation societies and associations.</p>
<p><b>Milestone</b></p>	<p>A progress stage for a Program or Project that is also used as a mandatory progress achievement point in monitoring. These milestones are useful to help Program/Project Managers to plan and pace their progress and/or performance over the life of their Program/Project. They are also useful to ensure systematic progress of a Program/Project towards a targeted completion date.</p> <p>The completion date is usually used as the final milestone for the Program results or Project completion.</p>
<p><b>Monitoring</b></p>	<p>The process of systematic and purposive collection of data about the changes and progress in the status of specific aspects of a Program and/or project to inform Program managers and stakeholders and to support decision-making on various aspects of the Program/project such as strategies, resource usage, activities, outputs, and outcomes.</p> <p>Monitoring is different from evaluation but is a crucial prerequisite for evaluation. Monitoring data typically forms the substance for evaluations provided it has been carefully designed as part of the M&amp;E Plan. Evaluations become extremely difficult if monitoring data for a Program/project are not available.</p> <p>Monitoring usually covers changes in three types of data: (a) profile or background data (b) progression/performance data and (c) causal data. All of these data are relevant for evaluations.</p> <p>See also <i>Evaluation</i></p>

<p><b>Monitoring &amp; Evaluation Framework (M&amp;EF)</b></p>	<p>A detailed matrix or framework that spells out details of the focus of monitoring and evaluation of a Results Framework for a Program/project. The details typically include key aspects of a Program/ project (such as KRAs, Outcomes, Outputs), the relevant KPIs for them, baselines, time-bound targets, tolerance levels, and data collection details and responsibilities. An M&amp;E Framework is typically built from and based on a Results Framework. A monitoring and evaluation plan is essential to draw up an M&amp;E Framework but may sometimes be combined into one framework.</p> <p>Building a M&amp;E framework without the benefit of a clearly and logically articulated results framework is often one of the main reasons for poor M&amp;E systems.</p> <p>See <i>M&amp;E Plan</i> and <u><i>Results Framework</i></u>.</p>
<p><b>Monitoring &amp; Evaluation (M&amp;E) Plan</b></p>	<p>A detailed planning matrix or framework that contains a Results Framework (RF) for a Program/project and a set of detailed questions for each item in the RF, which then forms the basis of monitoring and evaluation actions. The M&amp;E Plan is primarily meant to assist the Program manager to identify upfront (as part of the Program design) various details of data required to be collected and analysed as part of the M&amp;E actions for the Program. The lack of a detailed and robust M&amp;E Plan is one of the major shortcomings of many Programs/projects.</p> <p>See <u><i>M&amp;E Framework</i></u> and <u><i>Results Framework</i></u>, <u><i>Evaluation Plan</i></u>, <u><i>Monitoring Plan</i></u></p>
<p><b>Monitoring Plan</b></p>	<p>A detailed plan that identifies various aspects of performance measurement and reporting such as the key result areas, key performance indicators, and performance data that are required, sources of data, reporting modalities and timelines, and other relevant aspects of performance monitoring and reporting.</p> <p>A monitoring plan goes hand in hand with an Evaluation Plan in providing a structured and systematic way of assessing the performance of a Program and the activities under it. Every Program/project will need to design and draw up a monitoring plan as part of the RBM initiative and have it approved by the relevant policy entity/stakeholder during the annual budgetary process or Program/project approval process.</p> <p>See <u><i>Evaluation Plan</i></u>.</p>

<p><b>Monitoring Points (in the ProLL Model)</b></p>	<p>The aspects of a Program and/project that are relevant for purposes of monitoring various aspects of a Program/project during implementation. Monitoring points reflect the key aspects of a Program/project that must be monitored and data collected for purposes of assessing the progress and performance of the Program/project.</p> <p>The Monitoring points and the accompanying data management and data plan considerations related to them are crucial to ensure that appropriate and valid data is planned to be collected and is actually collected as part of the critical actions for Program/project monitoring and performance assessment.</p> <p>A common failure in Programs/projects is that the Program plan does not identify the monitoring points clearly and systematically. As such, the data management plan and data plan (if available at all) fail to take into account the data implications for the monitoring (and later the evaluations) planned during the course of Program/project implementation. Valuable data for performance reporting is thus not factored into the monitoring data plan and consequently the performance monitoring and reporting is less than complete, accurate or reliable.</p> <p>If the monitoring plan also excludes an evaluation point, this then poses a double whammy as invaluable evaluation data will also not be systematically collected during the course of Program/project implementation, with its related negative consequences.</p> <p>See also <u><i>Evaluation Points</i></u></p>
<p><b>Monitoring Schedule</b></p>	<p>A timetable of monitoring activities that will be planned and/or conducted during a particular period of time, e.g. year, half year, next 3 years. Programs, components and Program managers work out their own monitoring schedules, taking account of other monitoring that has an overlapping focus. Because monitoring can provide an important source of data for evaluations, the monitoring schedule should be integrated with any associated evaluation schedules.</p> <p>See <u><i>Evaluation Schedule</i></u>.</p>
<p><b>National Key Result Area (NKRA)</b></p>	<p>The result or results at the national level that come under a high priority area for the country and typically parked under a medium-term time frame. A national KRA is of primary concern to key stakeholders and policy makers as they will contribute to the achievement of the priority area to which they are contributing to. It is typically made up of one or more high level outcomes or impact that have a common focus as a priority. Thus, a national KRA may have one or more national outcomes under it reflecting the key result area.</p> <p>See also <u><i>SKRA</i></u></p>

<p><b>National Priority Area (NPA)</b></p>	<p>A result area for the country as a whole that is of primary concern to key stakeholders and policy makers at the national level. Often reflected in a medium-term national development plan. A national priority area typically reflects a macro result area at the national level and made up of one or more key results in a particular thematic focus area.</p> <p>A national priority area may have one or more national level KRAs under it and specific set of high level impact or outcomes that all relate and contribute to the national priority area.</p> <p>See also <u>National KRA</u></p>
<p><b>Needs Assessment/ Analysis</b></p>	<p>A subjective assessment or value judgment, based on qualitative and quantitative evidence of the extent of needs within an identified beneficiary group. Needs may be observed, inferred from comparisons with norms or standards or with other groups, expressed, or felt but not expressed. Needs assessment contributes to an evaluation of the appropriateness of a Program. It should be undertaken when planning or revising and when evaluating Program in order to base Program and policy decisions on the extent to which needs have decreased, increased or otherwise changed.</p> <p>See also <u>Problems Analysis</u>.</p>
<p><b>Negative Impact</b></p>	<p>The effects one or more outcomes of a Program that have a negative consequence either within or outside the Program. Negative impact does not always mean such impact was not planned. It is prudent for Program planners and designers to look out for and predict the potential for negative effects due to the Program outcomes and plan for them either through their Program or very often through external Programs that are affected by such negative consequences.</p> <p>See also <u>Unintended Impact</u></p>

<p><b>Objectives</b></p>	<p>A statement of the intended achievements of a Program. Objectives represent the fundamental purposes of government involvement or intervention in a Program, being derived from relevant needs analysis and government policies. Program goals usually cover a longer period of time while objectives cover a shorter duration and contribute to one or more goals.</p> <p>Under the contemporary IRBM approach, Program planners are encouraged to simply state the desired goals and objectives in the form of intended impact and outcomes from a Program rather than merely as Goals and Objectives which may not necessarily state the specific problem and/or need to be addressed by the Program. Specific Impact and Outcome statements that are problem/need focused, coupled with their intended achievement targets over specific time lines are much clearer and easier to relate to than the use of terms like statements of Goals and Objectives.</p> <p>See also <u>Goals, Outcomes</u></p>
<p><b>Operational Efficiency</b></p>	<p>Operational efficiency is a description of the rate at which goods and services (the 'process outputs') are produced by an operation or process for a given input (time, money, labour) or per unit of input. Operational efficiency is also known as technical or process efficiency which compares process outputs and inputs. Productivity is concerned with the relationship between process outputs and inputs, e.g., labour productivity may be concerned with the ratio between number of students taught and number of teachers employed in teaching. Operational or process efficiency should not be confused with the efficiency of a Program.</p> <p>See also <u>Program Efficiency</u>.</p>
<p><b>Operational Strategy</b></p>	<p>Strategies to support the achievement of mandated outcomes that are operational in nature. The achievement of outcomes in a Program or other intervention effort requires specific operational strategies to ensure that the desired outcomes are able to be produced within the fiscal year.</p> <p>Unlike policy strategies that require funding support from the Ministry of Finance, operational strategies are or should be already factored into the annual budget of the Program as these are reflected in the actual operations of the Program.</p> <p>Operational strategies involve actions such as collaborations with boundary partners, leveraging, partnerships, changing program structure and/or functions, mergers with other Programs, seeking external funding etc. All of these reflect managerial strategies within the Programme and within the control of the Program manager.</p> <p>See also <u>Policy Strategy</u></p>

<p><b>Organisational Inventory</b></p>	<p>A detailed assessment of various aspects or attributes of an organization related to the subject matter under study. The detailed assessment could cover the prevailing capacities and capabilities of the organization. The assessment normally provides a reasonably accurate picture of the organization's position, resources, and capabilities to assist Program planners and policy makers in making policy decisions during the preliminary stages of Program planning. When making or adjusting policies pursuant to an evaluation, the organizational inventory is also needed to provide policy makers a clear picture of the prevailing capacities and capabilities of the organization, including the capacity and capability of the organization to undertake or contribute to an evaluation.</p>
<p><b>Outcome (OuTC)</b></p>	<p>An outcome is a result that occurs as a consequence of a Program's outputs. Outcomes may be short-term or longer-term depending on the type of outputs that are produced and the nature of the problem and/or need being addressed. Outcomes can occur for individuals, the community, organizations, and government (e.g. increased employment and savings, decreased national unemployment rate; increased government revenue through taxation). Shorter or immediate outcomes could be in the form of knowledge utilisation, skills and expertise usage, extent of utilisation.</p> <p>Under the IRBM system, <i>three levels of outcome</i> are typically identified. These levels are <i>preliminary outcome, intermediate outcome, and tertiary outcome</i></p> <p><i>Preliminary outcomes</i> are the immediate consequences or changes that happen due to a Program's outputs. The Program is typically held accountable for such an outcome.</p> <p><i>Intermediate outcomes</i> are the consequences of one or more preliminary outcomes from one or more Programs.</p> <p><i>Tertiary outcomes</i> are the consequences of one or more intermediate outcomes arising from one or more contributing Programs.</p> <p><i>The preliminary outcomes – being preliminary – are typically understood to occur within the span of control and responsibility of the Program, that is, within the boundary of the Program, while intermediate and tertiary outcomes are typically understood to occur outside or beyond the boundary of the Program.</i></p> <p>Program managers are expected to plan for and are held accountable for preliminary outcomes expected of their Programs which should be clearly identified in the Program's performance plan. Preliminary outcomes must be directly linked with the problems and/or needs of the beneficiary group/s and the Purpose-in-Life™ of the particular Program.</p> <p>See also <u><i>Program Output and KRA</i></u></p>

<p><b>Outcome Evaluation</b></p>	<p>Outcome evaluations seek to identify the extent to which a Program contributes to changes in the wider society over a period of time (e.g., decreased inflation rate; increased employment, increased revenue for government). The causal relationships among process <i>outputs</i>, Program outputs, outcomes, and <i>impacts</i> must be demonstrated before the outcome can be attributed directly or indirectly to the Program. Program logic techniques, including the Problem Tree Analysis (PTA) and Outcome Hierarchy Analysis (OHA) tools, are often employed to track the causal and logical links from inputs to outputs to outcomes. It is often difficult to establish what proportion of Program outcomes can be attributed to a particular Program, particular when two or more Programs are contributing to the same outcome.</p> <p>See <u>Outcome Hierarchy</u>.</p>
<p><b>Outcome Hierarchy &amp; Outcome Hierarchy Analysis (OHA)</b></p>	<p>The outcome hierarchy is a diagrammatic logical road map that shows (a) which results have to be achieved first (preliminary outcomes) attributable directly to the Program, in order for the next level of outcomes (Intermediate Outcomes) to be achieved (usually outside the Program), and then the consequential outcomes to be achieved next (tertiary outcomes), which then lead to the follow-through effects (impact).</p> <p>The outcome hierarchy is a useful tool to use when deciding the appropriate focus of a Program's intervention strategy as well as the focus of an evaluation. Developing the outcome hierarchy is a crucial stage in the development of a full Program Logic for any intervention Program.</p> <p>By convention, each level in an outcome hierarchy is referred to generically as an 'outcome', even though a particular level in the hierarchy may describe an input, process, process output, Program output or impact. After drawing the logic diagram showing an outcome hierarchy, it is often useful for the control and accountability boundaries to be added to the diagram,</p> <p>See <u>Outcome Hierarchy Analysis</u>, <u>Program Logic</u>, and <u>Program Logic and Linkages (ProLL™) Model</u>.</p>

<p><b>Outcome Hierarchy Analysis (OHA)</b></p>	<p>A detailed logic diagram that shows all levels of strategies, resources, activities and results that are associated with a Program, as well as critical success factors. Although the name of this planning technique refers to “outcomes”, the mapping includes all elements considered in the logic of the Program e.g. the impact, outcomes, outputs, and activities, as well as their linkages/inter-relationships. The highest level of this logical sequence or chain identifies the ultimate impact desired for the Program.</p> <p>The OHA also includes other Program logic elements such as problems and/or needs analysis as the starting point to show the relevance and fit of the “outcomes” in the logic diagram. It also ensures the identification and logical interface between all contributing internal and external boundary partners with the Program for shared outcomes.</p> <p>The HoVeR Principle is also applied to the OHA as a requisite to show the logical linkages and causal relationships and contributions.</p> <p>See <u>Outcome Hierarchy</u>, <u>Program Logic</u>, <u>Program Logic and Linkages (ProLL™) Model</u>; <u>Outcome Mapping</u></p>
<p><b>Outcome Mapping</b></p>	<p>A process that systematically maps outcomes and the steps and actions leading to the achievement of the outcome. Along the way, all related contributing factors within and outside the Program are also taken into account and mapped out. The OM provides a detailed mapping of an outcome and all factors/elements that are related or linked to its achievement.</p> <p>The OM is similar in concept to the Outcomes Hierarchy Analysis (OHA) tool used under the IRBM system.</p> <p>See also <u>Outcome Hierarchy Analysis (OHA)</u></p>
<p><b>Outputs</b></p>	<p>Outputs are results associated with Programs and activities for which management assumes direct and immediate responsibility. There are intermediate outputs as well as final outputs. In IRBM, final outputs are the main focus.</p> <p>There are two types of outputs: <i>process</i> outputs and <i>Program</i> outputs. It is important to distinguish between them in order to avoid performance planning from being too narrowly focused on process outputs whereas the Program outputs are more directly relevant to the achievement of desired outcomes.</p> <p>See <u>Process Output</u> and <u>Program Output</u>.</p>
<p><b>Output System</b></p>	<p>A sub-system in a systems model of a Program. Often capitalised: OUTPUT SYSTEM,</p> <p>See <u>Systems Model</u>.</p>

<p><b>Performance</b></p>	<p>The extent and quality of the achievements associated with the production of desired and planned goods and services and their resultant outcomes. The term 'performance' may refer to a specified level or type of result. Performance monitoring should typically cover activity completion, output and outcome results, as well as contributions to the achievement of one or more impacts. Generally, the output performance is measured in terms of quantity, quality, timelines, and unit cost measures. Outcome performance is assessed in terms of agreed-upon targets using either direct or indirect outcome indicators.</p> <p>See <i>Performance Indicators</i>.</p>
<p><b>Performance Audit</b></p>	<p>A comprehensive assessment of a Program/project to check for compliance of the Program/project in terms of its mandated results and performance based on a set of agreed-upon criteria and indicators.</p> <p>Very much related to compliance under the audit function. A useful tool to test for compliance against a set of performance criteria. Performance audit is not the same as an evaluation.</p>
<p><b>Performance Data</b></p>	<p>Raw data refer to some aspect of performance. Performance data should not be confused with performance information.</p> <p>See <i>Performance</i> and <i>Performance Information</i>.</p>
<p><b>Performance Indicator</b></p>	<p>A description of the evidence that is expected to describe or predict one or more aspects of output or outcome that indicate the performance of a Department and the Programs under it. It is used to identify the evidence to show the change brought about by the Program to the problem and/or need situation.</p> <p>This evidence may be measured using quantitative or qualitative data or a combination of both. Some published performance indicators are little more than 'raw data' and refer to workload statistics without demonstrating that these statistics describe or predict a Program output, outcome or impact.</p>

<p><b>Performance Information</b></p>	<p>Verifiable evidence about a Program's performance that is reported and used systematically for decision making. Evidence may relate to inputs, outputs, processes, outcomes or impacts. The evidence often informs decisions about appropriateness, effectiveness, efficiency, and economy. This evidence may support decisions about outcomes, factors that affect outcomes, and what can be done to improve outcomes. Performance information also includes evidence about the extent to which outcomes and impacts can be attributed to a Program. Performance information may be developed and reported using qualitative (descriptive) methods, quantitative (numerical) methods or both.</p> <p>The usefulness of performance information is enhanced by the application of relevant standards and other comparisons (e.g. with past performance, with other Programs, with level of need or problem before the Program was implemented), which allow judgments to be made about performance. Performance information collected for monitoring purposes often generates questions which may be investigated in formative or summative evaluations.</p> <p>Performance information should be carefully distinguished from 'performance data'. In general, performance data are turned into performance information by analysing and interpreting the data. Many performance indicators are only 'raw data' and need to be combined with other sources of data, so that the complete data set can be analysed and interpreted. The result of this analysis qualifies as performance information if it informs decision making.</p>
<p><b>Performance Management</b></p>	<p>Performance management includes practices that encourage managers and staff to focus on Program results, not just 'meeting targets' and keeping within the approved budget. Total quality management and the use of ISO standards may be included in performance management so long as they do not become substitutes for achieving appropriate Program results. The planning for and use of internal and external Program evaluation is an important component of performance management.</p> <p>The systematic use of strategic performance management tools such as the Program Logic &amp; Linkages (ProLL), Problem Tree Analysis (PTA), Outcome Hierarchy Analysis (OHA), and Risk Assessments (RA) among others, are crucial to ensure optimal and effective performance management for results.</p> <p>See also <u>ProLL</u>, <u>PTA</u>, <u>OHA</u>, <u>RA</u></p>

<p><b>Performance Measure</b></p>	<p>A performance measure is the unit or means used to assess a change in an attribute or variable associated with a desired need and/or problem situation. It may provide a useful summary of performance data, but this is not always the case. Performance measures, like performance data, may be qualitative or quantitative. Performance measures do not provide 'performance information', but generally provide the means to collect the raw data associated with an indicator or an evaluation question.</p> <p>See <i>Measure, Performance Data</i> and <u><i>Performance Information</i></u>.</p>
<p><b>Performance Measurement</b></p>	<p>The process of collecting, recording and storing performance data on any aspect of performance that is of concern to the stakeholders and Program managers. The measurement of such performance is typically meant to show evidence of change in the aspect being measured. The focus of such measurement is the planned indicators of change, also called performance indicators.</p> <p>See <u><i>Performance Measure, Performance Data</i></u> and <u><i>Performance Information</i></u>.</p>
<p><b>Performance Range</b></p>	<p>An agreed upon level of performance for an indicator that reflects an upper and lower limit of performance. The performance range is both a practical and useful tool to use for setting performance targets for an indicator as it is more realistic in real life. It is especially useful when dealing with performance in abstract Program result areas which are subject to uncertainties, risks and unstable performance historically.</p> <p>A common tool used for this range is the Goal Attainment Scaling (GAS) method which establishes a upper and lower range of performance for an indicator based on a number of criteria.</p>
<p><b>Performance Report</b></p>	<p>A report that describes performance of the entity or Program for the budget year. The report provides explanations on agreed-upon performance indicators (financial and non-financial) and the actual performance or progress under each indicator. The report typically contains qualitative and quantitative evidence of the performance.</p> <p>The report will also contain explanations where the actual achievements are outside the acceptable range of variation agreed to in the Performance Agreement of the entity.</p>

<p><b>Performance Target</b></p>	<p>A performance value set for an indicator that must be achieved by a Program within a fiscal year or some other time frame agreed upon with Program stakeholders. The performance target is very often stated in an absolute value using measures such as numbers, percentages, ratios etc but they are not necessary realistic in real-life situations. In real life, there is very seldom certainty of achievement of a fixed single value even for Programs that deal with stable environment. A Program and its ability to deal with various causal factors is seldom predictable and often subject to variations. Additionally, Programs are often faced with a range of risks which influence the Program's ability to deal with producing specific levels of results. As such, when setting performance targets to be achieved within the course of a specified timeline, it is always practical to use a performance range rather than a single absolute value.</p> <p>See also <u>Performance Range</u></p>
<p><b>Policy</b></p>	<p>Any legally and/or binding requirement that mandates a specific course of action and results for a Program. Often in the form of legislations or statutes which are formulated to meet a certain need and/or address a problematic situation.</p> <p>For the public sector, a policy can be in the form of a law of parliament, any legislation, or statute approved by a formal policy making body. Cabinet decisions are also regarded as policies that need to be implemented by the administrative bodies/institutions. Any form of policy circular issued by a central policy agency is also regarded as policy.</p> <p>In the case of the private sector, policies are usually made by Boards of Directors, Governing Council, and/or top management. Policies can also be in the form of specific requirements mandated on the organization by the members, usually through their representatives on the Board or Council.</p> <p>Under the IRBM system, the policy mandate is critical as it defines the official mandate/s of a Program and lays out what results are expected of a Program that is being funded. However, the policy mandates must be triangulated with the Program's clients' and stakeholders' expectations. Collectively, they constitute the demand environment for a Program that is to be funded and is used to define the outcomes for the Program.</p> <p>Policies are needs or problems-based. Need-based policies are continuous while problem-based policies are time-bound. Once the problem is resolved, its existence needs to be reviewed and terminated if the problem has been resolved. Need-based policies have to be reviewed over specific periods depending on the nature of the program for continuous improvements.</p> <p>Policies must be funded/budget</p> <p>See also <u>Policy Strategy</u> and <u>Operational Strategy</u></p>

<p><b>Policy Strategy</b></p>	<p>Strategies to support the achievement of mandated outcomes that are policy interventions in nature. The achievement of outcomes in a Program or other intervention effort requires specific strategies. Some of these interventions may need policy interventions while others only need operational level strategies.</p> <p>Very often complex Programs may require policy strategies to intervene and produce the mandated outcomes. These could be in the form of legislations, macro Policies in a thematic area (eg National Housing Policy), specific Cabinet decisions, and/or regulations under a legislation.</p> <p>By the very nature of its policy level characteristic, every policy intervention has budget implications and the Ministry of Finance has an obligation to provide funding for any policy that has been formally approved by the government.</p> <p>See also <u>Operational Strategy</u>, <u>Policy</u>, <u>Policy Alternatives/Options</u> and <u>Policy Strategies</u></p>
<p><b>Policy Alternatives/ Options</b></p>	<p>Other options to the current policy or its components that are intended to result in improved Program results for the same level of resources. Under the IRBM system, relevant policy options and associated strategies must be identified, analysed and presented as part of the strategic plan during the results-based budgetary process.</p>
<p><b>Policy Decision Makers</b></p>	<p>Policy decision makers may be individuals or organisations. At the Departmental level, they include the Department's top management, as well as the top management of the Ministry concerned. At the central agency level, they include policy agencies such as the Ministry of Finance, the Public Services Commission, and the Ministry for Economic Development &amp; Planning. At the Provincial (State) level, the Provincial (State) government usually represents the policy-making entity.</p> <p>At the higher level is the President (Prime Minister) and the Cabinet. The ultimate policy decision-makers are the Assembly (National Assembly) and the elected members, who need timely, accurate, and reliable performance information to inform critical policy decisions.</p>
<p><b>Policy Environment</b></p>	<p>The prevailing environment in which Programs and activities operate. This includes the prevailing policies at different levels within the agency as well as within the government as a whole. The policy environment determines the focus and direction of all Programs and activities for the government as a whole and for each agency.</p>

<p><b>PreMaS™</b></p>	<p>PreMaS™ is a dedicated enterprise solution developed specifically to support the Integrated Results Based Management (IRBM) System. It includes a number of inter-related components or modules covering strategic planning (for an organization) or strategic development planning (for a country), results-based budgeting, results-based personnel performance system, results-based monitoring and evaluation and an integrated decision support component - all of which operate within and linked to an e-Government environment in the country.</p>
<p><b>Problem Analysis</b></p>	<p>A subjective assessment or value judgment, based on qualitative and quantitative evidence of the extent of a <b>problem situation</b> within an identified beneficiary group. Problems are generally manifested via symptoms. Example: Fever is a symptom of a problematic health situation caused by one or more causal factors such as an infection, which in turn may be caused by bacteria/ virus etc.</p> <p>Problem identification and analysis contribute to an evaluation of the appropriateness and relevance of a Program of intervention. Problem analysis should be undertaken when planning, revising, or evaluating a Program in order to base Program and policy decisions on the extent to which a problem/s has been addressed by an intervention Program.</p> <p>Typically, problem-based Programs are time-bound and shorter in duration while need-based Programs are typically in perpetuity.</p> <p>Some typical tools used are the Problem Tree Analysis (PTA) tool and the Causality Assessment Tool (CAT).</p> <p>See also <i>Needs Analysis, Appropriateness, and Relevance</i>.</p>
<p><b>Problem Tree (PT)</b></p>	<p>A detailed schematic showing the dynamics of a problem and/or need situation, including its Programlogic and detailed causal links and dynamics.</p> <p>See also <i>Problem Tree Analysis (PTA)</i></p>

<p><a href="#">Problem Tree Analysis (PTA)</a></p>	<p>A detailed analysis of a Program and its clients/beneficiaries/stakeholders, their problems and/or needs, the relevant causal factors as well as their dynamic relationship. The analysis is shown in the form of a logic tree diagram that reflects the dynamic links between the problem and/or need situation, their causal factors and the individual or combined effects on the Program. A good PTA should clearly identify the causality factors and relationships at four levels i.e the symptoms or manifestations, the immediate causes, the underlying causes, and the root causes, which is then reflected in the Causal Tree Analysis.</p> <p>Any outcome mapping or outcome hierarchy analysis must necessarily be guided by the PTA and CTA. Poor PTA or CTA will lead to inadequate or incomplete intervention strategies and inaccurate or unreliable outcome mapping.</p> <p>See also <a href="#">Causal Tree Analysis (CTA)</a>, <a href="#">Outcome Hierarchy Analysis (OHA)</a>, and <a href="#">Results Tree Analysis (RTA)</a>.</p>
<p><a href="#">Process (es)</a></p>	<p>The operations involved in transforming inputs into both process outputs. Process outputs may be transformed by additional processes into Program outputs. The means used to produce each type of output are designed to promote relevant outcomes and impact. Typically, processes include a series of activities and actions aimed at producing a set of specific outputs.</p> <p>See <a href="#">Process Output</a> and <a href="#">Program Output</a>.</p>
<p><a href="#">Process Outputs (PrsOuTP)</a></p>	<p><i>Process outputs are the completed goods and services that are funded and produced directly by the Program and for which managers and staff are accountable. Process outputs of public service Programs include policy advice, administration and processing, tangible goods and services (e.g. research papers produced; assistance provided to people, and grants and transfer payments).</i></p> <p>Capital assets acquisition in a Program are typically only process outputs and not Program outputs though they may incur substantive budget. Care must be taken to pay attention to Program outputs rather than on process outputs alone as Program outputs are the ones that directly contribute to or influence the desired Program outcomes.</p> <p>A good example of a process output is a hospital constructed. Though this output is important and expensive, it is only a process output. By itself, it does not directly influence the outcome of improved mortality and morbidity rates as opposed to the Program outputs of patients treated. Several process outputs will need to contribute to the Program output. In the example above, other process outputs such as medical equipment purchased, drugs procured, medical staff recruited etc are all process outputs that collectively contribute to the Program output of patients treated successfully.</p> <p>See <a href="#">Program Outputs</a> and <a href="#">Throughput</a></p>

<p><b>Process System</b></p>	<p>A subsystem in a systems model of a Program. Often capitalised: PROCESS SYSTEM. Also called the Process Sub-System. The Process System includes activities (processes) that are used to transform available workload into completed workload, as well as the completed goods and services that are produced by the process system, which are known as 'process outputs'. Other elements of the process system include the people, equipment, time, and values, that are associated with producing the process outputs.</p> <p>See <i>Systems Model; Process Outputs and Throughput</i></p>
<p><b>Program &amp; Sub-Program</b></p>	<p>A planned intervention for change that comprises a set of activities and results that have a common focus in terms of desired outcomes and impact over a period of time. Often made up of a number of activities that contribute to achieving the same results. Programs may be sub-divided into Sub-Programs, each having its own set of complementary activities, outputs, outcomes, and impact (often shared with other Sub-Programs under a Program). The Sub-Programs under a Program and their outcomes typically contribute to the outcome of the Program.</p> <p>In development planning under the IRBM system, typically three levels of Programs may be identified for purposes of cascading national Programs of intervention in priority areas to lower levels (sub-sectors) and to the implementation levels (Ministries, Departments, States/Provinces, Districts, and grassroots levels). Typically, each level has its own Programs of intervention within its own priority areas that contribute to achieving higher level Program priorities.</p> <p>At least three distinct levels of Programs may be identified in integrated development planning. These are at the national level, sub-sector level, and implementation level. The lower level Programs contribute to the next higher level within this hierarchy.</p> <p>In general, one Program's output may be another Program's input. Similarly, the outcome of a lower level Program may contribute to achieving the outcome of a higher level Program. In this situation, the higher level outcome could represent the impact of the operation of the lower level Program.</p> <p>See also <i>Project</i></p>

<p><b>Program Clients</b></p>	<p>Program clients are the reason for the existence of a Program. The Program client is the one who has commissioned the Program and the Program must meet the needs of the person/entity to ensure that the purpose-in-life of the Program being set up is adequately achieved. Program client is also the stakeholder for the Program as they are the one who commissioned the Program with specific expectations based on their problem/needs. The beneficiary of the Program is the intended target of the Program and the Program must bring about the change in the problems/needs of this group.</p> <p>Service clients are the intended recipients or target of the service being produced by the Program and the Program is meant to address the problems and/or needs of this group.</p> <p>See also <i>Process Clients; Service Clients</i></p>
<p><b>Program Design (PgDsn)</b></p>	<p>A detailed mapping of an intervention Program based on the Theory of Change for the Program. The mapping clearly shows the nature of the problem and/or need to be addressed, the causality, and the intervention strategies and measures relevant to bringing about a desired change to the problem and/or need situation.</p> <p>The Program Design is a crucial preparatory step that is mandatory for any intervention Programs to address a problem and/or need situation. Experience from evaluations have clearly demonstrated that very often Program outcomes are flawed or ineffective due to poor Program Designs and especially if the Program Design has a poor or flawed Theory of Change and Program Logic.</p> <p>See also <i>Theory of Change</i> and <i>Program Logic</i></p>
<p><b>Program Efficiency</b></p>	<p>Each Program has many different types of efficiency. Each description of Program efficiency compares some aspect of the Program's internal or external results with some aspect of the resources that were required or consumed to achieve this result. This comparison is often represented as a ratio, (results/resources). The ratio may be inverted as in cost-effectiveness: (resources/results). Program results and resources may be described quantitatively (e.g., rate of inflation, dollars spent or received, hours, number of people placed in a new job) or qualitatively (a description of the quality of meals provided or advice received).</p> <p>Typically, efficiency is assessed in terms of time efficiency, labor efficiency and cost efficiency.</p> <p>See <i>Efficiency, Cost-Effectiveness, Allocative Efficiency</i>.</p>

<p><b>Program Impact</b></p>	<p><i>Program Impact</i> is the follow through consequence of one or more Program outcomes. The Program impact is typically a shared result of one or more outcomes from one or more Programs. It is often difficult to clearly attribute an impact to one particular outcome from a Program. As such, accountability for impacts has to be carefully defined and the specific contribution by a Program to an impact carefully identified in order to establish causality and accountability between contributing Programs. Program impact typically does not occur until later than Program outcomes.</p> <p>Impacts are typically assessed for any result area that is the net effect of a combination of outcomes from one or more Programs from a lower level. For example, the <i>GDP</i> measure is an impact area that is contributed to by multiple outcomes from multiple Programs from multiple sub-sectors. The main challenge to identifying a Program impact precisely is the difficulty with linking and identifying one or more contributing outcomes to that impact measure. This is basically the reason why detailed Programlogic analysis and Program performance planning is recommended strongly, if not mandated, in integrated development planning and under the IRBM System.</p> <p>See <u>Program Outcome</u> and <u>Program Output</u>.</p>
<p><b>Program Manager</b></p>	<p>A person who is entrusted with the responsibility of heading a Program at an implementation level and given specific resources towards producing a set of mandated Program outputs and Program outcomes. The Program 'Terms of Reference' should stipulate which process outputs and Program outputs are agreed to occur within the responsibility boundary of the Program. Hence, the Program manager is held to be both responsible and accountable for ensuring that these agreed process outputs and Program outputs are produced according to plan and within the allocated budget.</p> <p>Although the Program outcomes occur beyond the responsibility boundary of the Program, the Program 'Terms of Reference' may stipulate that the Program manager is to be held accountable for specific outcomes even though the Program is not directly responsible for all aspects of achieving these outcomes.</p> <p>In some cases, the Program manager could also be the person who has been assigned the responsibility to plan, manage, and produce specific results for one or more Programs but does not head a Division/Business Unit. For example, a Vice President or Assistant General Manager may be given the responsibility for one or more Divisions which implement specific Programs under them. Each division has its own Head who report to the Vice President/Assistant General Manager.</p> <p>See <u>Program Outcome</u>.</p>

<p><b>Program Logic</b></p>	<p>An analytical tool that helps with understanding how a Program works, i.e., its underlying logic or rationale, by describing the expected cause-effect relationships between Program activities and the results that they are expected to produce.</p> <p>Analysing Program Logic includes clarifying the problems and/or needs being addressed by the Program. It also helps to identify and map the major inputs, processes, outputs, impact, and outcomes and the external factors likely to affect their achievement. The Program Logic map assists with decisions about which aspects of appropriateness, efficiency and effectiveness may be evaluated at a particular point in life of the Program, and for what purpose, and what performance information is required to measure results.</p> <p>See also <i>Program Logic &amp; Linkages (ProLL™) Model</i>, <i>Outcomes Hierarchy; Theory of Change</i></p>
<p><b>Program Logic &amp; Linkages (ProLL™) Model<sup>14</sup></b></p>	<p>A comprehensive logical framework for use in Program planning and performance management and a range of other purposes. The Program Logic &amp; Linkages Model or <i>ProLL™ Model</i> uses a simple logical flow of considerations, activities, and events and their relationship for successful Program planning and performance management. The framework goes beyond traditional Program logic techniques by incorporating critical social and policy factors into the analytical framework. The ProLL™ Model also incorporates detailed planning considerations for both summative and formative evaluations, conducted both internally and externally. Additionally, it contains detailed logic models for Program problem tree analysis, outcome hierarchy analysis and risk assessments among other tools.</p> <p>See also <i>Program Logic and Theory of Change</i></p>
<p><b>Program Outcomes (PrgOutC)</b></p>	<p><i>Program Outcomes</i> are the results or changes brought about by a Program of intervention to address a problematic and/or need situation for a beneficiary or group of beneficiaries. Program outcomes are essentially the desired changes that a Program has been mandated to produce for a given problem/need situation and for which specific funds have been allocated.</p> <p>Sometimes Program outcomes may not be necessarily directly within the immediate control of Program Managers held accountable for results in a Program. However, in the IRBM system, the Program's <i>Purpose-in-Life</i> is essentially to produce the desired outcomes that would help address the Program client/s problems and/or needs.</p> <p>See also <i>Program Output; Process Output</i></p>

<sup>14</sup> Rasappan, Arunaselam (1994), "How to measure success", *Khidmat*, Kuala Lumpur, Oct., p. 27-29.

<p><b>Program Output (PrgOutP)</b></p>	<p><u>Program</u> outputs are the immediate changes or consequences that occur when process outputs are provided to, or accessed by, a client/beneficiary of a Program. For example, courses conducted/completed and students trained are the <i>process</i> outputs of the training process. The <u>Program</u> output that is produced as a result of the completed training is the additional or revised knowledge or skills gained by those who participated in the training.</p> <p><u>Program</u> outputs are the final outputs produced by a Program that have a direct link to the outcomes that it is supposed to help produce. The <i>Program</i> outputs should be clearly distinguished from both the <i>process</i> outputs and the <i>Program</i> outcomes. The Program outcomes are the follow-through or consequential results that occur within the accountability boundary associated with the Program.</p> <p>Under the IRBM system, Program managers and staff are expected to be accountable for and produce the desired outcomes for the Program. The rationale for this is that the Purpose-in-Life of the Program was to produce these desired outcomes. This is quite different from the traditional RBM system where Program managers are typically held accountable for the Program outputs.</p> <p>See <u>Program Impact, Program Outcome, and Process Output</u></p>
<p><b>Project</b></p>	<p>A specific intervention activity under a Program that helps contribute towards the outcome of a Program. The activity typically represents one set of a series of intervention actions required under a Program to bring out desired outcomes under the Program.</p> <p>In development planning under the IRBM system, typically a Program may be made up of one or more projects that collectively and interactively help produce the Program outcomes. A project has its own outputs that in turn may produce one or more outcomes but these outcomes are considered as lower level contributory outcomes towards the Program outcomes.</p> <p>It is important to consider the inter-relationship between the outputs and outcomes of one or more projects under a Program that collectively contribute to the Program outcome/s.</p> <p>See also <u>Program</u> and <u>Sub-Program</u></p>

<p><b>Public Investment Program (PIP)</b></p>	<p>An investment initiative by government in a priority area to bring about a change to a problematic or need situation. These initiatives could be either in the form of a Program or a project but with the same intention of addressing a problem and/or need in a priority area.</p> <p>National development planning often focuses on time-bound public investments needed to bring about development results in one or more priority areas. Such Programs should cover both the capital assets acquisition and Program running costs requirements over the life of the development plan and Program life where the Program is medium or long term in scope.</p> <p>As such, PIPs should include both the development and recurrent budgets needed to run the planned Programs of intervention over the Program life.</p> <p>See <u>Capital Assets</u>.</p>
<p><b>Purpose-in-Life (PIL™) <sup>15</sup></b></p>	<p>Purpose-in-Life refers to the core purpose or reason why a Program was created or established in the first place by relevant stakeholder/s. The <i>Purpose-in-Life</i> defines the core business of a Program as well as the substantive focus of its resources application. The efforts and activities of a Program should logically be focused on meeting the purpose/s for which it was established in the first place.</p>
<p><b>Qualitative Data</b></p>	<p>A stored record of observations that does not use numbers, e.g, pictures, sketches, quotations, the text of a professional assessment, etc. Because it is often possible to represent qualitative data as an array of numbers, in theory most qualitative data may be represented as <i>quantitative</i> (i.e., numerical) data. The data that was originally qualitative is them quantitative. This translation from one type of data to the other may assist in data analysis, e.g, in making comparisons between similar observations.</p> <p>Note: the fact that data is used to provide evidence of quality does not mean that the data is qualitative. The characteristic being described may be qualitative, but whether the data is qualitative or quantitative depends on how it is represented. When data are recorded and stored using numbers, this is quantitative data.</p> <p>See also <u>Quantitative Data</u></p>
<p><b>Quantitative Data</b></p>	<p>A record of observations that is solely represented using numbers and quantitative data/information.</p> <p>See also <u>Qualitative Data</u>.</p>

<sup>15</sup> Rasappan, Arunaselam (1995), "How to Budget for Results", *Khidmat*, Kuala Lumpur, Sept. p.18-20

<p><b>Quick Wins (QW)</b></p>	<p>An approach to projects and Programs that works towards producing mandated results within a short period of time after launch. This is meant to serve as a demonstration of the usefulness of the Program and/or to show positive success and to encourage uptake in the coming period. Very often, the QW approach is used as a strategy to encourage Program clients and beneficiaries to continue and accept the Program and the strategies through the production of quick results within a short period of time.</p> <p>See also <u>Rapid Results</u></p>
<p><b>Rapid Results Assessment (RRA)</b></p>	<p>An approach that is particularly used for projects to show quick results within a short period of time. Serves as an encouragement for the project buy-in by stakeholders and target groups. Often uses concept of flagship mini projects to demonstrate success and uptake by relevant interested parties and target groups.</p> <p>Similar in concept as the Quick Wins</p> <p>See also <u>Quick Wins</u></p>
<p><b>Relevance</b></p>	<p>Relevance' may refer to (a) meeting predetermined objectives or (b) providing a service or product that meets stakeholders' needs, some of which may have changed over time. Thus, in some uses, relevance is a synonym for appropriateness; in other uses, relevance refers explicitly to needs while appropriateness refers to meeting objectives (regardless of whether or not needs have changed).</p> <p>See also <u>Appropriateness</u>.</p>
<p><b>Research Design</b></p>	<p>The structure of activities associated with data collection and analysis, including (a) anticipated methods of data collection and analysis including sampling designs, (b) the management of data, (c) the rationale for adopting these methods (d) how reliability and validity will be assessed, (e) assumptions and limitations that may affect findings and conclusions and (f) management of ethical issues including confidentiality and anonymity.</p> <p>See also <u>Evaluation Design</u></p>
<p><b>Results</b></p>	<p>Results are generally regarded as the outputs, outcomes, and impact of a Program. Outputs are the completed product or service of a Program that directly contribute to the Program outcomes. The outcomes of the Program directly relate to the desired change in the status of the problem and/or need of the Program client and/or stakeholders.</p> <p>See also <u>Key Result Areas</u>, <u>M&amp;E Framework</u>, <u>Results Framework</u>, <u>Key Performance Indicators</u>.</p>

<p><b>Results Framework (RF)</b></p>	<p>A detailed table that clearly shows the expected results of a Program such as outputs and outcomes in a hierarchical relationship layout. The RF is used to show in a tabular form the key results, the outcomes, and the outputs of a Program in a vertically and horizontally relationship table. It provides both the Program manager and the stakeholders a clear picture of the expected results from the Program and the internal relationship and linkages between the different results of the Program.</p> <p>The RF is a requisite for the design and finalization of a reciprocal monitoring and evaluation framework which must accompany the RF. It is not advisable to design a M&amp;E framework before the appropriate RF has been designed and validated.</p> <p>See also <i>Monitoring Framework</i></p>
<p><b>Results-Based Management (RBM)</b></p>	<p>A contemporary management philosophy and approach that focuses on the appropriate and timely achievement of relevant goals and objectives through strategic planning, systematic implementation and resource usage, performance monitoring, measurement &amp; reporting, as well systematic utilisation of performance information to improve policy decision making and Program performance at all levels.</p> <p>It is usually applied for an organization or Program/project to ensure the entity is focused on producing the right outcomes and outputs towards achieving its stated goals and objectives.</p> <p>See <u><i>Integrated Results-Based Management (IRBM)</i></u>.</p>
<p><b>Results-Based Monitoring &amp; Evaluation (RBM&amp;E)</b></p>	<p>An approach to monitoring and evaluation activities that is completely results-based and focused on the Program results and the linkages. The results-based M&amp;E system is able to provide the stakeholders and management a clear picture of not only the mandated outputs and outcomes of the Program but also clearly spells out the essential monitoring and evaluation requirements for the Program such as the data management, responsibilities, budgets, timelines etc. The most important feature of the results-based M&amp;E approach is the dedicated focus on results as well as the linkages.</p>
<p><b>Results Framework</b></p>	<p>A detailed matrix or framework that clearly spells out the different results of a Program or project and the linkages using a results ladder. The Results Framework (RF) contains essential information about the various results to be addressed through a Program/project such as the impact, outcomes, and outputs and the indicators (or evidence) of the results. The RF typically also contains the Key Result Areas (KRA) or priorities that are being contributed to by the Program outcomes and impact. The RF is an essential requisite for building a M&amp;E framework.</p> <p>See also <u><i>Key Result Areas, M&amp;E Framework, Key Performance Indicators</i></u>.</p>

<p><b>Results Ladder</b></p>	<p><i>Results Ladder</i> refers to a graphical presentation of the priority performance of specific aspects of a Program that are of primary concern to one or more stakeholder/s. The results ladder provides a clear picture of the different priorities of one or more key stakeholders within a graph showing the performance framework for the Program/s. The RL should demonstrate clearly in a graphical form the hierarchical relationships between the problem and/or need situation for a Program, the causalities, the intervention logic and strategies, the Process and Program Outputs, the layers of Program Outcomes as well as the Program Impact.</p> <p>See also <u>Program Logic</u>, <u>ProLL</u>, and <u>Outcome Hierarchy Analysis</u></p>
<p><b>Risks &amp; Risk Assessments (RA)</b></p>	<p>The factor/s that are likely to negatively affect the expected performance of a Program. Risks pose threats to the achievement of intended outcomes and outputs under a Program. The higher the risk, the more detailed the performance planning has to be including the identification of the risk factors, their consequence, and mitigating measures.</p> <p>A Program may still go on despite high risks if the expected outcomes are of high importance and implications. High risk factors will also result in more cautious performance target-setting including the use of allowable variances in performance levels</p> <p>See <u>Tolerable Variance Allowed</u> or <u>TVA</u>.</p>
<p><b>Results Tree Analysis (RTA)</b></p>	<p>A detailed analysis of a Program and its expected or agreed-upon results as well as their dynamic relationship. The analysis is shown in the form of a logic tree diagram that clearly reflects the different levels of results (outputs and outcomes) and their dynamic linkages.</p> <p>A good RTA should clearly reflect all key results within and outside the Program in a sequential manner and show the relationship at each level and between different levels.</p> <p>A RTA must compliment and directly relate to the Outcome Mapping or Outcome Hierarchy Analysis tools.</p> <p>See also <u>Problem Tree Analysis (PTA)</u> and <u>Causal Tree Analysis (CTA)</u></p>

<p>Rolling Budget</p>	<p>A rolling budget usually covers a period of two or more years during which time the budget is reviewed annually. Sometimes referred to as a “<i>continuous budget</i>”, the rolling budget for a country allows or caters for changes or uncertainties that affect resource bases for that country. A rolling budget is also used to adjust resourcing plans for Programs that continue for more than a year.</p> <p>Typically, a three-year period is recommended for a rolling budget, especially where a Program-based budgeting system is being used. The three-year rolling budget allows for Programs of intervention that typically run for the medium to long-term periods. However, care must be taken to ensure that the accounting system is also tailored to complement the rolling budget.</p>
<p>Sector</p>	<p>There are two perspectives on the concept of Sectors. Firstly, the concept from the perspective of the International Monetary Fund (IMF) and the World Bank. Here, there are typically four Sectors used to classify development and the economy. These are the economic, social, security, and administration sectors. These classifications are generally used internationally to classify major sets of development and economic activities in a country. Each sector has a number of sub-sectors identified under it that have commonality with the sector. For example, the economic sector will have the following sub-sectors under it: industry, agriculture, trade, tourism etc all of which are economic in nature.</p> <p>In some cases, it is possible for a sub-sector to fall under more than one sector. For example, health and education typically fall under the social sector. However, these two sub-sectors can also be linked to the economic sector as health and education activities are no longer purely consumption in nature. In many countries, health and educational services generate substantial revenues for a country.</p> <p>IRBM Perspective: Under the IRBM System, the four traditional sector classifications are deemed as less useful due to the blurring of the sectors in contemporary economic and development planning. Under the IRBM system, sectors are defined as the major functional classifications of development or government intervention actions eg. Education, Agriculture, Welfare etc. These sectors are broad classifications that reflect a major functional area. These can also be backward tagged to one or more of the IMF type sector classifications. Example: The Education sector under the IRBM system can be tagged to both the Economic and Social Sectors under the IMF sector classifications.</p> <p>Each of these Sectors has one or more sub-sectors that represent a functional sub-classification of the sector. Example: Agriculture sector has 4 functional sub-classifications of Crop Production, Forestry; Fisheries, and Animal Husbandry that collectively make up the functional sector of Agriculture. In real life, each Sector can be sub-divided into one ore more of its functional sub-classifications.</p> <p>See <u>Sub-Sector</u>.</p>

<p><b>Sectoral Key Result Area (SKRA)</b></p>	<p>The result or results under a specific Sector that contributes to one or more national key result areas and in turn to a national priority area.</p> <p>Typically parked under a medium-term time frame, the Sector KRA reflects a result area that must be achieved within the medium-term development plan period as part of its strategic contribution to one or more of the national KRAs.</p> <p>A sector KRA also defines a high level result area made up of or more high level sector outcomes that are specific to that sector but which collectively contribute to the sector KRA as well as to the related national KRA and national outcome/s.</p> <p>The Sector KRA and its outcomes forms the basis for lower level implementing entities to link their key results and outcomes to. Example: An implementing Ministry under a particular sector must link its planned results and outcomes to that sector's KRAs and associated outcomes</p> <p>See also <u>NKRA</u></p>
<p><b>Service Clients</b></p>	<p>Service clients are the reason for the existence of the service in the first place. In the same vein as the client being the reason for the existence of a Program, the client is the reason for the existence of a service and is sometimes referred to as the beneficiary of the service.</p> <p>Distinction must be made between a Program client and a service client. The service client is the person/s who is the target of the Program services while the Program client is the entity that set up the Program for a purpose.</p> <p>See also <u>Process Clients</u>; <u>Program Clients</u></p>
<p><b>Shared Outcomes</b></p>	<p>A shared outcome refers to an outcome that was produced jointly by more than one intervention. In real life and especially in social behavioral Programs, the problem and/or need being addressed are often very complex and the causal chain extensive. Such Programs may need a combination of interventions that address either various causal factors individually or jointly. In such cases, where the Program outcome is a result of more than one interventions by different Programs either within the same Ministry/Organization or in collaboration with external entities, such outcomes are referred to as shared outcomes.</p> <p>Where a shared outcome is relevant, due attention must be given to the concept of Counterfactual and care must be taken to avoid Type I or Type II Errors from happening.</p> <p>See also <u>Error Types</u>; <u>Counterfactual</u>; <u>Theory of Change</u>; <u>Attribution</u></p>

<b>Sunken Costs</b>	<p>This is a concept similar to that in economics and accounting. The sunken cost concept here refers to the mandatory commitment to resources needed to run a Program once it has been approved and commenced. Similar to the concept of fixed costs, the sunken costs has to be factored into any Program budget over a period of time, depending on the life span of the Program.</p> <p>In Program strategic planning, the sunken costs for the Program must be estimated and accounted for not only for the current period but also for the entire lifespan of the Program.</p>
<b>Stakeholders</b>	<p>Individuals, people, organisations, or groups with a vested interest or stake in the Program and/or its results, and in the evaluation of the Program. Stakeholders may include:</p> <ul style="list-style-type: none"><li>• Program clients and non-beneficiaries from the target group;</li><li>• decision makers and Program staff;</li><li>• those with an interest in the Program (e.g. advocacy groups and central agencies); and</li><li>• those who are adversely or unintentionally affected by the Program.</li></ul> <p>See <i>Evaluation Audience</i>.</p>

<p><b>Strategies (Policy &amp; Operational Strategy)</b></p>	<p>A plan, system, or course of action/s or initiatives towards achieving predetermined outcomes and impact. Strategies usually comprise several activities and processes that are linked in one or more ways towards ensuring the achievement of the predetermined targets or results. Strategies can be at the policy level or at the operational level.</p> <p>Policy level strategies are referred to as <i>Policy Strategies</i> while at the operational level, they are referred to as <i>Operational Strategies</i>.</p> <p>In real life application, when a Program is trying to achieve specific outcomes under its Program, it may need policy intervention support to achieve the outcomes. The Program thus needs to think about what kinds of policy support it needs to back its intervention efforts to produce the desired outcome/s. However, before the Program is operational or when the Program is running, it also has to clearly determine what process level or operational strategies it needs to utilize towards ensuring the right outputs are produced in a relevant, timely and cost-effective manner to produce the desired outcome/s.</p> <p>Under the IRBM system, both levels of strategies are crucial for the success of a Program. Programs can seldom be successful if they don't work out appropriate strategies towards achieving their desired outcomes.</p> <p>Strategies and their analysis are also a key component of any evaluation of a Program.</p> <p>Refer to the use of Strategies in the <i>ProLL Model</i> for strategic Program planning.</p> <p>See also <u><i>Intervention Strategy; ProLL Model;</i></u></p>
<p><b>Strategic Key Result Areas (SKRA)</b></p>	<p>A Strategic Key Result Area is a combined outcomes area that is at a high policy level. While a KRA resembles a composite result area made up of several outcomes, the SKRA is a composite of high level outcomes that is strategic and directly related to policy level results and typically reflects a high level priority area.</p> <p>See also <u><i>Impact</i></u> and <u><i>Tertiary Outcome</i></u></p>

<p><b>Sub-Sector</b></p>	<p>Generally, a sub-sector is a classification of activities that falls under a Sector. A sub-sector generally contributes to or is linked to the Sector under which it falls. A Sector may have one or more sub-sectors under it. For example, from the IMF classification of four major sectors, education would be classified as a sub-sector falling under the Social sector or Agriculture as a sub-sector under the Economic sector.</p> <p>Under the IRBM system, where education is treated as a Sector, the sub-sectors would be Primary Education, Secondary Education, Higher Education, Pre-School Education etc. Under the Agriculture Sector, the sub-sectors would be Crop Production, Animal Husbandry, Forestry and Fisheries.</p> <p>Under the IRBM system, sub-sectors directly reflect a sub-functional area of a sector and their outcomes must contribute to the overall parent sector outcomes. Example: The Agriculture sector outcome of Food Security would be contributed by all four sub-sectors under it and their respective outcomes.</p> <p>Sectors and sub-sectors are functional classifications and not reflective of the institutional setup to cater for the functional area. Example: Agriculture sector is based on the functional area of agriculture and it does not automatically mean the Ministry of Agriculture. Similarly, the sub-sector of Fisheries is not automatically the Department of Fisheries.</p> <p>See also <u>Sector</u>.</p>
<p><b>Summative Evaluation</b></p>	<p>Evaluations conducted to inform decisions about a Program and whether or not it should continue, with attention to its appropriateness and the extent to which Program outputs and outcomes contribute to long-term cost-effectiveness of the Program.</p> <p>In particular, a summative evaluation seeks to describe the extent to which the Program has contributed to meeting stakeholder's needs and responding to their problems without contributing to other, unintended negative results.</p> <p>See <u>Formative Evaluation</u>, <u>Meta-Evaluation</u>, <u>Effectiveness</u>; <u>Appropriateness</u>.</p>

Systems Model (of  
a Program)

A SYSTEMS model of a Program has the following features:

- the Program's content is contained within a **Program SYSTEM**
- the Program SYSTEM contains (only) **three SUBSYSTEMS**: an INPUT SYSTEM, a PROCESS SYSTEM and an OUTPUT SYSTEM
- each SUBSYSTEM is divided into **its own INPUT, PROCESS and OUTPUT SYSTEM**
- each SYSTEM and SUBSYSTEM has a **boundary** that may be open or close
- the location of each boundary is agreed by **negotiation** amongst relevant stakeholders who may differ regarding the location of each boundary
- an **ENVIRONMENT** SYSTEM is located outside the boundary of the Program SYSTEM
- the ENVIRONMENT contains the Program's **OUTCOME** SYSTEM
- the ENVIRONMENT may also contain other Programs that are described by their own SYSTEMS MODEL
- all SYSTEMS and SUBSYSTEMS may be connected by **arrows** that represent a transfer of information from one system to another; 'information' refers to any transfer that changes the content of one or more SYSTEMS
- arrows that carry information back to a previous SYSTEM represent the flow of **FEEDBACK**
- each SYSTEM and SUBSYSTEM contains an array of different '**elements**' that include activities, information flows, events, values, people, procedures, assumptions, limitations, etc; the content of each SYSTEM and SUBSYSTEM is agreed by **negotiation** amongst relevant stakeholders who may have different preferences and requirements regarding the location of boundaries and the elements within the boundary
- Program managers and staff are both **accountable and responsible** for achieving the results that are included within the boundary of the **Program OUTPUT SUBSYSTEM**

The **highlighted** terms, above, are required as part of a SYSTEMS MODEL that describes a Program.

See Program.

<p><b>Target</b></p>	<p>An agreed-upon value for the performance of an indicator which is used to assess the intended level of agreed-upon achievement. Targets are directly linked with the indicator being used to measure a level of result or performance.</p> <p>Targets can be set in absolute values or expressed in the form of a range of values. Example: "Reduction in unemployment" indicator can have a target set as reduction by 5% or reduction by between 4-6%. Use of a range or scale of values is preferred where the change being measured is uncertain, subject to many variables or where historical performance has wide variances, or simply cannot be predicted accurately due to one or more causal factors.</p> <p>See also <u>Variance</u></p>
<p><b>Target Group</b></p>	<p>A special group within a broader group that is the target of a Program in terms of intended changes or results. May also be applied to a sub-set of a population that is specially targeted for intervention or for being the focus of the activities.</p>
<p><b>Tasks</b></p>	<p>Detailed and micro level actions that are taken under an Activity in the Malaysian budgeting system. These actions together make up the Activity. Task identification under each Activity is important as a budget building block where each task needs to be costed and the budget for an Activity constructed from this process.</p>
<p><b>Terms of Reference (ToR)</b></p>	<p>When applied to a Program, Terms of Reference are the formal functional, process, output, and results expectations of stakeholders on a Program or specific activities under it. These are often similar to the prevailing policies, rules, and regulations that specifically spell out the roles and responsibilities of a Program.</p> <p>In particular, the ToR identify which aspects of appropriateness, efficiency, economy and/or effectiveness need to be focused on in order to fulfill the 'purpose in life' of the Program. They specify the key performance focus areas that are to be addressed in terms of Program appropriateness, efficiency, economy and/or effectiveness. Terms of reference also define the boundaries of the Program's performance by identifying which components or areas of the Program, over which periods of time, will be focused on.</p> <p>See <u>Purpose in Life</u></p>

<p>Theory of Change (ToC)</p>	<p>A Theory of Change relates to how change takes place due to some form of intervention to address a problem and/or need. A ToC is also called an intervention logic of how a change to a problem and/or need situation can be brought about through one or more intervention actions. A detailed ToC is critical for any strategic planning in an intervention Program for it helps identify a complex web of causality for the problem and/or need of the client and beneficiary that the Program is meant to address and what interventions are needed.</p> <p>A ToC is a key component of a Program Design as it helps to identify specific intervention logic and measures to address a problem and/or need situation. Social Programs are very complex with myriad causal factor relationships. A detailed and reliable ToC is extremely helpful in ensuring the Program design and intervention logic are sound and focused, thus assuring better Program outcomes.</p> <p>A reliable ToC is also crucial to avoid Type III Errors from occurring.</p> <p>See also <u>Error Types; Program Design; Counterfactual</u></p>
<p>Throughput</p>	<p>Refers to the processes and activities that take place in a Program before a Program Output is produced. The throughput component may involve one or more activities and as such may contain one or more process outputs.</p> <p>See also <u>Process Output and Process System</u></p>
<p>Tolerance Level (TL)</p>	<p>A minimum level of performance that is considered as serious, not acceptable and that which would elicit a set of mandatory remedial/mitigating actions. Performance below a predetermined or pre-agreed upon target must mandatorily trigger a set of actions to address this performance. The TL is not the same as the tolerable variance allowable (TVA). The TVA is a performance range which is acceptable.</p> <p>Performance below the TVA usually is linked to the filing of an exceptions report to explain the below-expected performance. Performance below a set TL is more serious and reflects some serious issues and/or flaws in the Program delivery.</p> <p>See <u>Tolerable Variance Allowable (TVA); Exceptions Report (ER)</u></p>

<p><b>Tolerable Variance Allowable (TVA)</b></p>	<p>A level of performance for a result area below or above the agreed target level that is acceptable to the stakeholder/s. The acceptable level above or below depends very much on the indicator being used to measure and report the performance for the result area. The concept of TVA recognises the fact that in real life, a Program's result area performance can seldom be precise or guaranteed. This is simply due to the presence of various influencing factors in real life such as uncertainties, risk, capacity, and resources available etc. As such, an estimated TVA is typically used to cover the difference in performance level away from the agreed target due to such factors. Actual performance for a result area within the approved TVA is therefore generally acceptable. However, the presence of a TVA implies that the result area is subject to external factors and the strategic planning for that result area must necessarily include appropriate data collection, in-depth analysis and predictive performance management strategies and forecasting to narrow down the TVA as much as possible for future periods. Generally, the higher the risk or uncertainty level for a result area, the higher the recommended TVA value.</p> <p>In some cases, the TVA may be unidirectional instead of bi-directional. For example, if the result area indicator is GDP per capita, and the agreed target is USD2500 per capita, then the TVA could be bi-directional by a certain level expressed in absolute value or as a percentage such as 10% above or below the expected target of USD\$2500 OR the TVA could be stated simply as USD250 above or below the TVA of USD2500. This will mean that an actual performance within this TVA, is acceptable. In other cases, a unidirectional TVA may make better sense. For example, if the indicator for a result area is "mortality rate", then it will make sense to state the TVA to reflect an improvement in one direction rather than in both directions.</p> <p>Actual performance outside of the TVA, though likely, should not normally happen if the TVA was based on careful historical data analysis and also predictive factor analysis. In some cases, the TVA could be zero and in other cases, it could even be 100%. For example, for an output indicator such as "Budget Supply Bill Produced", the performance TVA has to be either 0% or 100% and not partial.</p> <p>See also <u>Tolerance Level</u> and <u>Data Gaming</u>; <b><u>Variance (VAR)</u></b></p>
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<p><b>Total Engagement Concept (TEC)</b></p>	<p>An important concept of engagement and sustainability in development planning under the IRBM system. This concept is particularly applied for development planning for a country. IN development planning, there are five core functional areas that must be factored into the strategic action plan. These are: planning, implementation, monitoring, reporting, and accountability. In a strategic planning effort, all five functional areas must be addressed. Under the TEC concept in IRBM, a highly collaborative effort is mandatory for development planning whether it is at national level or local levels. This process will see active engagement and participation of various internal and external stakeholders in the planning process.</p> <p>Unlike in typical traditional planning systems, where stakeholders are engaged in the planning process, the TEC sees this strong collaborative process being applied to all five functional areas mentioned above thus adopting a 360 degrees engagement approach. The key stakeholders are engaged in the five functional areas on a continuous loop with no lapse. This helps engage and sustain all stakeholders in all aspects of the development initiative thus improving stakeholder commitment, buy-in and engagement and thus improve the development results for the country.</p> <p>See also <u><i>Boundary Partners</i></u></p>
<p><b>Types of Errors (ToE) (Error Type I, II &amp; III)</b></p>	<p>Various Types of Errors (ToE) may happen in performance management and evaluation. These Errors are referred to as Error Types which are generally categorized as Type I Error, Type II Error and Type III Error.</p> <p>A <b>Type I Error</b> is said to occur when a Program claims credit for an outcome/change when the Program was not the one that directly produced the outcome;</p> <p>A <b>Type II Error</b> is said to occur when an intervention Program does not claim credit for the outcome when it is actually the one that produced the outcome/change;</p> <p>A <b>Type III Error</b> is said to occur when a Program is addressing the wrong problem in the first place. In this instance, it is immaterial that the Program produced good outcome/results as the problem that it was meant to address was wrong in the first place. This can be a fairly common phenomenon especially when the <i>Program Design</i> and/or the <i>Theory of Change</i> for the Program is flawed.</p> <p>See also <u><i>Theory of Change (ToC); Program Design (PD); Error Types (ToE)</i></u></p>

<p><b>Unexpected Outcome</b></p>	<p>Also known as unanticipated outcome. Outcomes which were not predicted as likely to be caused by the Program. Unanticipated outcomes may relate to the objectives of the Program or to another Program; they may be positive or negative outcomes for those affected by them. All Program and evaluation planning should take into consideration the likelihood of unanticipated outcomes so that their causes may be incorporated into the Program or eliminated, depending on whether they are positive or negative.</p> <p>Where some unanticipated outcomes are likely to affect other Programs (either positively or negatively), such information should be shared with the affected Program/s during Program planning and reporting to enable them to factor this into their own strategic performance plans.</p> <p>See also <i><u>Impact</u></i></p>
<p><b>Unintended Impact</b></p>	<p>Also known as unplanned impact. The consequences of one or more outcomes of a Program that were produced without being planned or taken into account in the Program Design. These can be positive or negative.</p> <p>Unintended impact is not necessarily negative in nature as sometimes a Program could produce one or more unintended positive impacts which were not planned for during the planning stage or in the Program Design.</p> <p>See also <i><u>Negative Impact</u></i></p>
<p><b>Variance (VAR) (Tolerable Variance Allowable)</b></p>	<p>A performance range within which performance is expected for a performance area. Often referred to a tolerable variance allowable (TVA), the purpose of a variance is to cater for uncertainties in actual performance against planned performance. In a real life setting, there are many factors that affect performance and the achievement of planned targets, leading to unfair and undue sanctions against non-compliance with set performance target. The TVA allows for a level of performance within a predetermined and pre-agreed upon target range for a performance area. The variance may be described qualitatively or quantitatively.</p> <p>TVA setting must be closely guided by valid and reliable information about past performance and details of all variables or attributes that affect actual performance. The TVA setting must also be guided by the degree of uncertainty and risk levels for a performance area. The greater the degree of uncertainty, the vagueness of historical information, and complexities of contributing factors to a performance area, the bigger the variance to be set.</p> <p>Quantitative TVAs are strongly recommended to be expressed as a range rather than as a single number.</p> <p>See <i><u>Tolerance Level; Tolerable Variance Allowable (TVA); Target</u></i></p>

<p><b>Vertical Integration (HoVer Principle™)</b></p>	<p>Vertical integration is a requirement for development planning under the IRBM system.</p> <p>Among others, it mandates:</p> <p>Systematic cascading of national priorities to relevant contributing lower levels (central, Provincial, Districts)</p> <p>Use of a Program/activity approach to assign cascading responsibilities and accountability for shared impact and outcomes between national &amp; lower levels</p> <p>Systematic identification of Programs/projects at lower levels that help contribute to macro priority areas, goals, and objectives</p> <p>Integration of all resource use from different levels towards one or more relevant Program area</p> <p>Integration between macro national/sectoral priorities and priority development needs at grass-root levels</p> <p>See <i>Horizontal Integration</i> and <i>Integrated Results-Based Management</i>.</p>
<p><b>Weight / Weightage</b></p>	<p>A relative measure of importance or degree of contribution by a factor to a result area. A useful tool to use when identifying causality, attribution and contribution of one ore more factors related to a problem and/or need or an associated result area.</p> <p>The total weight of the contribution of identified factors to an outcome must be set at 100 though there may be other factors. This is simply because the concept of weightage in contribution relates to the extent to which a factor has caused or contributed to an effect or outcome.</p> <p>Weights are useful for many purposes among which is the link with allocative efficiency in terms of how much resources need to be provided for an intervention action.</p>
<p><b>Whole of Government (WoG)</b></p>	<p>An approach whereby an intervention effort is targeted at the entire government instead of one organization. Example: Results-based management principles can be applied to one organization and then extended to other organizations in a staggered manner or it could also be applied to the entire government and all institutions in the public sector in one go.</p> <p>The adoption of the whole-of-government approach does not mean that everything must be done for all entities in one phase. The WoG approach just implies that an intervention strategy or system must factor in the entire government in the implementation strategy but the implementation can be done in stages. This is especially important as there are many strategic linkages between functional components such as planning and budgeting or planning and M&amp;E etc when planning to introduce a system-wide initiative.</p>



**Source:**

Materials for this Handbook were adapted from:

1. © 1999 Arunaselam Rasappan/Jerome Winston/Burt Perrin, *Public Sector Program Evaluation*, Ministry of Finance, Malaysia, Kuala Lumpur.
2. Country Examples of Application from CeDRE International client countries in Asia, Africa, Middle East, and Australasia.
3. Focus group discussions among CeDRE International panel experts with wide international country experiences.

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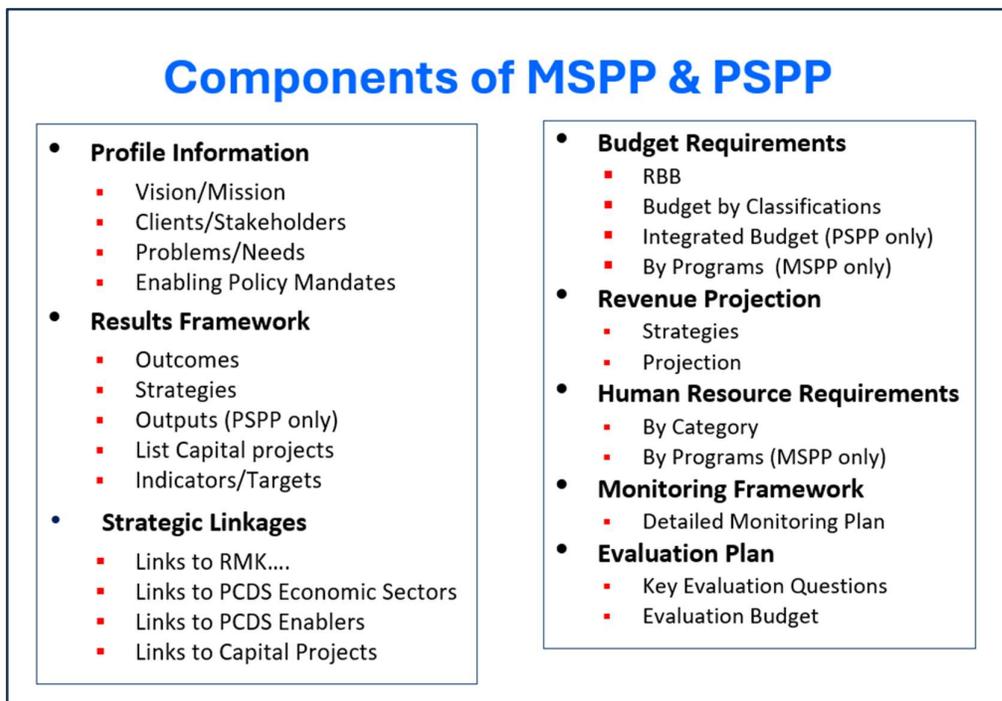
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## **Attachment 2 – Instructions to Complete Ministry Strategic Performance Plan (MSPP)**

There are two components to the Strategic Results Framework (SRF) to be completed at the implementation level under RBB. The first will be the Ministry Strategic Performance Plan (MSPP) to be completed by the Ministry, and the Program Strategic Performance Plan (PSPP) to be completed by all the programs under the Ministry. The PSPP will be guided by the results identified in the MSPP. The Programs, in turn, will contribute to the achievement of the result at the Ministry level. Much of the information required in the MSPP and the PSPP will be similar.

The Outline of the contents of the MSPP and PSPP are as shown in the box below. The documents serve as a Strategic Planning Document for both the Ministry and the Program. Each document starts with an outline of the Profile of the respective levels. The documents capture the key components of the RBB, starting with the comprehensive Results Framework (RF). To meet the requirements of the RF, we identify the resource requirements in terms of financial and human resources. Where relevant, revenue-collecting entities will identify strategies for managing and forecasting revenue collection. To monitor the execution of the plans a comprehensive monitoring plan will also be included. Finally, the ministry and programs will identify program/s that need to be evaluated in the budget year or the 2 forward years.



Technical Guidelines for the Preparation and Submission of the Results-based Budgeting (RBB) Strategic Performance Rolling Plan by the Ministries and Departments to the State Financial Office. Please reference the Actual MSPP Document while reading the Guidelines. A copy of the latest Version is attached to this document in **Attachment 4**.

# Ministry Strategic Performance Plan (MSPP)

## TECHNICAL GUIDELINES

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
		<b>Ministry Strategic Performance Plan (MSPP)</b>
		<p>The MSPP constitutes a submission by the respective Ministries to the State Financial Secretary's Office (SFSO) on the strategic priorities of the Ministry that contribute to the broader State (PCDS2030) priorities, and the strategic actions that have to be taken to achieve its targets. Based on this set of actions and the planned targets, the Ministry will request resources, both financial and human resources, for the new budget year. The MSPP constitutes 3 components, i.e. the Ministry Results Framework (MRF), the Ministry Budget submission and the Ministry Monitoring and Evaluation Framework (M&amp;EF). In line with the RBB principles, the MSPP is cascaded down from the State Strategic Results Framework (SSRF)<sup>16</sup>. That way, the state-level priorities identified in the Economic Sectors and the Enablers of the PCDS 2030 will guide the Ministries in developing their respective priorities in the MSPP.</p>

**Budget Year: XXXX**  
**Rolling Plan XXXX-XXXX**

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
		<b>Budget Year: XXXX</b>

<sup>16</sup> SSRF will identify all the State-level priorities from the Sectors in the PCDS. These State Priorities will guide the Ministries in developing their respective Ministry level Results Framework in the Ministry Strategic Performance Plan.

		The Year XXXX refers to the Budget Year for which this document is being prepared. Generally, the budget process starts in April/May of the previous year. For example, for Budget Year (BY) 2026, the process will start in April/May of 2025, with the issuance of the Budget Circular.
		<b>Rolling Plan XXXX-XXXX</b>
		This refers to the 3-year Rolling Plan for which the MSPP will be prepared. Planning for Outcomes and achieving them will generally require a longer timeframe. It is therefore vital that Program Managers plan for a longer period so they can visualise the resources required and better plan their Programs. It also provides an indication to SFSO on the commitment they need to make over the next 3 years in ensuring that outcome targets are met.

## Executive Summary

<ol style="list-style-type: none"> <li>I. Introduction &amp; Background</li> <li>II. Past Performance of Ministry</li> <li>III. Planned Performance of the Ministry</li> <li>IV. Going Forward</li> <li>V. Conclusion</li> </ol>
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No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
		<b>Executive Summary</b>
		The submission of the MSPP document will be accompanied by an Executive Summary. The Summary will focus on two important components. These components are the Past Performance of the Ministry and the Planned Performance of the Ministry; both are important components for planning and justifying the resource requirements. The

		Executive Summary as in all summaries will provide an overview of the current planning document and a view of the previous year's performance.
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<p><b>1.0 Introduction</b></p> <p><b>1.1 Background</b></p> <p><b>1.2 Ministry Vision/Mission Statement</b></p>
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No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>1.0</b>	<b>Introduction</b>
		Provide an introduction to the Ministry. What are its main policy mandates and Terms of Reference? This information will be in the gazette order that first created the Ministry. Also broadly list the policies and legislation/s that empower the Ministry. Examples of such policies could be the PCDS, Industrial Master Plan, State Agricultural Policy or Sarawak My Second Home. Legislation could be in the form of a State Ordinances created directly under the Ministry or Federal Legislation such as Customs Act, Income Tax Act, Environmental Protection Acts. Most State Ordinance are for compliance and enforcement.
	<b>1.1</b>	<b>Background</b>
		Provide some historical perspective of the Ministry, its functions in the early days and early mandates, and its achievements over the years. How things have changed over time including reorganization that has affected its functional areas over time. Also, provide information on some of the challenges and issues and lessons learnt.
	<b>1.2</b>	<b>Ministry Mission/Vision</b>
		Briefly describe the aspirations of the Ministry in terms of its vision and its 'purpose in life' as its mission statement.

### 1.3 Ministry Stakeholders, Clients & Beneficiaries

Preamble on Ministry's Clients and Stakeholders

Table 1.1: List of Stakeholders & Clients

Ref	Stakeholders Description	Clients Status
<b>A.</b>	<b>Stakeholders</b>	
1.		
2.		
3.		
4.		
<b>B.</b>	<b>Clients</b>	
1		
2		
3		
4		
5.		
6.		

Table 1.2: List of Beneficiaries

Ref	Beneficiaries Description	Clients Status
<b>A</b>	<b>Beneficiaries</b>	
1		
2		
3		
4		

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>1.3</b>	<b>Ministry Stakeholders, Clients and Beneficiaries,</b>
		<p>They can be identified in several categories such as Direct and Indirect, Internal and External (Client Status). For the Ministry, list down all the key Beneficiaries', Clients and Stakeholders and focus primarily on the Direct Beneficiaries', Direct Clients and Direct Stakeholders.</p> <p>Beneficiaries are the principal group to whom your goods and services (outputs) are rendered. They are the 'Purpose in Life' (PiL) of the existence of the Program. The group benefits directly from the program intervention. Examples include Farmers for Agriculture Program, Patients for Medical Program, Parents and Students for Educational Program etc.</p>

		<p>“Direct” here refers to the key target group/s of Beneficiaries, Clients and Stakeholders that the Ministry/Program is supposed to serve. Unintended or unplanned Beneficiaries are Indirect and will not be dealt with in this exercise.</p> <p>The Client refers to the entity that commissioned or set up the Program. In this case, the Client has commissioned/set up a specific Program of intervention in a need/problem area to help resolve the need/problem for a set of beneficiaries and not necessarily for itself directly. Example of a Client is the Income Revenue Board (IRB). The IRB was set up by the Ministry of Finance (MOF) only for one purpose, ie to collect Direct Taxes for the MOF. They are only beholden to the MOF. For IRB, MOF is their Program Client. MOF is also a stakeholder, but their obligation as a client differs from their obligation as a stakeholder.</p> <p>Please refer to the IRBM Glossary for more details and examples.</p>
	<b>Table 1.1</b>	<b>List of Program Clients</b>
		<p>Program Clients refer to the entity/ies that commissioned or set up the Program for a purpose. Program clients may not necessarily benefit directly from the Program, but they are interested in resolving a problem and/or need for which reason the Program Client commissioned/set up the Program in the first place. In this instance, in almost all cases, the Program client will also be the direct stakeholder as they would be interested in the outcome of the Program that they commissioned/set up. Program clients may also be beneficiaries if the Program set up was meant to benefit them directly.</p> <p>Program clients are the fundamental reason for the existence of a Program, as the Program must produce outcomes to solve the problem/s/needs of the Program client/s.</p> <p>For further details, see the IRBM Glossary of Terms in <a href="#">Attachment 1</a>.</p> <p>Examples: A good example would be the SFSO or Ministries setting up a State-Owned enterprise. The Program Client is the SFSO or the Ministries, but the Program beneficiaries are the SMEs. The SFSO and Ministries in this case are also stakeholders as it has a vested interest in the outcome of the SOEs related to them directly.</p>
	<b>Table 1.1</b>	<b>List of Stakeholders</b>
		List here all key stakeholders of the Program. Stakeholders are

		<p>Individuals, people, organisations, or groups with a vested interest in the outcome of the Program. Direct Stakeholders are the entities that can make or influence policies related to the Programs. Stakeholders may include:</p> <ul style="list-style-type: none"> <li>• Program Clients</li> <li>• Policy decision-makers (EPU, SFSO, Cabinet, Premier)</li> <li>• Other entities outside the Program with a vested interest in the outcome of the Program (e.g. advocacy groups and central agencies); and</li> <li>• Entities adversely or unintentionally affected by the Program and who can make or influence policies related to the Program.</li> </ul> <p>Examples: Cabinet, Assembly, EPU, Political Parties, Labour Unions and other related Associations.</p>
	<b>Table 1.2</b>	<b>Beneficiaries</b>
		<p>Beneficiaries are the individuals/entities that benefit directly from the Program intervention. They are the fundamental reason for the existence of the Program, without whom the Program would not exist. Beneficiaries can be direct and indirect. While direct beneficiaries are the intended target for the program, there is a likelihood that others may benefit from the program.</p> <p>Example: Subsidised Medical programs are meant for the benefit of Malaysians, but foreigners (even illegal ones) also benefit from these programs, as the hospital or the government clinics are obligated to treat all patients.</p>

## 1.4 Ministry's Policy Mandate

*Preamble on Policies Applicable to the Ministry*

Table 1.3: List of Relevant Policies

Ref	Policy Mandate	Policy Doc. Reference	Relevant Section/Clause
1			
2			
3			
4			

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	1.4	<b>Ministry's Policy Mandate</b>
		<p>Any legal and/or binding requirement that mandates a specific course of action and results for a Program. Often in the form of legislation or ordinances, which are formulated to address a certain need and/or address a problematic situation.</p> <p>For the public sector, a policy can be in the form of a law, state enactment or statute approved by a formal policy-making body. Cabinet decisions are also regarded as policies that need to be implemented by the administrative bodies/institutions. Any form of policy circular issued by a central policy agency is also regarded as policy.</p> <p>Policy identification is important as that represents an official mandate on the Program and also imposes the allocation of resources for the implementation of the policy/ies.</p> <p>Specific provisions that are relevant to the Ministry or Program in the broader policy must be identified and highlighted.</p> <p>Example:</p> <p>Local Government, legislations related to compliance and enforcement, such as building by-laws, littering, parking, etc.</p> <p>SFSO, Financial Procedure Act, Treasury Instructions, Customs Act etc.</p> <p>Non-legislative policies such as Industrial Master Plan, Agriculture Policy, Digital Master Plan etc. Both the National and State levels.</p>

## 1.5 Ministry's Key Results

*Preamble on Ministry's Key Results Deliverables*

*(Outputs in this document to be completed after completing PSPP)*

Table 1.4: Ministry Key Results (Outcomes & Outputs)

Min OutC Ref.	Ministry's Outcomes	Ministry's Key Program Outputs (by Outcomes)
OutC1	Outcome Name here	Output 1: Output Name here
		Output 2:
OutC2		Output 1:
		Output 2:

OutC = Outcomes    OutP = Output

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>1.5</b>	<b>Ministry Key Results</b>
	Table 1.4	<p>This opening section on results will summarise the key results areas of the Ministry. It will reflect the Outcomes the Ministry is supposed to achieve and the Outputs that contribute to it. Since the Ministry itself is a policy entity and will not generate outputs, the information will be obtained from its program PSPP and assigned through the contributing Program Outcomes. Program Outcomes contribute to the Ministry Outcomes</p> <p>Here, both results are listed by outcomes and outputs to provide the reader with an overview of what is being implemented by the Ministry and its commitment.</p>

## 1.6 Ministry Strategies to Achieve Outcomes

Preamble on Medium and Short-term Strategies Applicable to the Ministry

Table 1.5: Ministry Strategies and Linkages

Ref	Ministry Outcomes	Budget Year Strategies	Medium Term Strategies	Longer Term Strategies
OutC1	<b>Outcome 1:</b>	•	•	•
		•	•	•
OutC2	<b>Outcome 2:</b>	•	•	•
		•	•	•
OutC3	<b>Outcome 3:</b>	•	•	•
		•	•	•
	Add more as needed	•	•	•

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>1.6</b>	<b>Ministry Strategies to Achieve Outcomes</b>
	Table 1.5	<p>Kindly refer to the Program Logic Model (ProLL) diagram to better understand Strategies and their contribution to the results areas. Outcomes are generally what you want to achieve, and the Strategies are how you achieve it. Budget year and short-term strategies are generally operational strategies (<i>Please refer to the glossary for differences between Policy Strategies and Operational Strategies</i>). Long-term Strategies can be operational or policy strategies.</p> <p>Strategies will allow us to identify the best option to achieve the outcome. The best option to achieve the outcome will be decided based on its value for money and the impact that it will have on the outcome. Strategies will allow us to decide on the best option for outputs that will contribute to the outcomes.</p> <p>See Example below:</p> <p>Links between Problems&gt;Causality&gt;Strategies&gt;Outputs</p>



		<p>resulting in major resource savings and improved results. In the case of the State Governments, it recognises the need to link the Program level contributions to both the Malaysia Plan (RMK) Priorities and the State Level PCDS2030 Priorities.</p> <p><i>Note: In the case of Sarawak, the reference to RMK Priorities will only be Programs/Projects directly assigned to the State and those that are possibly provided with full or partial Grants. Other National Priorities in the RMK will be cascaded down through Federal Ministries to their Respective State Departments and will not be captured in this document.</i></p>
<b>2.1</b>		<b>Ministry Outcomes and Linkages with RMK....</b>
Table 2.1		<p>In this table, we try to establish the link between the Ministry Outcomes to the relevant State Priority and its related Outcomes identified in the RMK document. It may only be a partial contribution, as many other Ministries may also contribute to the same high-level national outcome. Similarly, specific Ministry outcomes may contribute to one or more State Priorities and Outcomes. (Principle of One to Many).</p> <p>In the case of Sarawak, only State Priorities assigned directly to the State are assigned priority (see Note in para 2.0 above)</p>

## 2.2 Ministry's Outcomes and Linkages with the PCDS Sector and its Outcomes

*Preamble on Ministry's Linkages to PCDS Sectors*

**Table 2.2:** Ministry Outcomes Link to PCDS Sector and Sector Outcomes

Min OutC Ref.	Ministry Outcome Description	PCDS Sector			
		PCDS Sector Priority Ref.	Related PCDS Sector Priority Description	PCDS Sector OutC Ref.	Related PCDS Sector OutC Description

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>2.2</b>	<b>Ministry's Outcomes and Linkages with the PCDS Sector and its Outcomes</b>
	Table 2.2	The same principles of cascading as in Table 2.1 earlier apply to Table 2.2. However, in the case of PCDS, outcomes from the economic sectors will be wholly assigned to the State Ministries. In Table 2.2, the Ministry Outcomes will be listed and assigned to the relevant economic sector and their respective Outcomes. The one-to-many rule also applies here. One Ministry outcome can contribute to more than one sector and its outcome/s. Care should be taken to ensure the linkages and contributions of the outcomes.

### 2.3 Ministry's Outcomes and Linkages with PCDS Enablers and its Outcomes

Table 2.3: Ministry Outcomes Link to PCDS Enablers and Enabler Outcomes

Min OutC Ref.	Ministry OutC Description	PCDS Enablers			
		PCDS Enabler Ref.	Related PCDS Enabler Description	PCDS Enabler OutC Ref.	Related PCDS Enabler OutC Description

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>2.3</b>	<b>Ministry's Outcomes and Linkages with the PCDS <u>Enablers</u> and its Outcomes</b>
	Table 2.3	The same principles of cascading as in Table 2.2 apply here except that this time it's with reference to the PCDS Enablers and its Outcomes. The one-to-many rule also applies here. One Ministry outcome may contribute to more than one sector and its outcome/s.

### 3.0 Ministry's Performance Plan and Contributing Programs

#### 3.1 Ministry Programs

*Preamble on Ministry's Programs and its Outcomes (Narrative)*

Table3.1: List of Ministry Outcomes and Contributing Programs

Min OutC Ref.	Ministry Outcomes Description	Program Ref.	Contributing Programs
			

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>3.0</b>	<b>Ministry's Performance Plan and Contributing Programs</b>
		<p>This is an important section as it reflects the Ministry's core business and performance deliverables.</p> <p>Ministries' functions are assigned to a set of Programs under it. Each Program is set up as a specific "Program of Intervention" in a priority area to address its specific problem/need and to produce the desired outcome/s. As part of its performance dimension, we need to identify a set of Ministry Outcomes mandated by the Ministry. We do this by using Program logic tools such as the Program Logic and Linkages (ProLL)<sup>17</sup> Model which is an internally proven Program logic analytical tool. This Program logic tool, along with associated tools such as the Outcomes Hierarchy Analysis, Problem Tree Analysis and Root Cause Analysis, will need to be applied to ensure a robust and defensible Program logic for each Program and its intervention efforts.</p> <p>Outcomes are defined as the 'change we bring to a problem and/or need situation'.</p> <p>An Outcome (OutC) is a result that occurs as a consequence of a Program's intervention outputs. Outcomes may be short-term or longer-term depending on the type of outputs that are produced, the nature of the problem and/or need to be addressed and their causality. Please refer to the Glossary in Attachment 1 for more details on types of Outcomes.</p> <p>Examples of Outcome Statements:</p>

<sup>17</sup> Program Logic and Linkages Model (ProLL)

		<p>Health: reduction of Mortality Rate during childbirth, OR reduction in infant mortality.</p> <p>Education: Increase in Literacy among the adult population OR reduction in dropout rate among teenagers.</p> <p>Agriculture: Increased grain production among subsistence farmers OR an increase in income from grain production.</p>
	<b>3.1</b>	<b>Ministry Programs</b>
		<p>Here we list out all the Programs of interventions identified under the Ministry. Programs are a planned intervention for change that comprises a set of activities and results that have a common focus in terms of desired outcomes and impact over a period of time. Often made up of several activities that collectively contribute through their outputs to achieving of specific outcomes under the Program.</p> <p>Programs are identified using the Program Logic (ProLL) Model as part of the strategic intervention to address the problems and/or needs of the Program clients and stakeholder/s.</p> <p>Examples of Programs:</p> <p>Education: Adult Literacy Program;</p> <p>Agriculture: Food Security Program, Farm Consolidation Program</p>
	Table 3.1	<p>This table lists the Ministry outcomes and identifies the Programs contributing to the Ministry outcomes. This is to identify the contributing Programs to the Ministry's outcome. The Ministry outcomes may be contributed to by one or more Programs under the Ministry and their outcomes. A Program can contribute to one or more Ministry outcomes. The purpose here is to identify which Programs are related to and contributing to the relevant Ministry outcomes.</p>

### 3.2 Ministry's Performance Plan

Preamble on Ministry outcomes and deliverables

Table 3.2: Ministry's Outcomes, KPIs, Baselines and Targets

Ref.	Unit Measure	Baseline		Annual Performance Targets of Ministry Outcomes				
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3
				2023 (Previous Actual)	2024 (Current Approved)	2025 (Budget Yr Forecast)	2026 Forecast	2027 Forecast
MOut C 01	Outcome Description			Contributing Programs		P1: P3:		
KPI 01	KPI Description:							
	Tonnage/year	1999	2.0	2.3				
KPI 02	KPI Description							
MOUC 02	Outcome Description			Contributing Programs		P1: P3:		
KPI 01	KPI Description							

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	3.2	<b>Ministry Performance Plan (1)</b>
		<p>This table is meant to provide an overview and details of the Strategic Performance Plan (SPP) of the Ministry. The performance information (outcomes) to be completed here is the result of a detailed back-end Program logic analysis to identify the results that the Ministry has to achieve and which are expected to contribute to the relevant state priorities.</p> <p>Their contributions and their linkages have already been established in the previous tables 2.1, 2.2 and 2.3. The Outcomes will address the problems and needs of the clients and stakeholders at the Ministry level. These outcomes will be achieved through the contributions of the Program Outcomes under the Ministry.</p> <p>Each Outcome will be measured through a set of Key Performance Indicators (KPIs). KPI here refers to the evidence to show a change in a result area. There can be one or more such evidence to show such a change, but typically we would want to focus on the main evidence that can accurately and reliably show the change. This is also</p>

	important to avoid unnecessary time, effort and costs of collecting data related to the evidence.
--	---

Table 3.2: Ministry's Outcomes, KPIs, Baselines and Targets

Ref.	Unit Measure	Baseline		Annual Performance Targets of Ministry Outcomes					
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3	
				2023 (Previous) Actual	2024 (Current) Approved	2025 (Budget Yr) Forecast	2026 Forecast	2027 Forecast	
MOut C 01	Outcome Description				Contributing Programs	P1:	P3:		
KPI 01	KPI Description:								
	Tonnage/ year	1999	2.0	2.3					

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	3.2	<b>Ministry Performance Plan (2)</b>
	Table 3.2	<p>Please see the area of the BOX marked in RED.</p> <p>Ministry Outcome (MOutC) represents the reference to the relevant Ministry Outcome. Next is the Ministry Outcome Description. Here we copy the outcome statement of the Ministry. In the same row, also indicate which other Programs contribute to it. This information is already in Table 3.1. It will be stated here to keep us informed while we fill in the other related information.</p> <p>The information in this box will be the basis for identifying the other relevant information about/the outcome.</p> <p>The information is repeated for each Ministry Outcome (MOutC)</p>

Table 3.2: Ministry's Outcomes, KPIs, Baselines and Targets

Ref.	Unit Measure	Baseline		Annual Performance Targets of Ministry Outcomes				
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3
				2023 (Previous) Actual	2024 (Current) Approved	2025 (Budget Yr) Forecast	2026 Forecast	2027 Forecast
MOut C 01:	Outcome Description			Contributing Programs		P1: P3:		
KPI 01	KPI Description:							
	Tonnage/ year	1999	2.0	2.3				

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>3.2</b>	<b>Ministry Performance Plan (3)</b>
	Table 3.2	<p>The area highlighted in RED spells out the information to be completed in Table 3.2.</p> <p>All Columns with the words "Ref." may be ignored for the time being, as these references are for software system utilisation. The codes for this column will be provided by the e-system later.</p> <p>The second Column 'Unit Measure' has to be read with the KPI, as it identifies the unit of measure used for measuring the KPI. Please remember that this KPI is to measure the Outcomes in the Table.</p> <p>Examples: Numbers, Percentages, Ratios, Ranking etc</p> <p>The third column under 'Baseline' has two components to it, 'Year and Value'. A baseline is a point in time from an earlier period with which the performance for a particular performance indicator can be compared with a current point in time. Baseline can be assessed in terms of two dimensions i.e. the timeline and the quantum or value of the indicator. The baseline is usually defined in terms of the baseline year (a point in time in the past) and the performance value for a performance indicator at that point in time. It serves as a starting point from which the BY targets will be measured.</p>

Table 3.2: Ministry's Outcomes, KPIs, Baselines and Targets

Ref.	Unit Measure	Baseline		Annual Performance Targets of Ministry Outcomes				
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3
				2023 (Previous) Actual	2024 (Current) Approved	2025 (Budget Yr) Forecast	2026 Forecast	2027 Forecast
MOut C 01	Outcome Description			Contributing Programs		P1: P3:		
KPI 01	KPI Description:							
	Tonnage/year	1999	2.0	2.3				

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	3.2	<b>Ministry Performance Plan (4)</b>
	Table 3.2	<p>Table 3.2 displays the Annual Performance Targets for Ministry Outcomes. The performance targets are set for the respective KPIs. The submission will be part of the 3-year rolling plan as explained earlier in this document, where Ministries have to submit what they plan to achieve over the next 3 years (Y+1, Y+2 and Y+3), where the budget year Y+1 is the critical one as that represents the actual budget year for which funds are being requested. Y+2 and Y+3 are projections for the years after the budget year, since outcomes may take a longer time to manifest. To provide some time-based perspective, the table will also capture the target for the current year (Y) and the actual achievement for the previous year (Y-1).</p> <p>When setting targets, ensure that the targets are realistic and based on experience, capacity to deliver, and resources, among others. Do not attempt to set targets that look good or to impress, but are unrealistic. When setting targets, you will also be allowed to estimate variances for the targets you are setting. This is to ensure that you are not bound by absolute numbers which are impractical to achieve.</p> <p><u>State Owned Enterprises (SOEs)</u> under the Ministry: All SOEs, be it Statutory Bodies or Government Link Companies, will be required to complete the PSPP as they are programs that will contribute to the Ministry Policy Priorities (outcomes). While policy-level outcomes will be identified in each PSPP, an additional dimension will be Financial Outcomes, often reflected in Gross or Net profits, Operating Incomes,</p>

		<p>and Revenue Collection. In these cases, these Outcomes must be captured in the Ministry Outcomes as separate Outcomes and the SOE being the sole contributor.</p> <p>See Below Examples of Financial Outcomes and its indicators:</p> <p style="text-align: center;"><b>Outcomes relating to Financial Performance and applicable indicators</b></p> <table border="1"> <thead> <tr> <th>No.</th> <th>Level</th> <th>Indicator</th> </tr> </thead> <tbody> <tr> <td rowspan="7">OC 1</td> <td rowspan="7">Increased profitability / Improved financial performance</td> <td><b>1. Return on Equity (ROE)</b> = (Net Income / Shareholder Equity) × 100 (Shows profitability in relation to shareholder investment)</td> </tr> <tr> <td><b>2. Net Profit Margin</b> = (Net Profit after Tax / Revenue) × 100 (Reflects overall profitability after all expenses)</td> </tr> <tr> <td><b>3. Earnings Per Share (EPS)</b> = Net Income / Total Outstanding Shares (Shows profitability per share)</td> </tr> <tr> <td><b>4. Dividend Yield</b> = (Annual Dividend / Stock Price) × 100 (Measures return on investment through dividends)</td> </tr> <tr> <td><b>5. Gross Profit Margin</b> = (Gross Profit / Revenue) × 100 (Measures profitability after deducting production costs)</td> </tr> <tr> <td><b>6. Operating Profit Margin</b> = (Operating Profit / Revenue) × 100 (Shows profitability from core business operations)</td> </tr> <tr> <td><b>7. Return on Assets (ROA)</b> = (Net Income / Total Assets) × 100 (Measures efficiency in using assets to generate profit)</td> </tr> </tbody> </table> <p style="text-align: right; font-size: small;">Part 2 IRF on M&amp;E Workshop for SOEs, SFSO Apr 14-3 May 2025</p>	No.	Level	Indicator	OC 1	Increased profitability / Improved financial performance	<b>1. Return on Equity (ROE)</b> = (Net Income / Shareholder Equity) × 100 (Shows profitability in relation to shareholder investment)	<b>2. Net Profit Margin</b> = (Net Profit after Tax / Revenue) × 100 (Reflects overall profitability after all expenses)	<b>3. Earnings Per Share (EPS)</b> = Net Income / Total Outstanding Shares (Shows profitability per share)	<b>4. Dividend Yield</b> = (Annual Dividend / Stock Price) × 100 (Measures return on investment through dividends)	<b>5. Gross Profit Margin</b> = (Gross Profit / Revenue) × 100 (Measures profitability after deducting production costs)	<b>6. Operating Profit Margin</b> = (Operating Profit / Revenue) × 100 (Shows profitability from core business operations)	<b>7. Return on Assets (ROA)</b> = (Net Income / Total Assets) × 100 (Measures efficiency in using assets to generate profit)
No.	Level	Indicator												
OC 1	Increased profitability / Improved financial performance	<b>1. Return on Equity (ROE)</b> = (Net Income / Shareholder Equity) × 100 (Shows profitability in relation to shareholder investment)												
		<b>2. Net Profit Margin</b> = (Net Profit after Tax / Revenue) × 100 (Reflects overall profitability after all expenses)												
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		<b>7. Return on Assets (ROA)</b> = (Net Income / Total Assets) × 100 (Measures efficiency in using assets to generate profit)												

### 3.3 List of Capital Projects by Programs

Preamble on Capital Projects and their positioning related to the Program Outcomes.

Table3.3: Summary of Ministry Capital Projects by Programs

Project Ref.	Project Name	Project Classification	Related Program	Related Program Outcome

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	3.3	List of Development Projects (1) by Programs

		<p>Table 3.3 will capture all the Development Projects approved for the Ministry and need to be listed by Programs and their Outcomes. Development Projects by their nature, are process outputs (goods and services) that contribute to a Program Output. Please see the glossary for process and program output definitions. Development projects are what we term as Process Outputs. This means that by itself, it cannot manifest as an outcome without the infusion of Operating Programs. Hospital buildings by themselves cannot contribute to an outcome without putting in the doctors and nurses and the medical and nursing Programs.</p> <p>The Development Projects will have an impact on the Program Outcomes. While in most cases projects can be assigned to a single Program, there are instances where a Development Project may be utilised across different Programs. In such instances, we would need to place the Project under the Program that has the biggest or most direct contribution to the relevant outcome under the Ministry. Where this cannot be done, it is also possible to place the project under the Management Services Program 18 of the Ministry, which provides common services to all Programs under the Ministry.</p> <p>Example: A new hospital building may contribute to more than one Program area so it's best to assign it to the management services Program of the hospital.</p>
	Table 3.3	<p>Project Name: insert the name approved by the Economic Planning Unit Sarawak and as it appears in the list of approved projects</p> <p>Project Classification: Type of Project, Building (Hospital, Schools, Office), Infrastructure (Roads, Bridges, Dams), Procurements of Machines (Vehicles, Farm and construction machinery, large air conditioning units)</p> <p>Related Program and Program Outcome: State to which Program the Development project is contributing to and specifically to which Program outcome.</p>

<sup>18</sup> Sometimes referred to as the "General Administration Program" or the "Corporate Services Program"

**Table 3.4:** Capital Projects by Location and Priority

Programs Ref. / Project Ref.	Programs/ Project Description	Division	District	Priority Project (QWs)
Program Ref./Name				

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>3.3</b>	<b>List of Development Projects (2) by Location and Priority</b>
	Table 3.4	<p>Programs/Project Description: List the Development Projects by the respective Programs and identify their location by Division and by Districts. That way we can establish a Geographical GPS for each project for easy monitoring and reporting.</p> <p>Priority Projects (Quick Wins): By identifying the project by priority, we can then establish a list of quick-win projects that can be addressed in the interest of the people. The approach of QWs projects is typically a Program delivery strategy.</p> <p>Examples of Quick Win Projects: Rural Clinics, Rural Roads, Broadband Penetration, Farm Machines</p>

#### 4.0 Cross-Cutting Issues Areas (CCIA)

*Preamble and background on cross-cutting issues and their respective outcomes*

##### 4.1 Ministry Outcome Linkages to CCIA Outcomes

Table 4.1: Summary of Ministry Outcomes and Linkages to CCIA

Min. Outcome Ref.	Ministry Outcomes Description	CCIA Ref.	Relevant Cross-Cutting Issue Description	CCIA Outcomes Ref and Description

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>4.0</b>	<b>Cross-Cutting Issue Areas (CCIA)</b>
	Table 4.1	<p>Cross-cutting Issue Areas (CCIA) are for managing vital issues that don't belong to any one particular functional area and must be addressed in an integrated manner across all relevant Programs that are supposed to contribute to the desired outcome of an CCIA. Some of these issues may have been captured in the Ministry Outcomes and Programs separately and undertaken in a fragmented manner.</p> <p>CCIAs such as Poverty Eradication, Employment Creation, Environmental Sustainability etc. are critical and priority issues, and the outcomes for these issue areas must be contributed to by all Programs that have a contribution to it. For each CCIA, the State EPU will have to appoint a Lead Ministry</p> <p>For each CCIA, a Results Framework similar to the MSPP needs to be prepared. In this CCIA Results Framework, the Outcomes and the KPIs will be identified for each CCIA by the Lead Ministry for that issue area. When a Ministry is doing its strategic planning, it must clearly identify what is contributing to one or more of the CCIA outcomes. The Ministry Outcomes (Column 2) in Table 4.1 will need to be linked to a relevant CCIA and its outcome as required in Columns 4&amp;5 of Table 4.1.</p>

## 5.0 Ministry Budget and Estimates

### ▲ 5.1 Ministry Budget by Policy Classification

*Preamble to appropriation by Policy with a special view of New Policies*

Table 5.1: Budget by Policy Classification

Policy Classification		Annual Budget				
		Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
				Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
Total Recurrent Policies (Cumulative)						
New Policy/Policies	New Policy 1:					
	New Policy 2:					
One-Offs	One-Offs 1:					
	One-Offs 2:					
<b>Total Budget</b>						

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>5.0</b>	<b>Ministry Budget and Estimates</b>
		The Ministry's Budget will be prepared using the current coding (SODO) structure. The budget can be classified and reported by several classifications, such as by codes, policy type, geographical location etc.
	<b>5.1</b>	<b>Ministry Budget by Policy Classification</b>
		Under RBB, the budget will be prepared in 3 board Policy Classifications. These are (i) Recurrent or ongoing policies, (ii) New Policies and (iii) One-Off Policy. These policy classifications are part of the requirements in the RBB Policy Circular.  Budget submissions under <u>Recurrent or Ongoing Policies</u> are basically all ongoing Program commitments carried over from the previous year. The bulk of the annual budget will be contained under this category. This, however, does not include Development Projects commitments from the previous year. Recurrent Policies are generally also provided with a Budget Ceiling, where submissions cannot

		<p>exceed the ceiling. There is a formula that will be used in tabulating the Budget Ceiling.</p> <p><u>New Policies</u>, on the other hand, are New Programs submitted by the Ministries for consideration and funding. New Programs will have financial implications on the overall budget. If new Programs are approved for the budget year (Y+1), they will become recurrent in the following years (Y+2 onwards). New Programs will have policy implications and need to be approved at the Policy level. Each New Policy will need to have its total budget implication stated separately in the table.</p> <p><u>One-offs</u> are requests for expenditure items meant only for the budget year and will not be repeated the following year. Sometimes it is possible for a One-Off expenditure to cross over into the second year. This is, however, not encouraged. As with new policies, each One-Off proposal will need to have its total budget requirement listed separately.</p>
	Table 5.1	<p>Column 1 (Policy Classification)</p> <p>The figure for the Recurrent budget will be a lump sum figure carried over from the previous year.</p> <p>Each New Policy component approved will have to be listed separately in addition to the approved budget.</p> <p>Similarly, the same will be done for each One-Off Policy being requested.</p> <p>Column 2 (Annual Budget) will have 5 years of data starting with Y-1 and onwards to Y+3. Y-1 and Y will be actual figures while Y+1 to Y+3 will be estimates. The estimates for each year will have to be submitted with the Results Framework.</p>

## 5.2 Ministry Budget by Programs

*Preamble to Appropriation by Programs*

Table 5.2: Annual Budget Estimates by Programs

Ministry Programs	Annual Budget				
	Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
			Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
<b>By Programs</b>					
Program 1					
Program 2					
Program 3					
Program 4					
<b>Total Budget</b>					

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>5.2</b>	<b>Ministry Budget by Programs</b>
	Table 5.2	This table captures the total Ministry Budget by Program/s. The aggregated information will come from the Program Strategic Performance Plan (PSPP). It will also provide estimates for the 5 periods from Y-1 to Y+3 as done in Table 5.1 above.

### 5.3 Ministry Budget by Classification Codes

Preamble

Table 5.3 Ministry Budget by Classification (SODO) Codes

Ministry Classification Codes		Annual Budget				
		Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
				Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
By Classification Codes						
Codes	Descriptions					
10000	EMOLUMENT					
11000	Salaries and Wages					
12000	Allowances and Fixed Payments					
13000	Statutory Contribution for Employees					
20000	SUPPLIES AND SERVICES					
30000	ASSETS					
40000	GRANTS AND FIXED PAYMENTS					
50000	OTHER EXPENSES					
Total Budget						

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	5.3	<b>Ministry Budget by Classification Codes</b>
	Table 2.3	<p>Classification Codes here refer to the 'Standard Objects Detailed Objects (SODO) Codes (Economic Classifications) used in the Malaysian Budgeting and Accounting system. The same has been adopted by the Sarawak Accounting System (SAS). This is the fundamental budget-building process for the public sector. The budget figures will be prepared and presented to two levels in the Classification Code. The two levels are General Objects and Specific Objects.</p> <p>Examples of the SODO Code Classification are shown in Column 1 of the table. In Yearly Column the Annual Budget will be captured in 5 periods starting from the</p>

		<p>previous year Y-1 (actual expenditure), current year Y (actual allocation), estimates for Budget Year (Y+1) and two forward years (Y+2 &amp; Y+3).</p> <p><u>State-Owned Enterprises (SOEs)</u></p> <p>In the case of SOEs, if they are using similar codes in their budget submission, please fill in the form as provided above. In case they are a different set of codes, then ignore this section of the form, but submit the following when submitting the PSPP and the budget proposal:</p> <ul style="list-style-type: none"> <li>• Board Approved Budget for the Financial Year, and</li> <li>• Copy of the Audited Financial Statements</li> </ul>
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#### 5.4 Ministry Budget by Divisions

*Preamble to appropriation by Policy with a special view of New Policies*

Table 5.4: Budget by Divisions

Divisions	Annual Budget				
	Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
			Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
<b>By Divisions</b>					
Division 1					
Division 2					
Division 3					
Division n					
<b>Total Divisional Budget</b>					

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>5.4</b>	<b>Ministry Budget Divisions</b>
	Table 5.4	Divisions here refers to the 12 Administrative Divisions in Sarawak. The table will capture the total Ministry budget by the various Divisions over the 5 years. When

		we total the budget contribution from all the Ministries, we will know how much each Division will receive. That way each Division should also be able to prepare its own Strategic Performance Plan.
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## 6.0 Estimated Revenue

*Preamble on Revenue Collection, Estimates, Strategies and Challenges*

**Table 6.1:** Annual Revenue Estimates and Economic Classification

Revenue Category and Classifications		Annual Revenue & Estimates				
		Previous Year Actual Revenue Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
				Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
<b>60000</b>	<b>TAX REVENUE</b>					
61000	Direct Tax					
62000	Indirect Tax					
<b>Total Tax Revenue</b>						
<b>70000</b>	<b>NON-TAX REVENUE</b>					
71000	Licenses, Permits etc					
72000	Services and Service Payments					
	TRANSFERS					
<b>Total Non-Tax Revenue</b>						
<b>TOTAL REVENUE</b>						
Retained Revenue						
<b>NET REVENUE</b>						

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	6.0	<b>Revenue</b>
		<p>Statement of Budgets must also include the Revenue Stream. Revenue must be planned. Revenue projections must be followed up with strategic interventions to ensure that the projected revenues are achieved. Revenue-collecting and revenue-generating Ministries must plan the revenue growth. This section broadly looks at Tax and Non-Tax Revenue. However, at the Sub-national level, Sarawak has few options in raising revenue through taxes. The better options will be to explore non-tax revenue options</p>
	Table 6.1	<p>Revenue Collection will also be on a 3-year Rolling Plan. The collections for the previous year (Y-1) will be the actual collections, while for the current year, Y, it will be estimates. Same treatment for the Budget Year (Y+1) estimates and projections for 2 forward years (Y+2 and Y+3).</p> <p>The revenue component has its own set of SODO codes as shown in Table 6.1. The revenue category is broadly divided into Tax and Non-Tax revenue. The various classifications under each are also highlighted. Any entity allowed to retain its revenue has to declare the proposed retention and set it off from its budget later.</p> <p><u>State-Owned Enterprises (SOEs)</u></p> <p>For SOEs, revenue will be reflected as non-tax revenue. Please fill in the table under the section of “non-tax revenue” and add rows if there are different classifications of revenue. All revenue collected must be reported.</p>

## 7.0 Ministry's Human Resource Requirements

### 7.1 Human Resource Planning

*Preamble on Human Resource Requirements for Budget Year*

**Table 7.1:** Total Human Resource Requirement of the Ministry

Human Resource Category	Annual Human Resource Estimates				
	Previous Year Actual Numbers Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
			Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
Top Management					
Middle Management					
Supervisory Management					
Operational and Support Staff					
Contract Staff					
<b>Total HR Requirements</b>					

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>7.0</b>	<b>Human Resource</b>
	<b>7.1</b>	<b>Human Resource Planning</b>
		<p>Planning the Human Resource requirement and related competencies is often neglected in Public Service, especially since performance was never measured using results. This table is related to head-count in the respective organization. Planning and execution primarily focused on budgeting for financial resources. However, the reality is that a dynamic and well-trained HR component will drive and optimise the financial resources as well as results. HR planning is not just about preparing for the numbers required but also to ensure that the new appointments have the necessary competencies and able to perform in producing mandated results.</p> <p>Attention must be paid to the request and approval for New Policies as it will likely have a bearing on the HR requirements which in turn had budgetary implications for the longer term.</p> <p><u>Human Resource Categories</u></p> <p>The categories provided are general classification in the public sector. However, in the case of SOEs pls use the same classification currently use in your organizations</p>

		in the same table. Delete the inputs that are there currently and fill in the categories currently used.
	Table 7.1	<p>This table captures the total HR planned based on the different categories of personnel. The HR plan is also a 3-year rolling plan. The request for HR must be consistent with the Ministry's strategic performance plan and the targets planned for the 3 years ahead including the budget year.</p> <p>When planning for the HR numbers, special attention must be given to the specific results and deliverables of the Program and the HR needed to achieve them. HR planning must be time-bound and dynamic in relation to the annual results to be produced.</p>

## 7.2 Ministry Human Resource Position

Table 7.2: Total Human Resource Positions Filled

Human Resource Category	Previous Year 2023 (Y-1)		Current Year 2024 (Y)		Total Positions for Budget Year and Foreword Estimates		
	Total Positions	Vacant Positions	Total Positions	Vacant Positions	2025	2026	2027
Top Management							
Middle Management							
Line Management							
Operational and Support Staff							
Contract Staff							
Total							

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	7.0	Human Resource
	7.2	Human Resource Planning

		The frequent movement of staff in the Public Sector is common, especially when it involves Common-User services. The increasing complexity of the public service puts a demand on the competency of the staff. With the constant movement, building requisite competencies and skill sets becomes more challenging. It is important to plan and monitor staff movement, especially when vital components of a Program are being implemented over a period of time to produce mandated results.
	Table 7.2	This table is self-explanatory, where the total staff requirement for the budget year and the following years is planned. Previous year data and vacancies for the previous (Y-1) and current (Y) years must also be reported, as it will provide a clearer picture of the HR deployment and utilisation, which directly affects the effectiveness of the Programs.  Vacancies must also be reported as they have a direct impact on the ability of the Program to produce results.

### 7.3 Human Resource Requirements by Programs

Table 7.3: Total Human Resource Requirement by Program

Human Resource by Programs	Annual Human Resource Estimates				
	Previous Year Actual Numbers Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
			Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
Program 1					
Program 2					
Program 3					
Program 4					
<b>Total</b>					

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>7.0</b>	<b>Human Resource</b>
	<b>7.3</b>	<b>Human Resource Planning</b>
		This table displays the HR requirements by Programs for the previous and current Years as well as the budget year and two forward years.

Table 7.3	Complete the HR estimates in the table as required.
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8.0 Monitoring and Evaluation Plan																			
8.1 Ministry's Performance Monitoring																			
Table 8.1: Ministry's Monitoring Framework																			
RBB Data Input Sheet for M&E																			
Ministry: <input type="text"/>																			
Program: <input type="text"/>																			
Year: <input type="text"/>																			
1	2	3	4	5	6					8	9	10	11	12	13	14			
Ref	Results Category	Description	Results KPI & Description	Unit Measure	Baseline		Targets for Budget Year (2025)					Variance	Tolerance	Data Source	MoV	Data Freq.	Who is Resp.	Budget (Cost)	
					Year	Unit	Q1	Q2	Q3	Q4	Total								
	OutC1		KPI1																
			KPI2																
	OutP1		KPI 1																
			QTY																
			QLY																
			TL																
			CS																

No	Ref.	Ministry Strategic Performance Plan (MSPP) Guidance Notes
	<b>8.0</b>	<b>Monitoring &amp; Evaluation Plan</b>
		Monitoring & Evaluation (M&E) is a key element of the Integrated RBB Model as well as any strategic management plan. RBB propagates performance as the main tenant of the Model. Failure to develop a comprehensive and systematic monitoring system or the failure to undertake an evaluation of its Program periodically will negate the efficacy of any Program. It is therefore imperative that the M&E functions be carefully planned before Program execution. The monitoring plans must be closely linked to the Ministry's strategic planning framework (MSPP).
	<b>8.1</b>	<b>Ministry's Performance Monitoring</b>
		Monitoring is the process of systematic and purposive collection of data about the changes and progress in the status of specific aspects of a Program and/or project.

		<p>The monitoring information will help to inform Program managers and stakeholders and to support decision-making on various aspects of the Program/project, such as strategies, resource usage, activities, outputs, and outcomes.</p> <p>Monitoring is different from evaluation, but is a crucial prerequisite for evaluation. Monitoring data typically forms the substance for evaluations, provided it has been carefully designed as part of the M&amp;E Plan. Evaluations become extremely difficult if monitoring data for a Program/project is not available.</p> <p>Monitoring usually covers changes in three types of data: (a) profile or background data, (b) progression/performance data, and (c) causal data. All of these data are relevant for evaluations.</p>
Table 8.1		<p>This Table is vital to planning the Monitoring of the Ministry's results. Fundamentally, it draws much of the performance information in the matrix from the Ministry's Performance Planning Framework in Table 3.2. It sets out some of the technical details of the indicators that will be used to measure the performance of the outcomes. The details needed are as follows:</p> <p>Column 1: Reference for the Ministry Outcomes (OutC)</p> <p>Column 2: The Type of Results, in this case, it's Outcomes, but at the Program level, it will also include Outputs.</p> <p>Column 3: The Outcome Description/or Outcome Statement</p> <p>Column 4; List the KPIs used to measure the Outcomes</p> <p>Column 5: Unit Measure has to be read with the KPI, as it identifies the unit measure used for measuring the KPI. Please remember that this KPI is to measure the Outcome in the Table.</p> <p>Column 6: The Baseline Value and the year from which the Baseline is used. The explanation for 'baseline' is provided in Table 3.2</p> <p>Examples: Numbers, Percentages, Ratios, Ranking etc.</p> <p>Column 7: Targets for the Budget Year; An agreed-upon value for the performance of an indicator, which is used to assess the intended level of agreed-upon achievement. Targets are directly linked to the indicator being used to measure a level of result or performance. The targets can be monthly, quarterly, semi-annual or annually, depending on the nature of the Programs and the deliverables. Generally, Outcomes take longer to manifest compared to Outputs.</p>

	<p>Column 8: Variance: A performance range within which performance is expected for a performance area. Often referred to as a Tolerable Variance Allowable (TVA), the purpose of a variance is to cater for uncertainties in actual performance against planned performance. The TVA allows for a level of performance within a predetermined and pre-agreed-upon target range for a performance area. The variance may be described qualitatively or quantitatively.</p> <p>Column 9: Tolerance: A minimum level of performance to be achieved below which mandatory review and remedial actions must be taken to address the poor performance. Any performance below the Tolerance level will automatically lead to a detailed review process followed by remedial actions to get the Program performance back on track. The TL is not the same as the tolerable variance allowable (TVA). The TVA is an acceptable performance range, while the TL is a trigger for detailed review and mandatory remedial action.</p> <p>Column 10: Data Source; The source from which the data will be obtained. It may be primary or secondary sources. Primary sources could be a survey that needs to be conducted (customer satisfaction survey) if the desired data is not available from any other source. Secondary data are data collected for some other purpose but which can also be used to measure an attribute. Examples of this are minutes, reports etc. Data collection can be time-consuming and costly in some circumstances, and care should be taken not into extensive data collection for irrelevant and unimportant performance indicators.</p> <p>Column 11: Means of Verification (MoV); The process of checking and verifying the validity and reliability of data collected from a particular data source. This is an important process in monitoring and evaluation so as to ensure that data that are collected from a source are valid and accurately reflect the indicator for which the data are collected. It is also important for independent verification by the internal audit, where necessary.</p> <p>Column 12: Data Frequency; This relates to the frequency of data collection for an indicator. Some indicators may need to have the data collected more frequently than others. Where a decision is to be made based on an indicator, care should be taken to assess the timeliness of the data collected, analysed and reported for a decision to be made.</p> <p>Column 13: Responsibility; A specific person should be assigned to collect the needed data to ensure uninterrupted data collection and to avoid data gaps. Primarily someone associated with the Program or the outcome should be identified and assigned the data collection responsibility as part of the HR work planning for the Program.</p> <p>Column 14: Budget; if there is a cost associated with collecting the data, a budget for data collection, analysis and reporting has to be prepared to ensure that it is</p>
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		cost-effective and necessary. Where surveys are used as the data collection instrument, an appropriate budget must be allocated.
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## 8.2 Evaluation Plan

Table 8.1: Evaluation Plan

Nos	Programs to be Evaluated	Evaluation Start Year	Estimated Budget

	<b>8.0</b>	<b>Monitoring &amp; Evaluation Plan</b>
	<b>8.2</b>	<b>Evaluation Plan</b>
		<p>Evaluation of a Program periodically is of utmost importance to ensure the focus and efficacy of the Program and its outcomes. Under the RBB, it is strongly recommended that a Program must be subjected to a periodic formative evaluation and a once-in-five-year summative evaluation. For this purpose, the Program's SPP must also contain an evaluation plan for each Program.</p> <p>The evaluation plan contains details of the key issues related to the Program and its outcomes that will be evaluated both on a formative basis and on a summative basis, as the case may be.</p> <p>The Evaluation Plan also spells out the key evaluation questions that are to be addressed during the planned evaluation and, where possible, even the evaluation methodology and tools to be used to carry out the evaluation.</p>
	Table 8.2	The Ministry's Plan for Evaluation is submitted in the Performance Plan. The Ministry will identify the Programs or Sub-Programs planned for evaluation, the year and the estimated cost of the evaluation. The proposal will be reviewed by the SFSO and if agreed, will provide the necessary funding.

## 9.0 Lessons Learnt and Way Forward

### 9.1 Lessons Learnt

### 9.2 Way Forward

<b>9.0</b>	<b>Lessons Learnt and Way Forward</b>
<b>9.1 &amp; 9.2</b>	
	<p>In this part of the MSPP, review the past performance of the Ministry and its Programs. The performance can be based on past and current data from the Outcomes and Outputs in the Plan documents. If a Program has been evaluated or any independent studies carried out, details of the findings must be reported.</p> <p>Based on the lessons learnt and merging challenges, suggest ways of overcoming the challenges through the planning, execution, monitoring and evaluation functions. If there are specific strategies to deal with these challenges and constraints, provide details of such suggested strategies.</p>

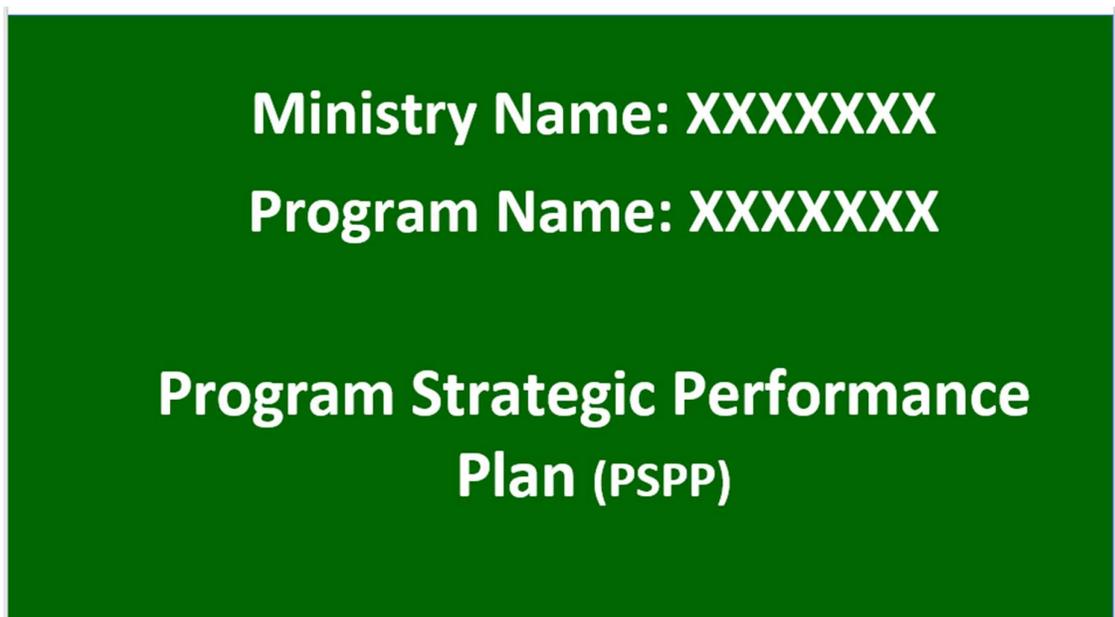
## End of the MSPP Guidelines

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## Attachment 3 – Instructions to Complete Program Strategic Performance Plan (PSPP)

### Guidance Notes

Technical Guidelines for the Preparation and Submission of the Results-based Budgeting's (RBB) Rolling Plan by the Programs. Program Strategic Performance Plan (PSPP). The latest copy of the PSPP is in Attachment 5.



No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
		<b>Program Strategic Performance Plan (PSPP)</b>
		Programs will constitute the Strategic Interventions by the Ministries and Departments at the Implementation Levels to realise their Outcomes. Programs are defined as “A planned intervention for change that comprises a set of activities and results that have a common focus on desired outcomes and impact over a period of time—often made up of a number of activities that contribute to achieving the same results”. PSPP constitutes a submission by the respective Programs as part of their overall submission by the Ministry to the State Financial Secretary’s Office (SFSO). The sum total of the results in the PSPP will contribute to the Ministry’s results in the MSPP. The linkages are established within each PSPP. For budget appropriation purposes, the Ministry will submit the MSPP together with their respective PSPPs to the SFSO to support their request for resources. Based on this set of actions and the planned targets, the Program

	<p>will request resources, both financial and human resources for the new budget year. The PSPP constitutes 3 components, i.e. the Program Results Framework, the Program Budget submission and the Program Monitoring and Evaluation Plan. Additionally, strategic linkages will be established between the program results and the ministry results and the PCDS results. In line with the RBB principles, the PSPP is cascaded down from the Ministry's Strategic Results Framework (MRF) <sup>19</sup>. Through this mapping process, we can identify all contributing Programs to a specific economic sector at the state level and gradually all contributing Program outcomes to the state sector outcomes.</p> <p>In the case of Jabatan Premier Sarawak (JPS), although the label is deemed as a department, it will act as a Ministry and fill in the MSPP so long as it has a Budget Supply Head (Maksud Bekalan) in the State Budget Book. All other agencies within the JPS will report accordingly. If there is more than one Supply Head under JPS, its treatment will be decided after viewing the scope and consultation.</p>
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**Budget Year: XXXX**

**Rolling Plan XXXX-XXXX**

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
		<b>Budget Year: XXXX</b>

<sup>19</sup> SSRF will identify all the State-level priorities from the Economic Sectors in the PCDS. These State Priorities will guide the Ministries in developing their respective Ministry level Results Framework in the Ministry Strategic Performance Plan.

		The Year XXXX refers to the Budget Year for which this document is being prepared. Generally, the budget process starts in April/May of the previous year. For example, for Budget year 2026, the process will start in April/May 2025, with the issuance of the Budget Circular.
		<b>Rolling Plan XXXX-XXXX</b>
		This refers to the 3-year Rolling Plan for which the PSPP will be prepared. The years include the Budget Year and the 2 forward years. Planning for Outcomes and achieving them will generally require a longer timeframe. It is therefore vital that Program Managers plan for a longer period so they can visualise the resources required and better plan their Programs.

## Executive Summary

- I. Introduction & Background
- II. Past Performance of Program
- III. Planned Budget Year Performance of the Program
- IV. Going Forward
- V. Conclusion

No	Ref.	Program Strategic Performance Plan (PSPP) <u>Guidance Notes</u>
		<b>Executive Summary</b>
		The submission of the PSPP document will be accompanied by an Executive Summary. The Summary will focus on two important components. These components are the Past Performance of the Ministry, information coming from the performance report of the previous year, and the Planned Performance of the Program, and both are important components for justifying the resource requirements. The Executive Summary in the MSPP will be guided by information in the PSPP.

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## 1.0 Introduction

### 1.1 Background

### 1.2 Program Vision/Mission Statement

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>1.0</b>	<b>Introduction</b>
		Provide an introduction to the Program and its relationship with the Ministry. What are its main policy mandates and Terms of Reference of the Program? This information will be in the gazette order that first created the Program or created from an EXCO decision. Also, broadly list the policies and legislation/s that empower the Program. Examples of such policies could be the Industrial Master Plan, the State Agricultural Policy or Sarawak My Second Home. Legislation could be in the form of a Customs Act, Income Tax Act, or Financial Procedures Act. Most State ordinances are for compliance and enforcement. However, when identifying the broader policy or Legislation for the Ministries, it is important to identify specific sections that are relevant to the Program.
	<b>1.1</b>	<b>Background</b>
		Provide some historical perspective of the Program, its early days and early mandates, and its achievements over the years. Also, provide information on some of the challenges and issues and lessons learnt.
	<b>1.2</b>	<b>Program Mission/Vision</b>
		Briefly describe the aspirations of the Program in terms of its vision and its 'purpose in life' as its mission statement.

### 1.3 Ministry Stakeholders, Clients & Beneficiaries

*Preamble on Ministry's Clients and Stakeholders*

Table 1.1: List of Stakeholders & Clients

Ref	Stakeholders Description	Clients Status
<b>A.</b>	<b>Stakeholders</b>	
1.		
2.		
3.		
4.		
<b>B.</b>	<b>Clients</b>	
1		
2		
3		
4		
5.		
6.		

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>1.3</b>	<b>Program Clients and Stakeholders</b>
		<p>Clients and Stakeholders can be identified in several categories, such as Direct and Indirect, Internal and External (Client Status). For the Program, list down all the key Clients and Stakeholders and focus primarily on the Direct Clients and Direct Stakeholders. Stakeholders are individuals or entities that have a vested interest in the outcomes of the program, and direct stakeholders are those that are able to influence or change program policies. Program Clients, on the other hand, are entities set up by the program or ministry to serve the specific interest of the ministry or program. In the case of State-owned Enterprises (SOEs), their clients would be the ministry that set them up, and they will be beholden to the ministries. The Ministries will also be their stakeholders. However, when viewed as a client, there are aspects of the relationship and accountabilities that may vary if viewed as a Stakeholder. The clients for the Programs will be a subset of the clients at the Ministry level. If at the Ministry level, the clients are generally patients, then at the Program level, it has to be a subset and specific, such as Heart Patients or gastro-intestinal patients. Identifying the subsets is vital as it will represent a more defined problem and needs what the Program needs to identify. Please keep in mind that Program interventions are the level at which outputs are identified and the implementation takes place, while at the Ministry level, planning is only conceptual.</p>

		<p>“Direct” here refers to the key target group/s of Clients and Stakeholders that the Ministry/Program is supposed to serve.</p> <p>The client also refers to the entity that commissioned or set up the Program. In this case, the Client has commissioned/set up a specific Program of intervention in a need/problem area to help resolve the need/problem for a set of beneficiaries and not necessarily for itself directly.</p> <p>In such cases, the Program Client is automatically also a Direct Stakeholder as it will be interested in and expect specific outcomes to be produced by the Program for the intended target beneficiaries of the Program.</p> <p>Please refer to the IRBM Terms and Terminologies in <a href="#">Attachment 1</a> for more details and examples.</p>
	<p><b>Table 1.1</b></p>	<p><b>List of Program Clients</b></p>
		<p>Program Clients refer to the entity/ies that commissioned or set up the Program for a purpose. Program clients may not necessarily benefit directly from the Program, but they are interested in resolving a problem and/or need for which reason the Program Client commissioned/set up the Program in the first place. In this instance, in almost all cases, the Program client will also be the direct stakeholder, as they would be interested in the outcome of the Program that they commissioned/set up.</p> <p>Program clients may also be beneficiaries if the Program set up was meant to benefit them directly.</p> <p>While a duty of care exists for direct clients, this duty may not exist for indirect clients.</p> <p>Program clients are the fundamental reason for the existence of a Program, as the Program must produce outcomes to solve the problem/s/needs of the Program client/s.</p> <p>For further details, see the IRBM Glossary of Terms in <a href="#">Attachment 1</a>.</p> <p>Examples: A good example would be the Ministry of Finance setting up a micro-finance facility Program for SMEs. The Program Client is the MoF, but the Program beneficiary is the SMEs. The MoF in this case is also a stakeholder as it has a vested interest in the outcome of the SME Micro Finance Program.</p>

Table 1.1	List of Stakeholders
	<p>List here all key stakeholders of the Program. Stakeholders are Individuals, people, organisations, or groups with a vested interest in the outcome of the Program. Direct Stakeholders are the entities that can make or influence policies related to the Programs. Stakeholders may include:</p> <ul style="list-style-type: none"> <li>• Program clients</li> <li>• Policy decision-makers</li> <li>• Other entities outside the Program with a vested interest in the outcome of the Program (e.g. advocacy groups and central agencies); and</li> <li>• Entities adversely or unintentionally affected by the Program and who can make or influence policies related to the Program.</li> </ul> <p>Examples: Cabinet, Parliament, EPU, Political Parties, Labour Unions</p>

Table 1.2: List of Beneficiaries

Ref	Beneficiaries Description	Clients Status
A	<b>Beneficiaries</b>	
1		
2		
3		
4		

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>1.3</b>  <b>Table</b> <b>1.2</b>	<b>Program Beneficiaries</b>
		<p>Beneficiaries are the individuals/entities that benefit directly from the Program intervention. They are the fundamental reason for the existence of the Program, without whom the Program would not exist. Beneficiaries can be direct and indirect.</p>

	<p>While direct beneficiaries are the intended target for the program, there is a likelihood that others may benefit from the program, or they may negatively impact the program.</p> <p>Example: Subsidised Medical programs are meant for the benefit of Malaysians, but foreigners (even illegal ones) also benefit from these programs as the hospital or the government clinics are obligated to treat all patients. This can result in a high unpaid bill for services that are chargeable.</p>
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## 1.4 Program's Policy Mandate

### *Preamble on Policies Applicable to the Program*

Table 1.3: List of Relevant Policies

Ref	Policy Mandate	Policy Doc. Reference	Relevant Section/Clause
1			
2			
3			
4			

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>1.4</b>	<b>Program's Policy Mandate</b>
		<p>Any legal and/or binding requirement that mandates a specific course of action and results for a Program. Often in the form of legislation or statutes, which are formulated to address a certain need and/or address a problematic situation.</p> <p>For the public sector, a policy can be in the form of a law, state enactment or statute approved by a formal policy-making body. Cabinet decisions are also regarded as policies that need to be implemented by the administrative bodies/institutions. Any form of policy circular issued by a central policy agency is also regarded as policy.</p> <p>Policy identification is important as that represents an official mandate on the Program and also imposes the allocation of resources for the implementation of the policy/ies.</p> <p>Specific provisions that are relevant to the Program in the broader policy must be identified and highlighted.</p>

	<p>Programs are service delivery entities that have a profound impact on the constituents and attract the largest budget and manpower requirements. Program interventions are particularly driven and guided by Ordinances and Policies as an obligation.</p> <p>Example:</p> <p>Local Government, legislations related to compliance and enforcement, such as building by-laws, littering, parking, etc.</p> <p>SFSO Financial Procedure Act, Treasury Instructions, Customs Act etc.</p> <p>Non-legislative policies such as the Industrial Master Plan, Agriculture Policy, Digital Master Plan, etc. Both the National and State levels.</p>
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## 1.5 Program's Key Results

### Preamble on Program's Key Results Deliverables

Table 1.4: Program Key Results (Outcomes & Outputs)

Prog OutC Ref.	Program's Outcomes	Program's Key Program Outputs (by Outcomes)
OutC1	Outcome Name here	Output 1: Output Name here
		Output 2:
OutC2		Output 1:
		Output 2:

OutC = Outcomes    OutP = Output

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	1.5	<b>Program's Key Results</b>
		This opening section on results will summarise the key results areas of the Program. It will reflect the Outcomes the Program is supposed to achieve and the Outputs that contribute to it. Outputs are only generated at the Program Level. This table lists all possible results at the program level. It shows the Program outcomes and all the

	<p>contributing outputs. A single output can contribute to more than one program outcome.</p> <p>Here, both results are listed by outcomes and outputs to provide the reader with an overview of what is being implemented by the Program and its commitment</p>
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## 1.6 Program Strategies

*Preamble on Medium and Short-term Strategies Applicable to the Program*

Table 1.5: Program Strategies and Linkages

Ref	Program Strategies	OutC Ref	Linkages to <u>Program Outcomes</u>
A	<b>Medium-term Strategies</b>		
1			
2			
3			
B	<b>Short-term Strategies</b>		
1			
2			
3			

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>1.6</b>	<b>Program Strategies</b>
		<p>Kindly refer to the Program Logic Model (ProLL) diagram to better understand Strategies and their contribution to the results areas. Outcomes are generally what you want to achieve, and the Strategies are how you achieve it. Budget year and short-term strategies are generally operational strategies (<i>Please refer to the glossary for differences between Policy Strategies and Operational Strategies</i>). Long-term Strategies can be operational or policy strategies. Generally, at the program level, we deal mostly with operational strategies.</p> <p>Strategies will allow us to identify the best option to achieve the outcome. The best option to achieve the outcome will be decided based on its value for money and the</p>

		impact that it will have on the outcome. Strategies will allow us to decide on the best option for outputs that will contribute to the outcomes.
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## 2.0 Program's Outcomes Relationship with RMK and PCDS

Preamble here

### 2.1 Program's Outcomes Relationship with RMK

Table 2.1 Program Outcomes Links to State Priorities and State Outcomes

Prog OutC Ref.	Program Outcome Description	RMK			
		State Priority Ref.	State Priority Description	State OutC Ref.	State OutC Description

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	2.0	<b>Program's relationship with RMK and PCDS</b>
		The RBB principle requires the systematic cascading of State Priorities down to the implementation levels. This is to ensure that ultimately the total of all interventions at the Implementation levels, namely Programs and possibly Sub-Programs, will collectively contribute to the achievement of the State Priorities. This systematic cascading using both Vertical and Horizontal (HoVeR) Integration Principles ensures that redundancies or overlaps are minimised, resulting in major resource savings and improved results. In the case of the State Governments, it recognises the need to link the Program level contributions to both the Malaysia Plan (MP) Priorities and the State Level PCDS2030 Priorities.

		Note: In the case of Sarawak, the reference to RMK Priorities will only be Programs/Projects directly assigned to the State and those that are possibly provided with full or partial Grants. Other National Priorities in the RMK will be cascaded down through Federal Ministries to their Respective State Departments and will not be captured in this document.
<b>2.1</b>	<b>Program Outcomes and Linkages with Malaysia Plans</b>	
Table 2.1	<p>In this table, we try to establish the link between the Program Outcomes to the relevant National Priority and its related Outcomes identified in the MP document. It may only be a partial contribution, as many other Programs may also contribute to the same high-level national outcome. Similarly, specific Program outcomes may contribute to one or more National priorities and Outcomes. (Principle of One to Many).</p> <p>In the case of Sarawak, only National Priorities assigned directly to the State are assigned priority (see Note in para 2.0 above)</p>	

## 2.2 Program's Outcomes and Linkages with the PCDS Sector and its Outcomes

*Preamble on Program's Linkages to PCDS Sectors*

Table 2.2: Program Outcomes Link to PCDS Sector and Sector Outcomes

Prog OutC Ref.	Program Outcome Description	PCDS Sector			
		PCDS Sector Priority Ref.	PCDS Sector Priority Description	PCDS Sector OutC Ref.	PCDS Sector OutC Description

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
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	<b>2.2</b>	<b>Program's Outcomes and Linkages with the PCDS Sector and its Outcomes</b>
	Table 2.2	The same principles of cascading as in Table 2.1 earlier will apply to Table 2.2. However, in this case, the contribution will be to the state-level PCDS2030. Outcomes from the economic sectors in the PCDS will be wholly or partially assigned to the State Ministries and subsequently to the Programs. In Table 2.2, the Program Outcomes will be listed and assigned to the relevant Economic Sectors and their respective Outcomes. The one-to-many rule also applies here. One Program outcome can contribute to more than one sector and its outcome/s. Care should be taken to ensure the linkages and contributions of the outcomes are correct. The quantum of its contribution will be decided gradually with the application of weights and percentages.

### 2.3 Program's Outcomes and Linkages with PCDS Enablers and its Outcomes

Table 2.3: Program Outcomes Link to PCDS Enablers and Enabler Outcomes

Prog OutC Ref.	Program OutC Description	PCDS Enablers			
		PCDS Enabler Ref.	PCDS Enabler Description	PCDS Enabler OutC Ref.	PCDS Enabler OutC Description

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>2.3</b>	<b>Program Outcomes and Linkages with the PCDS Enablers and its Outcomes</b>
	Table 2.3	Enablers are seen as vital links that enable and facilitate the Ministries and Programs in achieving their Economic Sector Outcomes. Once the Strategic Results Framework for the Enablers has been developed, the outcomes can be assigned to the Ministries and Programs. The same principles of cascading as in Table 2.2 apply here, except that this time it is concerning the PCDS Enablers and their Outcomes. The one-to-

	<p>many rule also applies here. One Program outcome may contribute to more than one enabler and its outcome/s.</p> <p><i>Note: It is expected that in the case of Enablers, management will develop a similar results framework as in the case of the Economic Sectors. At the end of the exercise, management will be able to determine which Programs will be contributing to the achievements of the Outcomes in the enablers. For this, the Central Agencies have to assign the enablers to specific Ministries to act as Lead Ministries, which will then develop the Strategic Results Framework and execute the necessary Programs to achieve the enablers. Budgets will also have to be allocated for this purpose.</i></p>
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### 3.0 Programs, Outcomes & KPIs

#### 3.1 Ministry Outcomes and Contributing Program Outcomes

Preamble on Ministry's Programs and its Outcomes (Narrative)

Table3.1: List of Ministry Outcomes and Contributing Program Outcomes

Prog OutC Ref.	Program Outcomes Description	Min OutC Ref.	Relevant Ministry Outcome

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	3.0	<b>Program's Performance Plan and Contributing Programs</b>
		<p>This is an important section, as it reflects the Program's core business and performance delivery.</p> <p>Ministries' functions are assigned to a set of Programs under it. Each Program is set up as a specific "Program of Intervention" in a priority area to address its specific problem/need and to produce the desired outcome/s. As part of its performance dimension, we need to identify a set of Program Outcomes mandated by the</p>

		<p>Program. We do this by using Program logic tools such as the Program Logic and Linkages (ProLL) Model, which is an internally proven Program logic analytical tool. This Program logic, along with associated tools such as the Outcomes Hierarchy Analysis, Problem Tree Analysis and Root Cause Analysis, will need to be applied to ensure a robust and defensible Program logic for each Program and its intervention efforts.</p> <p>Outcomes are defined as the ‘change we bring to a problem and/or need situation’.</p> <p>An Outcome (OutC) is a result that occurs as a consequence of a Program’s intervention outputs. Outcomes may be short-term or longer-term depending on the type of outputs that are produced, the nature of the problem and/or need to be addressed and their causality. Please refer to the IRBM terms and terminologies in Attachment 1 for more details on types of Outcomes.</p> <p>Examples of Outcome Statements:</p> <p>Health: reduction of Mortality Rate during childbirth, OR reduction in infant mortality.</p> <p>Education: Increase in Literacy among the adult population OR reduction in dropout rate among teenagers.</p> <p>Agriculture: Increased grain production among subsistence farmers OR an increase in income from grain production.</p>
<b>3.1</b>		<b>Ministry Programs</b>
		<p>Here we list out all the Programs of interventions identified under the Ministry. Programs are a planned intervention for change that comprises a set of activities and results that have a common focus in terms of desired outcomes and impact over a period of time. Often made up of several activities that collectively contribute through their outputs to achieving specific outcomes under the Program. They have to be functional, and we must avoid institutional Programs over the longer period.</p> <p>Programs of intervention can be problem-based or need-based, depending on the problem it is setting out to resolve. Problem-based Programs (for example, medical problems such as COVID-19 or flood mitigation) are time-bound and must have a sunset clause that will determine a time frame by which the problem will be resolved. Its continuation will be decided based on the resolution of the problem. Need-based Programs, on the other hand, will be continuous (for example, primary</p>

		<p>education or primary health care) but subject to continuous reviews to see if the outcomes and their targets are being achieved.</p> <p>Programs are identified using the Program Logic (ProLL) Model as part of the strategic intervention to address the problems and/or needs of the Program clients and stakeholder/s.</p> <p>Examples of Programs:</p> <p>Education: Adult Literacy Program;</p> <p>Agriculture: Food Security Program, Farm Consolidation Program</p> <p>Industry: High Tech Industry Program</p> <p>Environment: Environmental Sustainability Program</p>
	Table 3.1	<p>This table lists the Ministry outcomes and identifies the Program outcomes contributing to the Ministry outcomes. This is to identify the contributing Programs to the Ministry's outcome. The Ministry outcomes may be contributed to by one or more Programs under the Ministry and their outcomes. A Program can contribute to one or more Ministry outcomes. The purpose here is to identify which Programs are related to and contributing to the relevant Ministry outcomes.</p> <p><i>Note: There are instances where a program outside the ministry can also contribute to the ministry's outcome. Example Agro-tourism (under the M-FICORD) can contribute to the Tourism Boards (under MTCP). But in this exercise, we limit it to those contributions from programs directly under the respective ministries.</i></p>

### 3.2 Capital Projects Under the Program.

Table 3.3: Summary of Program's Capital Projects and Linkages to the Program Outcomes

Project Ref.	Project Name	Project Classification	Related Program Output	Related Program Outcome

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	3.3	<b>List of Capital Projects (1) by Programs</b>
		<p>Table 3.3 will capture all the capital projects approved for the program, which need to be listed by programs and their outcomes. Capital Projects, by their nature, are outputs (goods and services). Please see the glossary for output definitions. However, capital projects are what we term Process Outputs. This means that by itself, it cannot manifest as an outcome without the infusion of Operating Programs. Hospital buildings by themselves cannot contribute to an outcome without putting in the doctors and nurses and the medical and nursing Programs.</p> <p>The Capital Projects will have an impact on the Program Outcomes. While in most cases projects can be assigned to a single Program, there are instances where a Capital Project may be utilized across different Programs. In such instances, we would need to place the Project under the Program that has the biggest or most direct contribution to the relevant outcome under the Program. Where this cannot be done, it is also possible to place the project under the Management Services Program<sup>20</sup> of the Ministry, which provides common services to all Programs under a Ministry.</p> <p>Example: A new hospital building may contribute to more than one Program area, so it's best to assign it to the management services Program of the hospital.</p>
	Table 3.3	<p>Project Name: insert the name approved by the Economic Planning Unit, and as it appears in the list of approved projects. There must be an accompanying code with the project.</p> <p>Project Classification: The classification here refers to 'Type of Project', Building (Hospital, Schools, Office), Infrastructure (Roads, Bridges, Dams), Procurements of Machines (Vehicles, Farm and construction machinery, large air conditioning units)</p> <p>Related Program and Program Outcome: State to which the Program Output the capital project is contributing, and specifically to which Program outcome.</p>

<sup>20</sup> Sometimes referred to as the "General Administration Program" or the "Corporate Services Program"

Table 3.4: Program's Capital Projects by Location and Priority

Project Ref.	Project Description	Division	District	Priority Project (QWs)

QW= Quick Wins

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>3.3</b>	<b>List of Capital Projects (2) by Location and Priority</b>
	Table 3.4	<p>List the Capital Projects and identify their location by Division and by District. That way, we can establish a Geographical GPS for each project for easy monitoring and reporting.</p> <p>Priority Projects (Quick Wins): By identifying the project by priority, we can then establish a list of quick-win projects that can be addressed in the interest of the people. The approach of QWs projects is typically a Program delivery strategy.</p> <p>Examples of Quick Win Projects: Rural Clinics, Rural Roads, Broadband Penetration, Farm Machines</p>

### 3.3 Program Performance Plan

#### 3.3.1 Program Outcomes and KPIs

Preamble on Program Outcomes and Deliverables

Table 3.5: Program's Outcomes, KPIs, Baselines and Targets

Prog OutC Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outcomes				
		Year	Value	Y-1 2023 (Previous) Actual	Y 2024 (Current) Approved	Y+1 2025 (Budget Yr) Forecast	Y+2 2026 Forecast	Y+3 2027 Forecast
POutC 01	Outcome Description							
KPI 01	KPI Description:							
KPI 02	KPI Description							
POutC 02	Outcome Description							
KPI 01	KPI Description							
POutC 03	Outcome Description							
KPI 01	KPI Description							

No	Ref.	Program Performance Plan (PSPP) Guidance Notes
	3.3	Program Performance Plan-Program Outcomes (1)

	<p>Table 3.5 is meant to provide an overview and details of the Results Framework of the Program. The performance information (Outcomes and Outputs) to be completed here is the result of a detailed back-end program logic analysis to identify the results that the Program has to achieve and which are expected to contribute to the relevant Ministry and state priorities. The protocol for developing the results will be similar to that of the Ministry. All Ministries and Programs will have to go through this process at the onset. Please remember that this has to be done only once, and in subsequent years, it is about improvement and updating.</p> <p>Their contributions and their linkages have already been established in the previous tables 2.1, 2.2 and 2.3. The outcomes will address the problems and needs of the clients and stakeholders at the Program level.</p> <p>At the Program level, we see the emergence of another layer of results called “Outputs” (OutP). Outputs are only delivered at the Program level and not at the Ministry level. Outputs are determined by what measures it takes to achieve an outcome. Intervention in the form of goods and services is carried out by the Program to attain the outcomes. Outputs are the actual implementation process and the level at which much of the human resources and budget of a Program will be utilised. Outputs will have a profound effect on the budget tabulation and the outcome achievement.</p> <p>Just as in the case of outcomes, outputs will also be measured through a set of Performance Indicators (PIs). PI here refers to the evidence to show a change in a result area. There can be one or more pieces of evidence to show such a change, but typically, we would want to focus on the main evidence that can accurately and reliably show the change. This is also important to avoid unnecessary time, effort and costs of collecting data related to the evidence. These direct or significant indicators are referred to as Key Performance Indicators (KPIs).</p> <p><u>State Owned Enterprises</u> (SOEs) under the Ministry: All SOEs, be it Statutory Bodies or Government Link Companies, will be required to complete the PSPP as they are programs that will contribute to the Ministry outcomes. While policy-level outcomes will be identified in each PSPP, an additional dimension will be Financial Outcomes, often reflected in Gross or Net profits, Operating Incomes, and Revenue Collection. In these cases, these Outcomes must be captured in the Ministry Outcomes as separate Outcomes and the SOE being the sole contributor. In terms of submission, for the budget, SOEs will be required to attach the board-approved budget for the financial year and a copy of the latest audited accounts.</p> <p>See Below Examples of Financial Outcomes and their indicators:</p>
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Outcomes relating to Financial Performance and applicable indicators		
No.	Level	Indicator
OC 1	Increased profitability / Improved financial performance	<b>1. Return on Equity (ROE)</b> = (Net Income / Shareholder Equity) × 100 (Shows profitability in relation to shareholder investment)
		<b>2. Net Profit Margin</b> = (Net Profit after Tax / Revenue) × 100 (Reflects overall profitability after all expenses)
		<b>3. Earnings Per Share (EPS)</b> = Net Income / Total Outstanding Shares (Shows profitability per share)
		<b>4. Dividend Yield</b> = (Annual Dividend / Stock Price) × 100 (Measures return on investment through dividends)
		<b>5. Gross Profit Margin</b> = (Gross Profit / Revenue) × 100 (Measures profitability after deducting production costs)
		<b>6. Operating Profit Margin</b> = (Operating Profit / Revenue) × 100 (Shows profitability from core business operations)
		<b>7. Return on Assets (ROA)</b> = (Net Income / Total Assets) × 100 (Measures efficiency in using assets to generate profit)

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Table 3.5: Program’s Outcomes, KPIs, Baselines and Targets

Prog OutC Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outcomes				
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3
				2023 (Previous) Actual	2024 (Current) Approved	2025 (Budget Yr) Forecast	2026 Forecast	2027 Forecast
POutC 01	Outcome Description							
KPI 01	KPI Description:							

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	3.3	Program Performance Plan-Program Outcomes (2)
	Table 3.5	Please see the area of the BOX marked in RED.  ‘PoutC’ or Program Outcome represents the reference to the relevant Program Outcome. Next is the Ministry Outcome Description. Here we copy the outcome statement of the Program. The information in this box

			<p>will be the basis for identifying the other relevant information about the outcome.</p> <p>The Key Performance Indicators (KPIs) of the Outcomes are also identified in this Section. KPI details are outlined in the next section (3)</p> <p>The information is repeated for each Program Outcome (POutC)</p>
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**Table 3.5: Program's Outcomes, KPIs, Baselines and Targets**

Prog OutC Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outcomes				
		Year	Value	Y-1 2023 (Previous) Actual	Y 2024 (Current) Approved	Y+1 2025 (Budget Yr) Forecast	Y+2 2026 Forecast	Y+3 2027 Forecast
POutC 01	Outcome Description							
KPI 01	KPI Description:							

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>3.3</b>	<b>Program Performance Plan-Program Outcomes (3)</b>
	Table 3.5	<p>The area highlighted in RED spells out the information to be completed in Table 3.5.</p> <p>All Columns with the words "Ref." may be ignored for the time being, as these references are for software system utilisation. The codes for this column will be provided by the e-system later.</p> <p>The second Column 'Unit Measure' has to be read with the KPI, as it identifies the unit of measure used for measuring the specific KPIs. Please remember that this KPI is to measure the Program Outcome in the Table.</p> <p>Examples of Unit Measures: Numbers, Percentages, Ratios, Ranking, etc</p>

		<p>The third column under 'Baseline' has two components to it, 'Year and Value'. A baseline is a point in time from an earlier period with which the performance for a particular performance indicator can be compared with a current point in time. Baseline can be assessed in terms of two dimensions i.e. the timeline and the quantum or value of the indicator. The baseline is usually defined in terms of the baseline year (a point in time in the past) and the performance value for a performance indicator at that point in time.</p> <p>KPIs will conform to the SMART principle (See Section 4.4 of the main Guidelines)</p>
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Table 3.5: Program's Outcomes, KPIs, Baselines and Targets

Prog OutC Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outcomes				
		Year	Value	Y-1 2023 (Previous Actual)	Y 2024 (Current Approved)	Y+1 2025 (Budget Yr) Forecast	Y+2 2026 Forecast	Y+3 2027 Forecast
POutC 01	Outcome Description							
KPI 01	KPI Description:							

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>3.3</b>	<b>Program Performance Plan – Program Outcomes (4)</b>
	Table 3.5	<p>Table 3.5 displays the Annual Performance Targets for Program Outcomes. The performance targets are set for the respective outcome KPIs. The submission will be part of the 3-year rolling plan as explained earlier in this document, where Programs have to submit what they plan to achieve over the next 3 years (Y+1, Y+2 and Y+3), where year Y+1 represents the actual budget year for which funds are being requested. Y+2 and Y+3 are projections for the two forward years after the budget year, since outcomes may take a longer time to manifest. To provide some time-based perspective, the table will also capture the target for the current year (Y) and the actual achievement for the previous year (Y-1). Both of which are vital for planning and budget challenges by the State Budget Committee.</p> <p>When setting targets, ensure that the targets are realistic and based on experience, capacity to deliver, and resources, among others. Do not attempt to</p>

		set targets that look good or to impress, but are unrealistic. When setting targets, you will also be allowed to estimate variances for the targets you are setting. This is to ensure that you are not bound by absolute numbers which are impractical to achieve.
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**3.3.2 Program Output and KPIs**

Table 3.6: Program Outputs, Indicators and Targets

Prog OutC and OutP Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outputs				
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3
				2023 (Previous) Actual	2024 (Current) Approved	2025 (Budget Yr) Forecast	2026 Forecast	2027 Forecast
P OutC Ref	<i>Program Outcome Description:</i>							
POutP 1 Ref.	<i>POutP Description:</i>							
KPI 01	<i>KPI Description:</i>							
QT								
QL								
TL								
CS								
KPI 02	<i>KPI Description</i>							
QT								
QL								
TL								
CS								
POutP 2 Ref.	<i>POutP Ref. &amp; Description:</i>							

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	3.3	Program Performance Plan - Program Outputs

		<p>Outputs are results associated with Programs for which management assumes direct and immediate responsibility. There are intermediate outputs as well as final outputs. For the purpose of the IRBM, final outputs are the main focus.</p> <p>There are two types of outputs: Process outputs and Program outputs. It is important to distinguish between them to avoid performance planning from being too narrowly focused on process outputs, whereas the Program outputs are more directly relevant to the achievement of desired outcomes.</p> <p>Program outputs are the immediate changes or consequences that occur when process outputs are provided to, or accessed by, a client/beneficiary of a Program. For example, courses conducted/completed and students trained are the process outputs of the training process. The Program output that is produced as a result of the completed training is the additional or revised knowledge or skills gained by those who participated in the training.</p> <p>Process Outputs are results associated with Programmes and activities for which management assumes direct and immediate responsibility. There are intermediate outputs as well as final outputs. In IRBM, Program outputs are the main focus of this document.</p> <p>There are two types of outputs: process outputs and Program outputs. It is important to distinguish between them to avoid performance planning from being too narrowly focused on process outputs, whereas the Program outputs are more directly relevant to the achievement of desired outcomes.</p> <p>A good example of a process output is a hospital constructed. Though this output is important and expensive, it is only a process output. By itself, it does not directly influence the outcome of improved mortality and morbidity rates as opposed to the Program outputs of patients treated. Several process outputs will need to contribute to the Program output. In the example above, other process outputs such as medical equipment purchased, drugs procured, medical staff recruited etc are all process outputs that collectively contribute to the Program output of patients treated successfully.</p> <p>For Examples and details, refer to the IRBM terms in Attachment 1</p>
	<b>Table 3.6</b>	<b>Program Performance Plan- Program Outputs (1)</b>
		<p>The headings marked in RED in Table 4.1 above are similar to the table described in Table 3.2 on Outcomes. Only the first column requires information on additional items, i.e. outputs (OutP). All other columns will be similar to the description provided in Table 3.2. Basically, in the PSPP, we are making provisions to identify</p>

		and measure all outputs. Outputs are only generated at the Program level. No outputs are generated at the Ministry or State level.
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### 3.3.2 Program Output and KPIs

Table 3.6: Program Outputs, Indicators and Targets

Prog OutC and OutP Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outputs				
		Year	Value	Y-1 2023 (Previous) Actual	Y 2024 (Current) Approved	Y+1 2025 (Budget Yr) Forecast	Y+2 2026 Forecast	Y+3 2027 Forecast
P OutC Ref	<i>Program Outcome Description:</i>							
POutP 1 Ref.	<i>POutP Description:</i>							
KPI 01	<i>KPI Description:</i>							
QT								
QL								
TL								
CS								

QTY: Quantity QLY: Quality

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	3.3	Program Performance Plan - Program Outputs (2)
	Table 3.6	
		This is the second part of the same table 4.1, where we describe how to fill in the details in the table. In ROW 1 of the area highlighted in RED, we describe the first Program Outcome (PoutC). To achieve each Outcome, we will identify a number

of Outputs. The Outcomes will be measured in the previous table using a series of KPIs. In this table, we will measure the Outputs. For this, we would have identified some indicators as described in ROW 2 under the KPI description.

Unlike Outcomes, Outputs are goods and services, we can use four dimensions to measure their attributes. These dimensions are QUANTITY (QT), QUALITY (QL), TIME (TL) & COST (CS). Identifying the Quantity is Mandatory as we need to calibrate the exact number of goods and services we are delivering, and it has a bearing on the budget. For example, the number of Training Programs Effectively Completed OR the number of passports issued by the Immigration Office. These are quantifiable.

However, in some instances, the other dimensions are also important in determining the outcome. The Quality (QLY) Dimension for a Passport, for instance, is important. If they target 500 units of Passports per day and they complete the 500, does that mean that they have achieved their targets? What if, of the 500 completed, 100 were returned by the applicants due to errors? Passports, being a security document QLY are an important attribute and have to be measured.

Similarly, the other 2 dimensions, Time and Cost, deal with compliance and may be important to measure them as required. We do not need to measure all 4 dimensions for all Outputs, only where those attributes are vital to achieving the Outcomes.

For the interim period, we will focus only on QTY as it has a direct bearing on the Budget, and gradually move to other dimensions in the coming years.

Each Output Indicator will be measured using the same characteristics as shown in the Program Output (1) description, as shown below.

Prog OutC and OutP Ref.	Unit Measure	Baseline		Annual Performance Targets of Program Outputs				
		Year	Value	Y-1	Y	Y+1	Y+2	Y+3
				2023 (Previous Actual)	2024 (Current Approved)	2025 (Budget Y1) Forecast	2026 Forecast	2027 Forecast

## 4.0 Cross-Cutting Issues Areas (CCIA)

Preamble and background on cross-cutting issues and their respective outcomes

### 4.1 Program Outcome Linkages to CCIA Outcomes

Table 4.1: Summary of Relevant Program Outcomes Related to Cross-cutting Issue Areas

Prog. OutC Ref.	Program Outcomes Description	CCIA Ref.	Relevant Cross-Cutting Issue Description	CCIA OutC Ref.	CCIA Outcomes Ref and Description

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>4.0</b>	<b>Cross-Cutting Issue Areas (CCIA)</b>
		<p>Cross-cutting Issue Areas (CCIA) are for managing vital issues that don't belong to any one particular Program as a priority area and must be addressed in an integrated manner across all relevant Programs that are supposed to contribute to the desired outcome of an issue area. Some of these issues may have been captured in the Ministry Outcomes and Programs separately and undertaken in a fragmented manner.</p> <p>Examples of CCIA's: Poverty Eradication, Employment Creation, Environmental Sustainability etc</p>
	<b>4.1</b>	<b>Program Outcomes Linkages to CCIA Outcomes</b>
		<p>CCIA's are critical and priority issues, and the outcomes for these issue areas must be contributed by all relevant Programs. For each CCIA, the State EPU will have to appoint a Lead Ministry that will develop a Results Framework similar to the MSPP. In this CCIA Results Framework, the Outcomes and the KPIs will be identified for each CCIA by the Lead Ministry for that issue area. When a Program is doing its strategic planning, it must identify what it is contributing to one or more of the CCIA outcomes. The Program Outcomes (Column 2) in Table 5.1 (Tabs shown</p>

	below) will need to be linked to a relevant CCIA and its outcome as required in Columns 4 & 5 of Table 5.1.					
	<table border="1"> <thead> <tr> <th>Prog. Outcome Ref.</th> <th>Program Outcomes Description</th> <th>CCIA Ref.</th> <th>Relevant Cross-Cutting Issue Description</th> <th>CCIA Outcomes Ref and Description</th> </tr> </thead> </table>	Prog. Outcome Ref.	Program Outcomes Description	CCIA Ref.	Relevant Cross-Cutting Issue Description	CCIA Outcomes Ref and Description
Prog. Outcome Ref.	Program Outcomes Description	CCIA Ref.	Relevant Cross-Cutting Issue Description	CCIA Outcomes Ref and Description		

## 5.0 Program Budget and Estimates

### 5.1 Budget Appropriation by Policy Classification

*Preamble to appropriation by Policy with a special view of New Policies*

Table 5.1: Budget by Policy Classification

Policy Classification		Annual Budget				
		Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
				Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
Recurrent Policies (Cumulative)						
New Policies	Policy 1:					
	Policy 2:					
One-Offs	One-Offs 1:					
	One-Offs 2:					
<b>Total Budget</b>						

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>5.0</b>	<b>Program Budget and Estimates</b>
		The Program Budget will be prepared using the current coding (Standard Object Detailed Object) structure. The budget can be classified and reported by several classifications, such as SODO codes, policy type, geographical location, or user preferences. These classifications, however, have to be predetermined and coded if it is system-driven. The budget preparation at the Program level is largely

		determined by the number of outputs planned to achieve the respective Program outcomes. It is therefore directly linked to the results areas in the Program. The Program budgets are aggregated at the Ministry level to determine the total Ministry budget.
<b>5.1</b>		<b>Program Budget by Policy Classification</b>
		<p>Under RBB, to increase budget discipline and rigour, the budget will be prepared in 3 broad Policy Classifications. These are (i) Recurrent or Ongoing Policies, (ii) New Policies and (iii) One-Offs.</p> <p>Recurrent Policies are all operating budgets related to recurrent activities that were approved in the previous year. That means the SFSO agrees to provide that tranche of funds from the onset of the budget. The Programs, the results and the targets will still be challenged each year.</p> <p>Budget submissions under Recurrent or Ongoing Policies are basically all ongoing Program commitments carried over from the previous year. The bulk of the annual budget will be contained under this category. This, however, does not include Capital Projects commitments from the previous year.</p> <p>New Policies on the other hand, are New Programs submitted by the Ministries for consideration and funding. New Programs will have financial implications on the overall budget. If new Programs are approved for the budget year (Y+1), they will become recurrent in the following years (Y+2 onwards). New Programs will have policy implications and need to be approved at the Policy level. Each New Policy will need to have its total budget implication stated separately in the table. New Policy proposals will have to be submitted to the SSC and approved by EXCO for funding.</p> <p>One-offs are requests for expenditure items meant only for the budget year and will not be repeated the following year. Sometimes it is possible for a One-Off expenditure to cross over into the second year. This is, however, not encouraged. As with new policies, each One-Off proposal will need to have its total budget requirement listed separately. In some instances, the Program can last more than a year. Example: Most countries placed appropriations for COVID-19 as a One-Off expenditure, although they lasted more than one year. The intention was that it would not continue.</p>

Table 5.1	<table border="1"> <tr> <th colspan="2">Policy Classification</th> </tr> <tr> <td colspan="2">Recurrent Policies (Cumulative)</td> </tr> <tr> <td rowspan="2">New Policies</td> <td>Policy 1:</td> </tr> <tr> <td>Policy 2:</td> </tr> <tr> <td rowspan="2">One-Offs</td> <td>One-Offs 1:</td> </tr> <tr> <td>One-Offs 2:</td> </tr> <tr> <td colspan="2">Total Budget</td> </tr> </table>	Policy Classification		Recurrent Policies (Cumulative)		New Policies	Policy 1:	Policy 2:	One-Offs	One-Offs 1:	One-Offs 2:	Total Budget		
	Policy Classification													
Recurrent Policies (Cumulative)														
New Policies	Policy 1:													
	Policy 2:													
One-Offs	One-Offs 1:													
	One-Offs 2:													
Total Budget														
	<p>Column 1 (Policy Classification)</p> <p>The figure for the Recurrent budget will be a lump sum figure carried over from the previous year.</p> <p>Each New Policy component approved will have to be listed separately in addition to the approved budget. The same will be done for each One-Off being requested.</p> <table border="1"> <tr> <th colspan="5">Annual Budget</th> </tr> <tr> <th rowspan="2">Previous Year Actual Expenditure Year Y-1</th> <th rowspan="2">Current Year (2024) Year Y</th> <th colspan="3">Budget Year and Estimates</th> </tr> <tr> <th>Budget Year 2025 Year Y+1</th> <th>2026 Estimates Y+2</th> <th>2027 Estimates Y+3</th> </tr> </table> <p>Column 2 (Annual Budget) will have 5 years of data, starting with budget year Y-1 and two forward years Y+2 and Y+3. The projections will be guided partly by the allocation for the current year, Y and the actual expenditure of the previous year, Y-1. The estimates for each year will have to be submitted with the Results Framework.</p>	Annual Budget					Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates			Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
Annual Budget														
Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates												
		Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3										

## 5.2 Justification for New Policy/ies and One-Offs

*Preamble: Justify the proposal for New Policy/ One Off in terms of how it contributes to the outcome of the stated program*

Table 5.2 New Policy Proposal and Mandate/s Details

Policy Area	Approval/Mandate Ref:	Relevant Program Outcome Ref:
New Policy 1:		
New Policy 2:		
One-Off 1:		
One Off 2:		

No	Ref.	Program Strategic Performance Plan (MSPP) Guidance Notes
	<b>5.2</b>	<b>Justifications for New Policy/ies and One-Offs</b>
	Table 5.2	As clarified in section 5.1 on Policy Classification, the budget request for New Policy and One-Off requests has to be justified in terms of its details. Although the Policy itself will be approved by the SSC and then submitted to EXCO for approval, the budget and its details will be screened by the SFSO. The justification for the budget will be written here.

### 5.3 Budget by Classification Codes

*Preamble to Appropriation by Classification Codes*

Table 5.3: Annual Budget Estimates by Economic Classification

Classification Codes		Annual Budget				
		Previous Year Actual Expenditure Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
				Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
Codes	Descriptions					
<b>10000</b>	<b>EMOLUMENT</b>					
11000	Salaries and Wages					
12000	Allowances and Fixed Payments					
13000	Statutory Contribution for Employees					
Add more						
<b>20000</b>	<b>SUPPLIES AND SERVICES</b>					
21000						
22000						
Add more						
<b>30000</b>	<b>ASSETS</b>					
<b>40000</b>	<b>GRANTS AND FIXED PAYMENTS</b>					
<b>50000</b>	<b>OTHER EXPENDITURES</b>					
<b>Total Expenditure</b>						
<b>Other Partner Funding Sources (Incl. Value of Benefits in Kind)</b>						
<b>Retained Revenue (where applicable)</b>						
<b>TOTAL BUDGET</b>						

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>5.3</b>	<b>Program Budget by Object Codes</b>
	Table 5.3	<p>Object Codes are part of the Chart of Accounts (COA) used in the Malaysian Budgeting and Accounting system. This is the fundamental budget-building process for the public sector. The COA has 4 levels of classification. The budget figures are presented up to two levels in the Object Codes. The two levels are General Objects and Specific Objects. The accounting and financial reporting will be done up to the 4 levels.</p> <p>Examples of the Object Code Classification are shown in Column 1 of the table. In the Yearly Column, the Annual Budget will be captured in 5 periods starting from the previous year Y-1 (actual expenditure), current year Y (actual allocation), estimates for Budget Year (Y+1) and two forward years (Y+2 &amp; Y+3). Details of the Coding Structure can be found in the Circular, Surat Pekeliling Akauntan Negara Malaysia Bil.8 Tahun 2014.</p> <p>Programs are also required to identify sources of funding other than government funding. Unlike most developing countries, where development partners provide financial assistance, Malaysia generally does not qualify. Nevertheless, some Programs do obtain financial assistance or assistance in kind from NGOs/CSOs and the Private Sector. These contributions have to be recorded in the budget sheet.</p>

## 5.4 Building an Integrated Results-based Program Budget

*Preamble, explain briefly the components of a Results-based Program Budget*

Table. 5.4: Tabulations for Results-based Budget

Program OutC	OutPut	Activities	Total Program Budget (Budget Year Y+1)			Total Program Budget (Year Y+2)			Total Program Budget (Year Y+3)		
			Capital Budget	Operating Budget	Total Budget	Capital Budget	Operating Budget	Total Budget	Capital Budget	Operating Budget	Total Budget
OutC 1	OutP 1	Act 1									
		Act 2									
		Act 3									
	OutP 2	Act 1									
		Act 2									
OutC 2	OutP1	Act 1									
		Act 2									
	OutP 2	Act 1									

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	5.4	<b>Building an Integrated Results-based Program Budget</b>
	Table 5.4	<p>This is the crux of RBB, building the budget based on results. The focus is on the outputs that have been identified in the Strategic Results Framework. These outputs are broken down into a series of activities and tasks. The quantification will be at the Task levels aggregated to the activity and then to outputs. Each element is charged to the Object Codes and aggregated to the output level. It is also an integrated budget, capturing both the Capital and operating budgets under a Program. Costing the Budget will require breaking down activity costs into Direct and Indirect Costs. At the output level, there are activities/tasks dedicated only to that particular output; hence, the total cost of that activity/task will be charged to that output. For example, for training Output, the cost of the training room, AV equipment and refreshments are all direct costs attributable to that output and not shared with any other outputs.</p> <p>On the other hand, certain activities/tasks will only constitute part contribution to the generation of that activity or output. For Example, the cost of the in-house trainers or the use of the meeting room for preparatory work. This training only constitutes part of their work, so we have to apportion the cost attributable to the outputs. The same applies to the number of hours the meeting room was used.</p> <p>The table structure simplifies the process. The table should be copied into an Excel sheet to simplify the calculations.</p>

## 6.0 Estimated Revenue

### 6.1 Program Revenue Estimates

*Preamble on Revenue Collection, Estimates and Challenges*

Table 6.1: Annual Revenue Estimates and Object Code Classification

Revenue Category and Classifications		Annual Revenue & Estimates				
		Previous Year Actual Revenue Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
				Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
<b>60000</b>	<b>TAX REVENUE</b>					
61000	Direct Tax					
62000	Indirect Tax					
<b>Total Tax Revenue</b>						
<b>70000</b>	<b>NON-TAX REVENUE</b>					
71000	Licenses, Permits etc					
72000	Services and Service Payments					
	TRANSFERS					
<b>Total Non-Tax Revenue</b>						
<b>TOTAL REVENUE</b>						
Retained Revenue						
<b>NET REVENUE</b>						

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>6.0</b>	<b>Estimated Revenue</b>
		Revenue Estimates and Revenue Collection Strategies are an important component of Budgeting. Some agencies are revenue-collecting agencies, and they have to plan the collection. They have to provide estimates for the budget year and the 2 forward years.
	<b>6.1</b>	<b>Program Revenue Estimates</b>
	Table 6.1	<p>Revenues are broadly classified into Tax and Non-tax revenues. While most countries are largely dependent on Tax Revenues to fund their budgets, recently, there have been pressures globally due to bilateral and regional trading bloc obligations to rationalise both direct and Indirect taxes, affecting revenue streams. Some countries have strategically started moving to Investments to diversify away from Tax Revenues. Whatever the case may be, we must plan and strategise the tax and non-tax revenues.</p> <p>The revenue estimates will be recorded based on the Object Codes provided in the Chart of Accounts (COA). Estimates will include projections for the budget year and two forward years. If there are provisions for agencies to retain some of the revenue, it has to be recorded as it will have a bearing on the budget and prevent redundancies in budgets.</p>

## 7.0 Ministry's Human Resource Requirements

### 7.1 Human Resources Planning

*Preamble on Human Resources Requirements for Budget Year*

Table 7.1: Total Human Resources Requirement of the Program

Human Resources Category	Annual Human Resource Estimates				
	Previous Year Actual Numbers Year Y-1	Current Year (2024) Year Y	Budget Year and Estimates		
			Budget Year 2025 Year Y+1	2026 Estimates Y+2	2027 Estimates Y+3
<i>Use the classification or category used in the current Budget Book or Establishment Warrant</i>					
<b>Total HR Requirements</b>					

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>7.0</b>	<b>Human Resource</b>
	7.1	Human Resource Planning
		Planning the Human Resource requirement and related competencies is often neglected in Public Service, especially since performance was never measured using results. Planning and execution primarily focused on budgeting for financial resources. However, the reality is that a dynamic and well-trained HR component will drive and optimise the financial resources as well as results. HR planning is not just about preparing for the numbers required, but also ensuring that the new

		<p>appointments have the necessary competencies and can perform in producing mandated results.</p> <p>Attention must be paid to the request and approval for New Policies, as it will likely have a bearing on the HR requirements, which in turn have budgetary implications for the longer term.</p>
	Table 7.1	<p>This table captures the total HR planned based on the different categories of personnel. The HR plan is also a 3-year rolling plan. The request for HR must be consistent with the Program's strategic performance plan and the targets planned for the 3 years ahead, including the budget year.</p> <p>When planning for the HR numbers, special attention must be given to the specific results and deliverables of the Program and the HR needed to achieve them. HR planning must be time-bound and dynamic in relation to the annual results to be produced.</p>

Table 7.2: Total Human Resources Positions Filled

Human Resource Category	Previous Year 2023 (Y-1)		Current Year 2024 (Y)		Total Positions for Budget Year and Foreword Estimates		
	Total Positions	Vacant Positions	Total Positions	Vacant Positions	2025	2026	2027
<i>Use the classification or category used in the current Budget Book or Establishment Warrant</i>							
<b>Total</b>							

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	<b>7.0</b>	<b>Human Resource</b>
	<b>7.2</b>	<b>Human Resource Planning</b>
		The frequent movement of staff in the Public Sector is common, especially when it involves common-user services. The increasing complexity of the public service puts a demand on the competency and skills of the staff. With the constant movement, building requisite competencies and skill sets becomes more challenging. It is important to plan and monitor staff movement, especially when vital components of a Program are being implemented over a period to produce mandated results.

	Table 7.2	<p>This table is self-explanatory, where the total staff requirement for the budget year and the following years is planned. Previous year data and vacancies for the previous (Y-1) and current (Y) years must also be reported, as it will provide a clearer picture of the HR deployment and utilisation, which directly affects the effectiveness of the Programs.</p> <p>Vacancies must also be reported as they have a direct impact on the ability of the Program to produce results.</p>
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## 8.0 Monitoring and Evaluation Plan

(Fill this Section in Attachment 1 provided)

### 8.1 Monitoring Framework

Preamble here

Table 8.1 Performance Monitoring Framework

Ministry:													© CeDRE International						
Program:																			
Year:																			
1 Ref	2 Results Category	3 Description	4 Results KPI & Description	5 Unit Measure	6 Baseline		7 Targets for Budget Year (2025)					8 Variance	9 Tolerance	10 Data Source	11 MoV	12 Data Freq.	13 Who is Resp.	14 Budget (Cost)	
					Year	Unit	Q1	Q2	Q3	Q4	Total								
	OutC1		KPI1																
			KPI2																
	OutP1		KPI 1																
			QTY																
			QLY																
			TL																
			CS																

No	Ref.	Program Strategic Performance Plan (PSPP) Guidance Notes
	8.0	<b>Monitoring &amp; Evaluation Plan</b>
		Monitoring & Evaluation (M&E) is a key element of the Integrated RBB Model as well as any strategic management plan. RBB propagates performance as the main tenet of the Model. Failure to develop a comprehensive and systematic monitoring system or the failure to undertake an evaluation of its Program periodically will negate the efficacy of any Program. It is therefore imperative that the M&E

		functions be carefully planned before Program execution. The monitoring plans must be closely linked to the Program's strategic planning framework (PSPP).																																					
<b>8.1</b>	<b>Program's Performance Monitoring</b>																																						
		<p>Monitoring is the process of systematic and purposive collection of data about the changes and progress in the status of specific aspects of a Program and/or project. The monitoring information will help to inform Program managers and stakeholders and to support decision-making on various aspects of the Program/project, such as strategies, resource usage, activities, outputs, and outcomes.</p> <p>Monitoring is different from evaluation, but it is a crucial prerequisite for evaluation. Monitoring data typically forms the substance for evaluations, provided it has been carefully designed as part of the M&amp;E Plan. Evaluations become extremely difficult if monitoring data for a Program/project is not available.</p> <p>Monitoring usually covers changes in three types of data: (a) profile or background data (b) progression/performance data, and (c) causal data. All of these data are relevant for evaluations.</p>																																					
	Table 8.1	<table border="1"> <thead> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th colspan="2">6</th> <th colspan="4">7</th> <th>8</th> <th>9</th> <th>10</th> <th>11</th> <th>12</th> <th>13</th> <th>14</th> </tr> <tr> <th>Ref</th> <th>Results Category</th> <th>Description</th> <th>Results KPI &amp; Description</th> <th>Unit Measure</th> <th>Baseline Year</th> <th>Unit</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Total</th> <th>Variance</th> <th>Tolerance</th> <th>Data Source</th> <th>MoV</th> <th>Data Freq.</th> <th>Who is Resp.</th> <th>Budget (Cost)</th> </tr> </thead> </table> <p>This Table is vital to planning the Monitoring of the Program's results. Fundamentally, it draws much of the performance information in the matrix from the Program's Performance Planning Framework in Table 3.2. It sets out some of the technical details of the indicators that will be used to measure the performance of the outcomes. The details needed are as follows:</p> <p>Column 1: Reference for the Program Outcomes (OutC) and Outputs (OutP)</p> <p>Column 2: The Type of Results, in this case, its Outcomes, and at the Program level it will also include Outputs.</p> <p>Column 3: The Outcome Description/or Outcome Statement</p> <p>Column 4; List the KPIs used to measure the Outcomes</p>	1	2	3	4	5	6		7				8	9	10	11	12	13	14	Ref	Results Category	Description	Results KPI & Description	Unit Measure	Baseline Year	Unit	Q1	Q2	Q3	Q4	Total	Variance	Tolerance	Data Source	MoV	Data Freq.	Who is Resp.	Budget (Cost)
1	2	3	4	5	6		7				8	9	10	11	12	13	14																						
Ref	Results Category	Description	Results KPI & Description	Unit Measure	Baseline Year	Unit	Q1	Q2	Q3	Q4	Total	Variance	Tolerance	Data Source	MoV	Data Freq.	Who is Resp.	Budget (Cost)																					

	<p>Column 5: Unit Measure has to be read with the KPI, as it identifies the unit measure used for measuring the KPI. Please remember that this KPI is to measure the Outcome in the Table.</p> <p>Examples: Numbers, Percentages, Ratios, Ranking etc</p> <p>Column 6: The Baseline Value and the year from which the Baseline is used. The explanation for 'baseline' is provided in Table 3.2.</p> <p>Column 7: Targets for Budget Year Only; An agreed-upon value for the performance of an indicator, which is used to assess the intended level of agreed-upon achievement. Targets are directly linked to the indicator being used to measure a level of result or performance. The targets can be monthly, quarterly, semi-annual or annually, depending on the nature of the Programs and the deliverables. Generally, Outcomes take longer to manifest compared to Outputs.</p> <p>Column 8: Variance: A performance range within which performance is expected for a performance area. Often referred to as a Tolerable Variance Allowable (TVA), the purpose of a variance is to cater for uncertainties in actual performance against planned performance. The TVA allows for a level of performance within a predetermined and pre-agreed-upon target range for a performance area. The variance may be described qualitatively or quantitatively.</p> <p>Column 9: Tolerance: A minimum level of performance to be achieved below which mandatory review and remedial actions must be taken to address the poor performance. Any performance below the Tolerance level will automatically lead to a detailed review process followed by remedial actions to get the Program performance back on track. The TL is not the same as the tolerable variance allowable (TVA). The TVA is an acceptable performance range, while the TL is a trigger for detailed review and mandatory remedial action.</p> <p>Column 10: Data Source; The source from which the data will be obtained. It may be primary or secondary sources. Primary sources could be a survey that needs to be conducted (customer satisfaction survey) if the desired data is not available from any other source. Secondary data are data collected for some other purpose but which can also be used to measure an attribute. Examples of this are minutes, reports, etc. Data collection can be time-consuming and costly in some circumstances, and care should be taken not into extensive data collection for irrelevant and unimportant performance indicators.</p> <p>Column 11: Means of Verification (MoV); The process of checking and verifying the validity and reliability of data collected from a particular data source. This is an important process in monitoring and evaluation so as to ensure that data that are collected from a source are valid and accurately reflect the indicator for which the</p>
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		<p>data are collected. It is also important for independent verification by the internal audit, where necessary.</p> <p>Column 12: Data Frequency; This relates to the frequency of data collection for an indicator. Some indicators may need to have the data collected more frequently than others. Where a decision is to be made based on an indicator, care should be taken to assess the timeliness of the data collected, analysed and reported for a decision to be made.</p> <p>Column 13: Responsibility; A specific person should be assigned to collect the needed data to ensure uninterrupted data collection and to avoid data gaps. Primarily, someone associated with the Program or the outcome should be identified and assigned the data collection responsibility as part of the HR work planning for the Program.</p> <p>Column 14: Budget; if there is a cost associated with collecting the data, a budget for data collection, analysis and reporting has to be prepared to ensure that it is cost-effective and necessary. Where surveys are used as the data collection instrument, an appropriate budget must be allocated.</p>
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## 8.2 Evaluation Plan

Table 8.2: Evaluation Plan

Nos	Program Aspects to be Evaluated	Evaluation Start Year	Estimated Budget

8.0	<b>Monitoring &amp; Evaluation Plan</b>	
2.2	<b>Evaluation Plan</b>	
	Evaluation of a Program periodically is of utmost importance to ensure the focus and efficacy of the Program and its outcomes. Under the RBB, it is strongly	

		<p>recommended that a Program must be subjected to a periodic formative evaluation and a once-in-five-year summative evaluation. For this purpose, the Program's SPP must also contain an evaluation plan for each Program.</p> <p>The evaluation plan contains details of the key issues related to the Program and its outcomes that will be evaluated both on a formative basis and on a summative basis, as the case may be.</p> <p>The Evaluation Plan also spells out the key evaluation questions that are to be addressed during the planned evaluation and, where possible, even the evaluation methodology and tools to be used to carry out the evaluation.</p>
	Table 8.2	<p>The Program's Plan for Evaluation is submitted in the Performance Plan. The Program will submit its plans for evaluation to the Ministry if they are planning an evaluation in the budget year. The estimated cost of the evaluation and the timelines will also be submitted. The proposal will be collated by the Ministry for all its Programs and submitted to the SFSO during the budget cycle.</p>

## 9.0 Lessons Learnt and Way Forward

### 9.1 Lessons Learnt

### 9.2 Way Forward

	<b>9.0</b>	<b>Lessons Learnt and Way Forward</b>
	<b>9.1 &amp; 9.2</b>	
		<p>In this part of the PSPP, review the past performance of the Program. The performance can be based on past and current data from the Outcomes and Outputs in the Plan documents. If a Program has been evaluated or any independent studies carried out, details of the findings must be reported.</p> <p>Based on the lessons learnt and merging challenges, suggest ways of overcoming the challenges through the planning, execution, monitoring and evaluation functions. If there are specific strategies to deal with these challenges and constraints, provide details of such suggested strategies.</p>

**Submission:**

The Information submitted in this document is true and accurate to the best of my knowledge

Submitted By: (Name & Signature)

Position:

Date

**End of the PSPP Guidelines**

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**Attachment 4; Copy of the Ministry Strategic Performance Plan**



Attachment 4\_Swak  
MSPP ver 5.5.docx

**Attachment 5: Copy of the Program Strategic Performance Plan**



Attachment 5\_Swak  
PSPP ver 5.5.docx

**Attachment 6: Terms of Reference for Ministry Strategic Performance Committee (MSPC) and Program Task Force (PTF)**



MSPC and PTF Terms  
of Reference and Men

## Attachment 7: Members of the Steering Committee, Technical Committee and Terms of Reference



Attachment\_7\_(1)\_PF Attachment\_7\_(2)\_PF  
M\_-\_appointment\_SC,M\_-\_Appointment\_as.

## **Attachment 8: State Financial Secretary Circular No. 11/2024: Results-Based Budgeting (RBB) Policy of Sarawak Government**



Attachment 8 SFS  
Circular No.11.2024 (I